



COMMITTEE OF THE WHOLE

Thursday, July 28, 2022

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

PRESENTATIONS AND DELEGATIONS

2. Richard Cook, Jennifer Thibert, Lacey Barr – Eric Lees & Associates
Regarding: Cemetery Master Plan – Consultant Presentation
(Voting – All Directors)

REPORTS

3. Cemetery Services [400] Master Plan
Manager, Parks Services
(Voting – All Directors) Annex A
Pages 1-89
4. Budget Project Status Report
Chief Administrative Officer
(Voting – All Directors) Annex B
pp. 90-107
5. Board Constituency Expense Policy Update
Chief Administrative Officer
(Voting – All Directors) Annex C
pp. 108-114
6. Draft Director E-mail Policy
Corporate Officer
Corporate Records Administrator
(Voting- All Directors) Annex D
pp. 115-117
7. Area A Food Waste Drop-off and Processing Program Update
Interim Manager, Solid Waste Services
(Voting – All Directors) *Report to Follow*

- | | |
|---|------------------------|
| 8. Contracts Between \$50,000 and \$100,000 (April, May, June)
<i>Manager, Purchasing and Risk Management</i>
(Voting – All Directors) | Annex E
pp. 118-119 |
| 9. Directors' Constituency and Travel Expenses for Period Ending
June 30, 2022
<i>Accounts Payable Technician</i>
(Voting – All Directors) | Annex F
pp. 120-121 |
| 10. Corporate and Administrative Services – Update First Half 2022
<i>Corporate and Administrative Services Team</i>
(Voting – All Directors) | Annex G
pp. 122-153 |

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

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

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 28, 2022
AUTHOR: Kevin Clarkson, Parks Services Manager
SUBJECT: 2022 CEMETERY MASTER PLAN

RECOMMENDATION(S)

THAT the report titled **2022 Cemetery Master Plan** be received for information;

AND THAT the **2022 Cemetery Master Plan** be approved as a planning tool for future cemetery services and infrastructure priorities.

BACKGROUND

On February 28, 2018, the Sunshine Coast Regional District (SCRD) Board adopted the following resolution:

060/18 **Recommendation No. 2** *Cemetery [400] – 2018 R1 Budget Proposals*

THAT the report titled 2018 R1 Budget Proposal for [400] Cemetery be received;

AND THAT the following budget proposals be incorporated into the 2018 Round 2 Budget:

- Budget Proposal 1 – Cemetery Business Plan, \$25,000 funded from Reserves;
- Budget Proposal 2 – Cemetery Base Budget Adjustment, \$10,000 funded through Taxation \$5,000 and User Fees \$5,000.

This project was delayed for various reasons including staff resourcing/vacancies and the onset of the global pandemic. In late 2021, staff commissioned LEES & Associates to conduct a review of its cemetery services and develop a master plan to guide the future operations, care and development of its three burial sites. A project working group of SCRD staff was also formed to assist in the development of the plan.

The purpose of this report is to present the completed 2022 Cemetery Master Plan and requests that it be adopted as a planning tool.

Cemeteries have rich histories and are an important part of the cultural landscape. Over the years, cemeteries have become much more than just a final resting spot, but are also spaces for the living, and as park space for passive recreation. They provide family history, genealogy, cemeteries reflect community memory in a tangible way.

The SCRD operates and administers cemeteries at 3 locations:

1. Seaview Cemetery – 1706 Lower Road, Roberts Creek, BC
2. Elphinstone Cemetery - 1059 Keith Road, Gibsons, BC
3. Kleindale Cemetery – 5767 Menacher Road, Pender Harbour, BC (currently decommissioned*)

*Property is owned by SCRD, but has never been a legally sanctioned cemetery. Ministry of Consumer and Corporate Affairs Cemeteries Division closed the cemetery for any further burials on November 9, 1982.

DISCUSSION

The 2022 Cemetery Master Plan provides recommendations on the capital, operating and spatial needs for the long-term fiscal, social and environmental sustainability of SCRD cemetery services over the next 25 years. The plan provides an analysis of local demographics, disposition and interment trends, an assessment of cemetery operations, services, landscape and infrastructure. It identifies challenges and opportunities and provides recommendations for future service delivery. A copy of the Cemetery Master Plan (Attachment A).

The recommendations outlined in the plan will be used to inform future planning and priorities within Cemetery Services [400] that will be brought back for SCRD Board consideration through Service Plans and budget submissions.

Of specific note and importance are the findings the plan presents about capacity and limitations of the cemetery services, given current inventory and available real estate. Maximizing the use of existing space and planning for future land acquisition will be of primary importance.

Organizational and Intergovernmental Implications

The provision of cemetery services is governed by the Cemetery and Funeral Services Act of British Columbia, and the management and administration of public cemeteries are functions of local government.

Financial Implications

The Cemetery Master Plan includes several recommendations that have future financial implications to the SCRD. To continue to support the provision of cemetery services, staff will use these recommendations to inform short and long-term planning as well as budget requests that will be brought forward for Board consideration during the annual financial planning process.

Timeline for next steps or estimated completion date

Given the immediacy of some of the recommendations contained within the plan, staff will be planning accordingly and anticipate preparing budget proposals for the first phases of strategic implementation of the Cemetery Master Plan, beginning in 2023.

Communications Strategy

The Cemetery Master Plan will be published on the SCRD website once adopted. Staff will also share the plan with key partners, including the operator/owner of the local Funeral Home.

STRATEGIC PLAN AND RELATED POLICIES

The Cemetery Master Plan aligns with the SCRD Strategic Focus Area of Asset Stewardship, specifically with the objective of ensuring that the SCRD’s built and natural assets serve our residents now, and in the future, as well as SCRD Cemetery Bylaw No. 689.

CONCLUSION

The 2022 Cemetery Master Plan provides the strategic planning direction for the continued provision of SCRD Cemetery Services. The plan will ultimately guide future SCRD service plans along with capital and operating budget development.

Staff recommend that the 2022 Cemetery Master Plan be adopted as a planning tool.

ATTACHMENTS

Attachment A: SCRD Cemetery Master Plan, July 2022

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

Sunshine Coast Regional District

Cemetery Master Plan



LEFS
ASSOCIATES

Final Report

July 04, 2022

Acknowledgments

We would like to thank those who contributed to the creation of this Cemetery Master Plan:

SUNSHINE COAST REGIONAL DISTRICT

Shelley Gagnon, General Manager Community Services

Kevin Clarkson, Parks Services Manager

Geri Cuschieri, Cemetery Services

Dann Flatt, Park Operations Coordinator

Andrew Jackson, Cemetery Advocate

LEES+ASSOCIATES

Erik Lees, RPP, FCSLA, Founding Principal, Strategic Project Direction

Richard Cook, MLI, MBCSLA, Principal, Owner, Project Manager

Jennifer Thibert, CPA, CMA, Business Manager

Lacee Barr, BFA, MLA, Landscape Architect

Christen Oakes, BDes, MLA, Landscape Designer

Executive Summary

The Sunshine Coast Regional District (SCRD) commissioned LEES+Associates to conduct a review of its cemetery services and develop a Master Plan to guide the future operations, care and maintenance, and development of its three burial sites: Seaview Cemetery, Mount Elphinstone Pioneer Cemetery and Kleindale Cemetery. Seaview is an active cemetery, with burial lots available for sale. Mount Elphinstone Pioneer Cemetery is closed, except for families interring in pre-purchased graves. Kleindale Cemetery is a small cemetery that is full and closed to burials.

This plan will enable the SCRD to better understand the spatial, funding and community needs to ensure the long-term fiscal, social and environmental sustainability of cemetery services over the next 25 years. It includes an analysis of local demographic, disposition and interment trends; an assessment of cemetery operations, services, landscape and infrastructure; identifies challenges and opportunities; and it provides recommendations for future service delivery as well as strategic guidance for implementation.

Cemetery Demand + Needs Analysis

Cemetery Market Profile + Projected Demand

- The Sunshine Coast Regional District Local Health Area (LHA) is the cemetery's Market Area. The Market Area population will grow from 31,800 in 2021 by 10.4% to 35,100 by 2046;
- Due to the passing of the Baby Boomer generation, it is anticipated that the Market Area's death rate will increase from 10.8 deaths per 1,000 residents in 2021 to 12.1 deaths per 1,000 residents by 2046;
- From 2016 to 2021, the Market Area had:
 - 2,095 resident deaths, averaging 350 deaths per year in the LHA, including:
 - 105 resident casket burials, averaging 18 casket burials per year in the LHA, and
 - 1,990 resident cremations, averaging 330 cremations per year in the LHA.
- From 2022 to 2047 the Market Area will have approximately:
 - 9,700 resident deaths, averaging 390 resident deaths per year in the LHA, including:
 - 500 resident casket burials, averaging 20 casket burials per year in the LHA, and
 - 9,200 resident cremations, averaging 370 cremations per year in the LHA.

Cemetery Activity + Community Service

- SCRD has been interring 66% of community members choosing casket burial and 8% of community members choosing cremation at its cemeteries. The majority of SCRD's interments take place at Seaview Cemetery.

Historic Interments

- From 2016 to 2021, at Seaview Cemetery there were:
 - 76 casket lot burials, averaging 13 burials per year;
 - 127 cremation lot burials, averaging 21 burials per year, and
 - 26 cremation niche interments, averaging 4 interments per year.

Projected Interments

- Over the next 25 years, from 2022 to 2046, Seaview Cemetery is projected to have:
 - 350 casket lot burials, averaging 14 burials per year;
 - 600 cremation lot burials, averaging 24 burials per year, and
 - 120 cremation niche interments, averaging 5 interments per year.

Historic Sales

- From 2016 to 2021, Seaview Cemetery had:
 - 118 casket lot sales, averaging 20 casket lot sales per year;
 - 45 cremation lot sales, averaging 8 cremation lot sales per year, and
 - 38 cremation niche sales, averaging 6 niche sales per year.

Projected Sales

- Over the next 25 years, from 2022 to 2046, SCRD cemeteries are projected to have:
 - 550 casket lot sales, averaging 22 casket lot sales per year;
 - 210 cremation lot sales, averaging 8 cremation lot sales per year, and
 - 175 cremation niche sales, averaging 7 niche sales per year.

Estimated Supply - Inventory + Capacity

- SCRD's casket lots and columbaria niches at Seaview Cemetery are expected to be sold out in 2- 3 years;
- SCRD's in-ground cremation lots at Seaview Cemetery are expected to be sold out in 30- 35 years;
- SCRD could increase its casket lot inventory at Seaview Cemetery by converting a section of cremation lots into casket lots;
- Seaview Cemetery has 0.75 acres in undeveloped land and potential infill space that could be developed into approximately 375 casket lots. This could provide an additional 15 – 20 years of casket lot sales;
- Short Term Strategy - SCRD will need to develop an additional 1.1 acres of cemetery land to ensure it will be able to meet the expected community demand over the next 25 years, and
- Long Term Strategy - SCRD will need to acquire and develop an additional 5 acres of cemetery land to ensure it will be able to meet the expected community demand over the next 100 years.

Key Development Recommendations

Proposed development at Seaview Cemetery includes:

- Creating a new burial area on the forested section in the south-west corner of the cemetery, incorporating an improved operations yard and building with public washrooms;
- A cremation garden that incorporates the existing columbaria as part of a range of cremation interment options;
- Changing the orientation of graves in the last remaining undeveloped western section of the cemetery so they align north-south with the slope of the land;
- Infilling redundant driveways and paths with new in-ground casket and in-ground cremation interment;
- Planting new trees and shrubs to improve the landscape of the triangular cremation garden by the cemetery entrance;
- Enhancing the main cemetery entrance with a new gateway and cemetery sign;
- Information kiosks to improve wayfinding around the cemetery, and to aid visitors in locating graves of friends of and family members, and
- Planting new trees and shrubs to improve the landscape buffer

protecting the cemetery from highway noise.

Proposed development at Mount Elphinstone Pioneer Cemetery includes:

- Expanding capacity at the cemetery by creating a series of small cremation garden with columbaria units, small green burial areas, scattering trails, and memorial walks;
- Enhancing the main cemetery entrance with a new gateway and cemetery sign;
- An information kiosk to improve wayfinding around the cemetery, and to aid visitors in finding graves of friends or family members, and
- Re-routing the hiking and biking trails so they do not cut through the existing burial areas or future burial areas.

Operations Assessment

- Prices are on par with or higher than rates at other cemeteries in the region. Seaview Cemetery has fewer interment and memorialization options than are typically offered at comparable Canadian cemeteries;
- The older eastern section of the cemetery is attractive. The mature forest to the south side of the cemetery and trees along the cemetery perimeter are assets that add to the character of the western section of the site;
- Seaview Cemetery's grave adornments and east-west lot alignment are hindering the safety, accessibility, efficiency and quality of site care and service delivery. There is also a creek that goes through the centre of the cemetery with bank erosion, which could impact families' graves;
- SCRD has skilled, dedicated staff serving its cemetery administration and fieldwork operations. It also has a dedicated cemetery website and a sophisticated records management software;
- SCRD administrative staff do not have a dedicated space to serve community members. SCRD's cemetery records management system is not connected to its financial and mapping systems;
- There are clear procedures, a work schedule and standards of care outlined for the cemetery contractor's services in the terms of agreement. There are no standard operating procedures or a maintenance schedule in place to guide SCRD's cemetery administration and field work staff;
- There are conflicting statements, as well as inconsistent, missing, and incorrect information in the current cemetery bylaw, and
- Cemetery operating costs exceeded its sales and service revenue by \$55,000 per year. Operations are subsidized by a property tax allocation, some of which is placed in a reserve fund, which can be used to pay for development and enhancement initiatives.
- The Perpetual Care Fund (PCF) is not expected to generate sufficient income to support cemetery site care in the next ten years.

To enhance the efficiency, quality of service and sustainability of its cemetery operations, SCRD should:

- Expand its range of cremation interment options with a small land footprint, such as additional columbaria niches, family vessels and scattering gardens, and introduce a diverse range of memorialization options (such as engraved boulders, plaques, a memorial wall, etc.);
- Add new fees for additional services (disinterment, after hours funerals, the installation or modification of vases, memorials and headstones, reservation of adjacent lots, monument and graveside cleaning, and issuing duplicate or replacement certificates, etc.)
- Develop new full-body in-ground interment options, such as additional casket lots, green burial, and family estates.
- Increase cemetery rates annually by the rate of inflation, a minimum of 3% per year;
- Increase SCRD's transfer license fee from \$35 to the market average of \$60;
- Consider introducing a 50% discounted rate for infants, children, veterans, and indigents to enhance goodwill and SCRD's level of engagement with its residents.
- Introduce a non-resident premium of 100% to SCRD cemetery price list. As part of this process, SCRD will need to define its qualifying criteria for residency and non-residency, and add this to the Cemetery Bylaw;
- Change the orientation of new casket lots at Seaview Cemetery. This avoids the need for complex solutions for grave cover leveling and mowing;
- Expand and clarify the bylaw regulations language concerning grave adornments and ornamentation. Increase enforcement of these regulations at Seaview Cemetery;
- Introduce a public education initiative regarding grave adornments and ornamentation, and communicate to community members how these items impede the site maintenance and pose a safety hazard. Organize a community member 'clean-up day' at Seaview Cemetery.
- Increase the resilience of the cemetery system, preserve institutional knowledge in SCRD's operations and mitigate the risk of service disruption by recruiting and training an assistant for the Parks Services Assistant to provide administrative support and back up;
- Enhance the cemetery customer service experience by identifying a private room in SCRD's facilities that administrative staff can reliably and regularly reserve to meet bereaved families;
- Collaborate with Central Square technical support to learn how to use Stone Orchard Software more effectively and better integrate it with SCRD's financial and mapping systems;
- Develop a cemetery sales and marketing plan to be implemented by the cemetery's administration staff after the SCRD develops more inventory to sell. This could increase SCRD's market capture rate and operating revenue;

- Undertake an analysis of whether it is more cost-effective for SCRD to assign its operations staff to undertake 100% of the tasks in the current General Services Agreement. This should be done before renewing the Contractor's agreement in 2023;
- Create an annual maintenance plan and schedule of care that aligns with seasonal conditions and cemetery site activity, as well as a Standard Operating Procedures manual for all aspects of cemetery operations;
- Prioritize a Comprehensive Review and Revision of SCRD's Cemetery Bylaw, and
- Pursue a comprehensive financial plan and business case analysis within the next three years. Prioritize identifying the PCF funding gap and taking action to address it. Review the potential strategies for accelerating the growth of the cemetery's PCF and assess their feasibility, given SCRD's current regulations and resources available.

Implementation Plan

Essential recommendations that should be implemented immediately include:

- New cemetery land acquisition;
- Update the cemetery bylaw;
- Begin to adopt new interment options;
- Introduce a public education initiative regarding grave adornments;
- Design and develop infill areas A,B and C;
- Design and develop the cremation garden expansion, and
- Conduct a feasibility study to confirm the ground conditions of the Elphinstone Cemetery property is suitable for the proposed interment and memorialization options.

Essential recommendations that should be implemented in the next 2-5 years include:

- Design and develop new cemetery lands;
- Pursue a comprehensive financial plan and business case analysis;
- Design and develop the Seaview Southwest burial expansion area;
- Assess and implement creek storm water management recommendations to protect Seaview Cemetery from erosion, and
- Work with MOTI to address storm water from the highway damaging Seaview Cemetery.

Essential recommendations that should be implemented in the next 5+ years include:

- Design and develop later phases of the new cemetery lands, and
- Implement Elphinstone burial expansion.

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Chapter 1: Introduction

The Sunshine Coast Regional District (SCRD) commissioned LEES+Associates to conduct a review of its cemetery services and develop a Master Plan to guide the future operations, care, and development of its three burial sites.

This plan will enable the SCRD to better understand the spatial, funding and community needs to ensure the long-term fiscal, social and environmental sustainability of cemetery services over the next 25 years. It includes an analysis of local demographic, disposition and interment trends; an assessment of cemetery operations, services, landscape, and infrastructure. It identifies challenges and opportunities, and provides recommendations for future service delivery and strategic guidance for implementation.

Cemetery Sites Overview

The SCRD has three cemeteries that it owns and operates including:

- Seaview Cemetery (primary active site) - 1706 Lower Road, Roberts Creek, BC;
- Mount Elphinstone Pioneer Cemetery (inactive site), 1059 Keith Road, Gibsons, BC, and
- Kleindale Cemetery (inactive site) - 5767 Menacher Road, Pender Harbour, BC.

Seaview Cemetery is the SCRD's only active cemetery for at-need burials and pre-need sales of a right-of-interment. It is approximately 5.7 acres and located on a triangular shaped property. It is bounded on the north by Sunshine Coast Highway, on the south by Lower Road and on the west by a privately owned property. The earliest recorded interment at Seaview Cemetery dates from 1937, with many other unrecorded interments prior to 1937. The SCRD assumed operations of the cemetery in 1976.

The Mount Elphinstone Pioneer Cemetery property is approximately 10 acres of land on the steep slopes of Mount Elphinstone. Approximately one acre was cleared, and a grass lawn established for cemetery purposes, accessed by a steep gravel drive from Keith Road. The remaining nine acres comprise of tall second growth forest. The ground is covered with sword ferns and salal. It is steep and uneven with rocks, boulders and fallen forest debris. An unsanctioned trail leads from the cemetery and connects with a series of trails covering the upper part of Mount Elphinstone. The main road leading up the cemetery access road is the site of an RV park. The cemetery access road to Mount Elphinstone Pioneer Cemetery is unpaved and also provides access to a cement batch plant and gravel pit.

The SCRD would like to understand whether it is viable to re-open Mount Elphinstone Pioneer Cemetery to provide some or a full range of interment and memorialization services. It requires an assessment of Mount Elphinstone Pioneer Cemetery's development potential and use.

Kleindale Cemetery was never a legally sanctioned cemetery and was therefore closed by the Ministry of Consumer and Corporate Affairs Cemeteries Division for any further burials in 1982. The SCRD continues to maintain the cemetery.

"Show me the manner in which a nation cares for its dead and I will measure with mathematical exactness the tender mercies of its people, their respect for the laws of the land, and their loyalty to high ideals."

- Sir William Ewart Gladstone

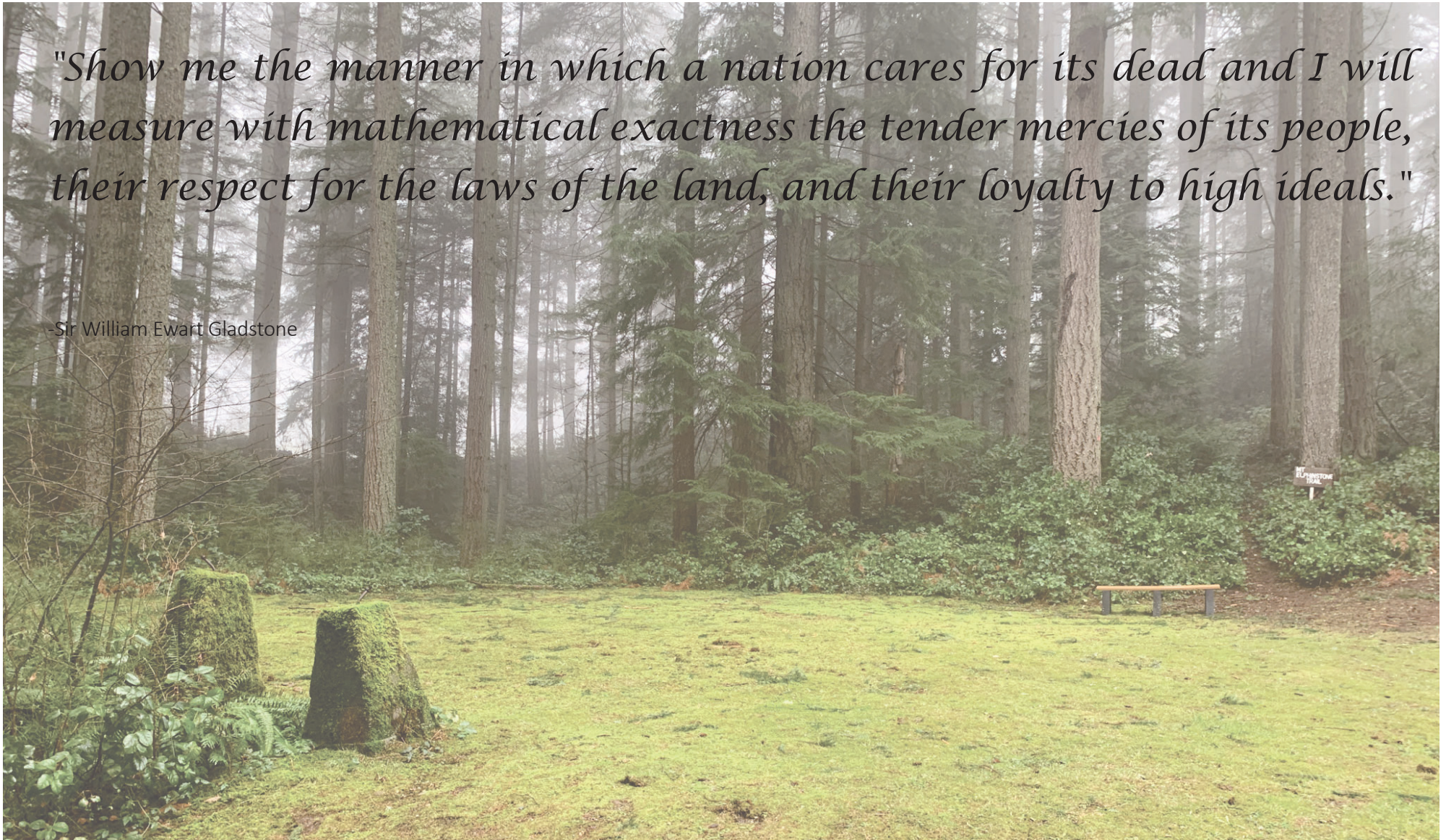


Figure 1: Mount Elphinstone Pioneer Cemetery. Source: LEES+Associates



Chapter 2: Cemetery Demand and Needs Analysis

This chapter identifies the region served by the cemeteries operated by the Sunshine Coast Regional District (SCRD). It includes an overview of the region's demographic characteristics, including its population growth, death rates, dispositions, and interment trends. These are the key drivers of community demand and future need for additional burial inventory and cemetery land in the SCRD.

The chapter concludes by comparing the projected demand to the current supply of inventory available and identifies the remaining capacity at the current cemetery sites. The outcome of this analysis is to determine the additional burial inventory and land needed to continue providing services to the community over the next 25 years.

Key Findings

The following section is a summary of the key findings from the cemetery demand and needs analysis.

Current Market Profile + Historic Demand

- The cemeteries primarily serve the residents of the Sunshine Coast Regional District Local Health Area (LHA). This is the Market Area assessed in this analysis;
- The Market Area currently has 31,800 residents. From 2016 to 2021, the LHA had approximately:
 - Increased its population by 1.6%;
 - Averaged 10.8 deaths per 1,000 residents per year;
 - 2,095 deaths, averaging 350 deaths per year, including:
 - 105 casket burials, averaging 18 casket burials per year, and
 - 1,990 cremations, averaging 330 cremations per year.

Future Market Profile + Projected Demand

- The Market Area population will grow 10.4% to 35,100 residents by 2046;
- Due to the passing of the Baby Boomer generation, it is anticipated that the Market Area's death rate will increase to 12.1 deaths per 1,000 residents by 2046;
- Over the next twenty-five years, from 2022 to 2047 the Market Area will have approximately:
 - 9,700 resident deaths, averaging 390 resident deaths per year in the LHA, including:
 - 500 resident casket burials, averaging 20 resident casket burials per year in the LHA, and
 - 9,200 resident cremations, averaging 370 resident cremations per year in the LHA.

Cemetery Activity + Community Service

- SCRCD has been interring 66% of community members choosing casket burial and 8% of community members choosing cremation in the Market Area at its cemeteries;
- Seaview Cemetery is the only active cemetery providing 100% of the interment inventory to SCRCD residents. From 2016 to 2021 Seaview Cemetery provided:
 - 76 casket lot burial services, averaging 13 casket lot burials per year;
 - 127 cremation lot burial services, averaging 21 burials cremation lot per year, and
 - 26 cremation niche interment services, averaging 4 interments per year.
- Over the next 25 years, from 2022 to 2046, SCRCD cemeteries are projected to provide:
 - 350 casket lot burial services, averaging 14 casket lot burials per year;
 - 600 cremation lot burial services, averaging 24 cremation lot burials per year, and
 - 120 cremation niche interment services, averaging 5 interments per year.

- From 2016 to 2021, Seaview Cemetery sold to community members:
 - 118 casket lots, averaging 20 casket lot sales per year;
 - 45 cremation lots, averaging 8 cremation lot sales per year, and
 - 38 cremation niches, averaging 6 niche sales per year.
- Over the next 25 years, from 2022 to 2046, SCRD cemeteries are projected to sell:
 - 550 casket lots, averaging 22 casket lot sales per year;
 - 210 cremation lots, averaging 8 cremation lot sales per year, and
 - 175 cremation niches, averaging 7 niche sales per year.

Estimated Supply - Inventory + Capacity

- Seaview Cemetery’s casket lots and columbaria niches are expected to be sold out in 2-3 years;
- Seaview Cemetery’s in-ground cremation lots are expected to be sold out in 30-35 years;
- SCRD could increase its casket lot inventory at Seaview Cemetery by converting a section of cremation lots into casket lots;
- Seaview Cemetery has 0.75 acres in undeveloped land and potential in-fill space that could be developed into 375 casket lots. This would provide an additional 15 – 20 years of lot sales, and
- SCRD will need to develop an additional 1.1 acres of cemetery land to ensure it will be able to meet the expected community demand for casket lots over the next 25 years.

Market Area Profile

This section of the cemetery master plan describes the Market Area served by SCRD’s cemetery sites. It identifies the area’s geographic boundaries, as well as the ethnic and religious profile of its residents. These variables will affect the future demand and need for SCRD’s cemetery land and interment services.

LEES+Associates obtained detailed demographic and vital statistic population, deaths, and disposition data from the Provincial government for the region identified as the Market Area.

Geographical Boundaries

The SCRD’s cemeteries primarily serve the residents of the communities within the Province of British Columbia’s Local Health Area (LHA) 333, shown in the adjacent map of the region (Figure 1), which consists of:

- LHA-3331 Gibsons;
- LHA-3332 Sechelt; and
- LHA-3333 Sunshine Coast Rural.

It has been assumed in this analysis that most of the community members served by SCRD’s cemeteries are locals to this area.

Typically, any non-locals served are originally from the SCRD and have family that are already interred in the SCRD’s existing cemetery sites.

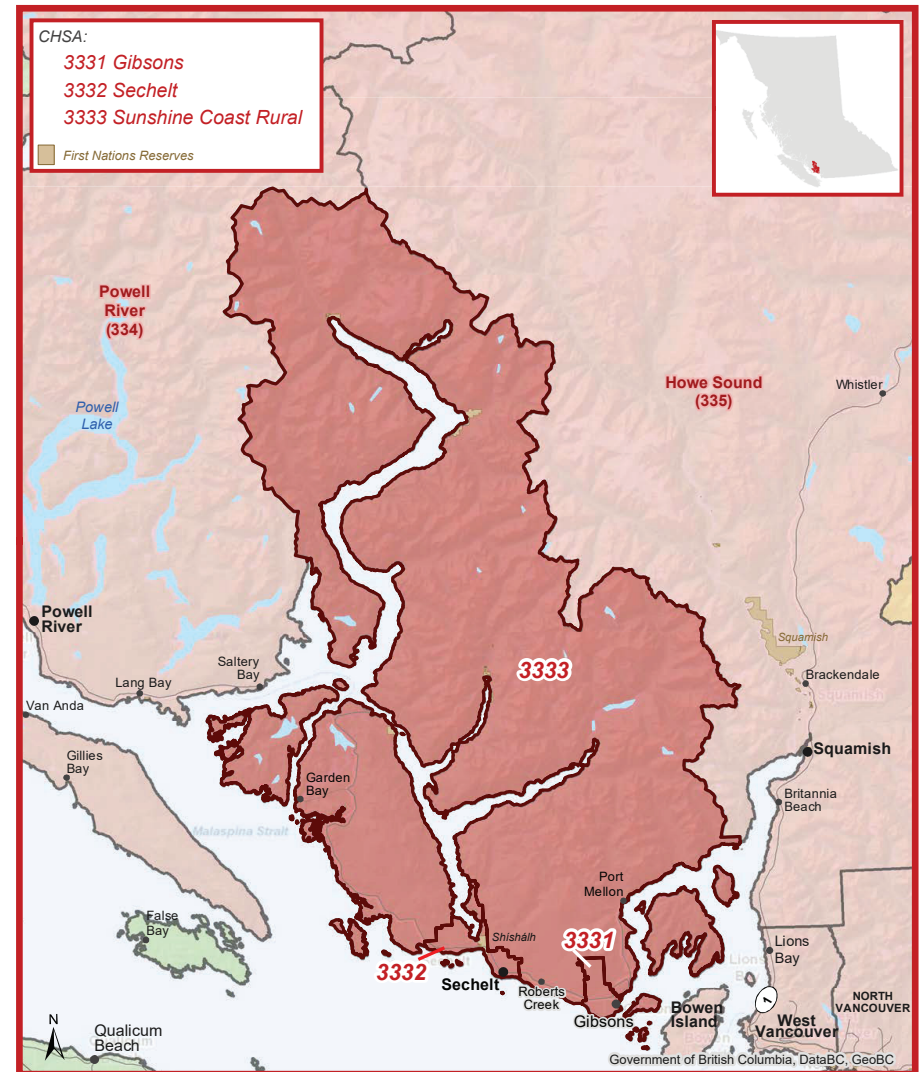


Figure 2: Sunshine Coast Local Health Area 3333 – Cemetery Market Area Map, Source: BC Ministry of Health

This image shows the relative locations of the SCRD's existing cemetery sites with the local communities served, as well as the boundary of the LHA.

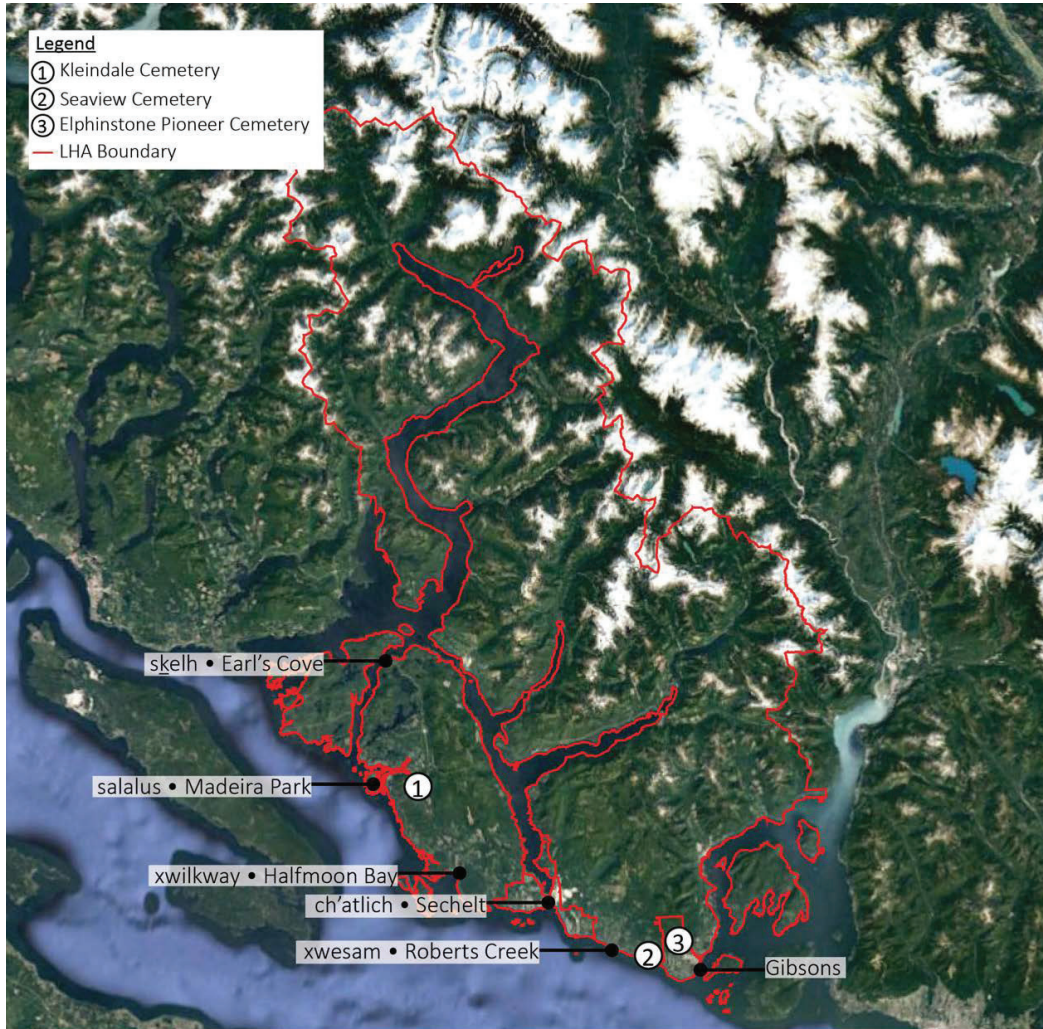


Figure 3: Market Area Map, showing the locations of SCRD's Existing Cemetery Sites, and the Local Communities Served, Source: LEES+Associates

Religious and Ethnic Profile

Individual preferences determine a person’s disposition and interment choices. These preferences are shaped by personal values, family traditions and socio-economic considerations. Religious affiliations and ethnic groups also have cultural practices, which can be a significant influence on an individual’s end-of-life choices.

Religious Profile

Understanding the religious profile of the Market Area residents is important in helping SCRD meet local demand for different types of interment and memorialization options. Some religions require specific forms of disposition and interment. For example, some groups require in-ground casket burial, while others require cremation. There are several groups that discourage or even forbid cremation, and because of this, it is expected there will always be a portion of the population that will need in-ground casket burial.

The following figure illustrates the current religious distribution of residents in the Market Area.

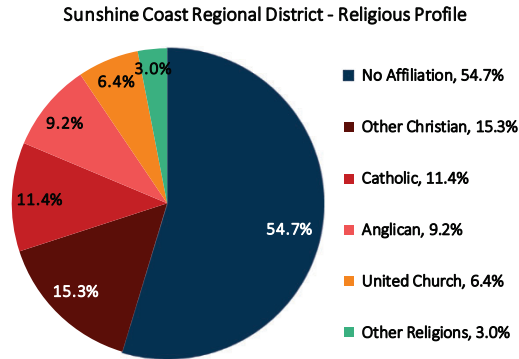


Figure 4: SCRD’s Resident Religious Distribution, Source: Statistics Canada, National Household Survey.

Analysis of the Market Area’s religious profile finds that:

- 55% of residents report having no religious affiliation;
- 42% of residents identify as Christian, and the largest Christian group that residents identify with is the Catholic Church (16% of the population), and
- 3% of residents identify with other religions, including those that are Jewish, Hindu, Buddhist, Muslim, Sikh, and other faiths. Each of these make up less than 1% of the population.

Ethnic Profile

An example of ethnically based influence is the preference of many Italian and Portuguese families to be interred in mausoleum crypts or columbaria rather than being buried in graves. In-ground casket burial is the culturally preferred interment option for many Indigenous families in Canada.

The following figure illustrates the current ethnic distribution of residents in the Market Area:

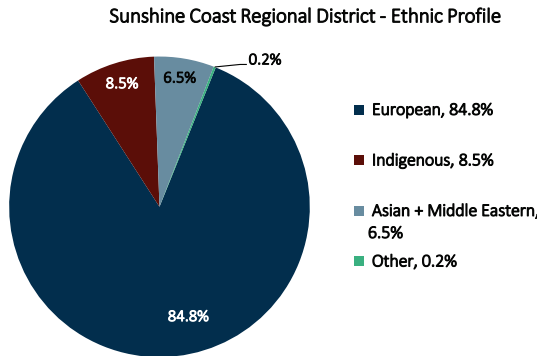


Figure 5: SCRD’s Resident Ethnic Distribution, Source: Statistics Canada, SCRD Census Profile.

Analysis of the Market Area’s current ethnic profile:

- The majority of Market Area’s residents report having a European origin, largely from the British Isles, and
- A smaller, but sizable portion of Market Area residents are of Indigenous, Asian, and Middle Eastern origin.

The Sunshine Coast Regional District is located within the territories of the Sechelt (shíshálh), Squamish (Skwxwú7mesh), Tla’amin and Klahoose First Nations.

The shíshálh Nation currently own and operate their own cemetery site. Members of the shíshálh Nation are interred on these lands.

The Skwxwú7mesh Nation does not have any cemeteries on the SCRD. They are currently served by two burial grounds for the Skwxwú7mesh Nations – one in West Vancouver and one in North Vancouver.

Tla’amin First Nations is located at the north end of Powell River. The Klahoose First Nations is located on Cortes Island. They own and operate their own cemeteries.

Historic Cemetery Market Summary

The following graph summarizes the findings of the historic cemetery market analysis and show the trends that defined the Market Area served by the SCRD from 2016 to 2021. In this graph the population growth data aligns with the left vertical axis. Death, cremation, and casket burial data align with the right vertical axis.

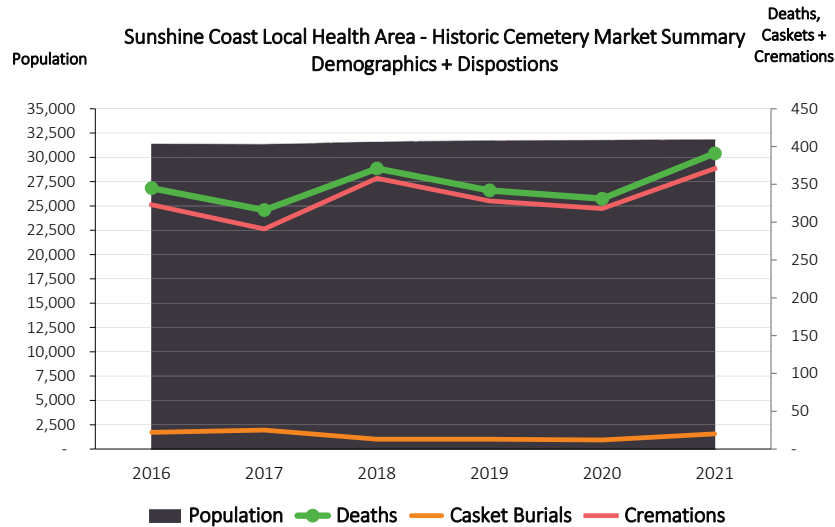


Figure 6: SCRD's Historic Cemetery Market Summary of Demographic + Disposition Variables, Source: LEES+Associates

The following section outlines the analysis and findings for each of the demographic and disposition variables, which is included in this summary of SCRD's historic cemetery market profile.

Cemetery Demand - Demographic Trends

The following table summarizes the Market Area's historic and projected population numbers and its rate of annual average growth.

Market Area Served	Population 2016	Population 2021	Average Growth 2016 - 2021	Population 2046	Average Growth 2022 - 2046
Sunshine Coast LHA 333	31,300	31,800	0.34%	35,100	0.40%

Table 1: Market Area Historic and Projected Resident Population, Source: Province of British Columbia – BC Statistics: <https://bcstats.shinyapps.io/popApp/>

The following table summarizes the Market Area's historic and projected number of deaths and the death rate relative to the area's population numbers.

Market Area Served	Average Annual Deaths 2016 - 2021	Average Deaths Per 1,000 2016 - 2021	Average Annual Deaths 2022 - 2046	Average Deaths Per 1,000 2022 - 2046
Sunshine Coast LHA 333	349	10.8	390	11.4

Table 2: Market Area Historic and Projected Resident Deaths and Death Rates, Source: Province of British Columbia – Vital Statistics: <https://www2.gov.bc.ca/gov/content/life-events/statistics-reports/deaths> & <https://www2.gov.bc.ca/gov/content/life-events/statistics-reports/vital-statistics-annual-reports>

The "Baby Boom" generation includes those born between 1946 and 1964. As this large cohort reaches its life expectancy, the average death rate will increase and the need for cemetery services will also grow. The average life expectancy of this cohort is about 80 years.

Statistics Canada predicts the increasing aging population in the Market Area will cause increased need for cemetery and funeral-related goods and services beginning in 2026 when the oldest of the Baby Boomer generation reaches the age of 80. The number of deaths is expected to increase until 2045 when the youngest members of the Baby Boomer cohort turn 80.

The anticipated passing of the Baby Boomers will increase the local death rate from the 2021 rate of 10.8 deaths per 1000 residents, to an anticipated 2.1 deaths per 1000 residents by 2046.

Due to the anticipated population growth and increased death rate, by 2046 in the Market Area will have:

- Increased its resident population by 10.4% from 31,800 in 2021 to 35,100 residents by 2046;
- Increased its annual resident deaths from 391 per year in 2021 to 424 per year in 2046, and
- 9,700 resident deaths, averaging 390 resident deaths per year over the next 25 years.

Cemetery Demand - Disposition Trends

National Cremation Rate

Disposition describes how human remains are handled after death. The most common forms of disposition in North America are in-ground casket burial and cremation.

Cremation is increasingly the preferred form of disposition for most Canadians. What individuals and families then choose to do with cremated remains varies greatly. They are usually contained in an urn, for future interment in an in-ground lot, placement within an above ground columbaria niche or scattered. The National average cremation rate increased from 63.1% in 2011 to 73.7% in 2021 and is expected to continue to rise across the country.

Figure 7 illustrates the preference for cremation in the Canadian Provinces and Territories, as of 2020.

Provincial Cremation Rate

The cremation rate in British Columbia increased from 82.3% in 2011 to 86.0% in 2021. The Cremation Association of North America (CANA) predicts British Columbia's cremation rate will rise to 87.1% by 2025.

Local Cremation Rate

From 2016 to 2021, in the local Market Area there were:

- 2,095 resident deaths, averaging 350 resident deaths per year,
- 105 resident casket burials, averaging 18 resident casket burials per year, and
- 1,990 resident cremations, averaging 330 resident cremations per year

During this period, the cremation rate in SCRD's Market Area averaged 95% - significantly higher than the average Provincial cremation rate.

Given the region's already exceptionally high rate, as well as its current religious and ethnic profile- we anticipate the proportion of cremations in the Market Area can be expected to level out and will maintain an average rate of 95% of dispositions over the next 25 years.

Projected Cremations and Casket Burials in the Market Area

Analysis of the projected disposition trends in the Market Area finds that over the next 25 years, from 2022 to 2046, there will be:

- 500 deaths where residents choose casket burials, averaging 20 per year, and
- 9,200 deaths where residents choose cremation, averaging 370 per year.

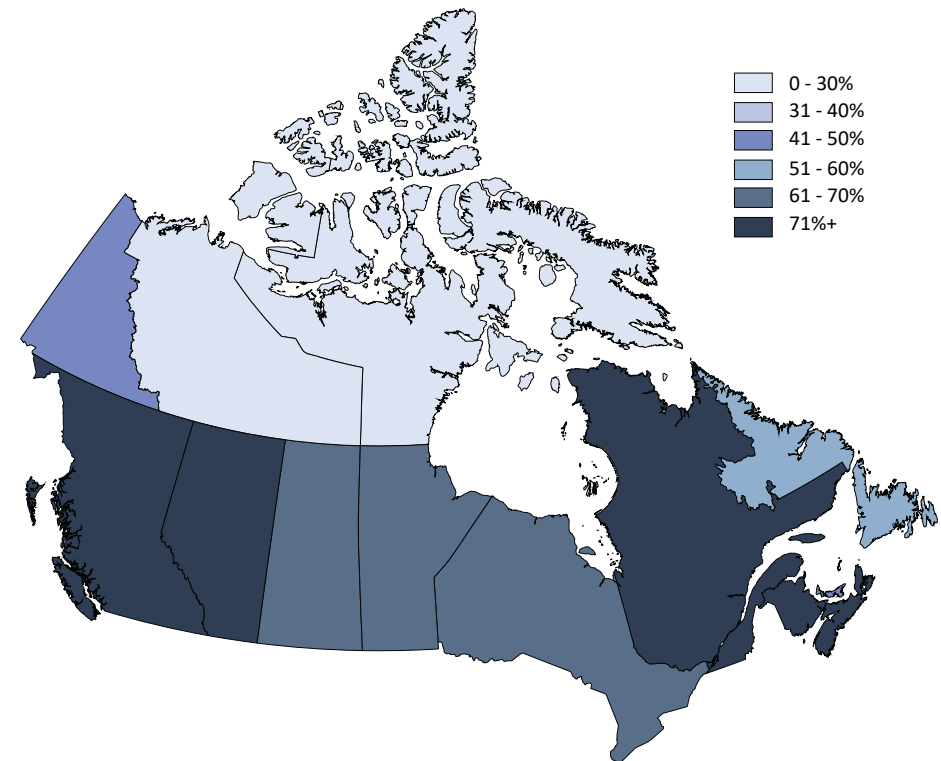


Figure 7: Map of 2020 Canadian Cremation Rates as a Proportion of Total Deaths, Source: Cremation Association of North America (CANA).

Projected Cemetery Market Summary

The following graph summarizes the findings of the projected cemetery market analysis and show the trends that will define the Market Area served by the SCRD, over the next 25 years from 2022 to 2046. In this graph, the population growth data aligns with the left vertical axis. Death, cremation, and casket burial data align with the right vertical axis.

This graph provides an overview of the total demand in the SCRD's Market Area. Due to the projected population increase and the increasing death rate, this region-wide demand for cemetery services and cemetery land is expected to steadily increase.

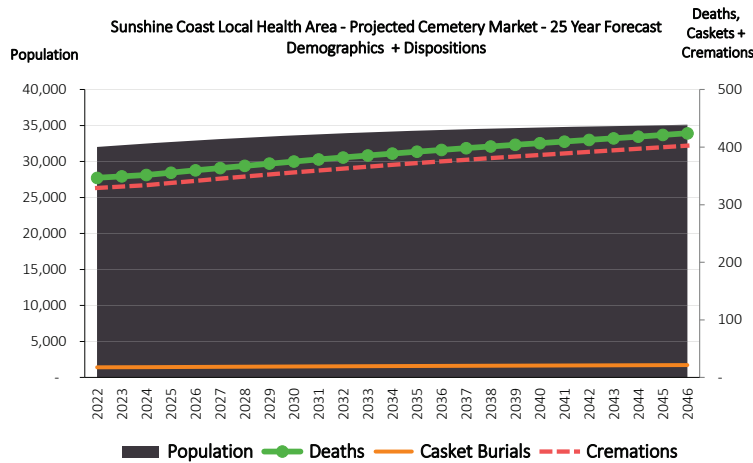


Figure 8: SCRD's Projected Cemetery Market Summary of Demographic + Disposition Variables, Source: LEES+Associates

The following section examines the share of the total market demand that has historically been met by SCRD cemeteries and identifies how many requests for cemetery services and inventory sales that SCRD can expect over the next 25 years.

Historic Interments and Sales

Cemetery Activity Trends

This section reviews the historic demand for SCRD's cemetery interment services and inventory sales.

The percentage of a Market Area's total demand for casket burials and cremations interment services that is met by a cemetery is commonly referred to as its "market capture rate." This is measured in terms of the number of annual interments at the cemetery, as a proportion of the number of deaths in the Market Area within the same year. It reflects the portion of residents served each year by a cemetery.

The number of annual inventory sales is also an important measure of demand with respect to estimating a cemetery's remaining capacity and life span. In the short term, a cemetery's annual lot sales typically exceed its number of annual interments.

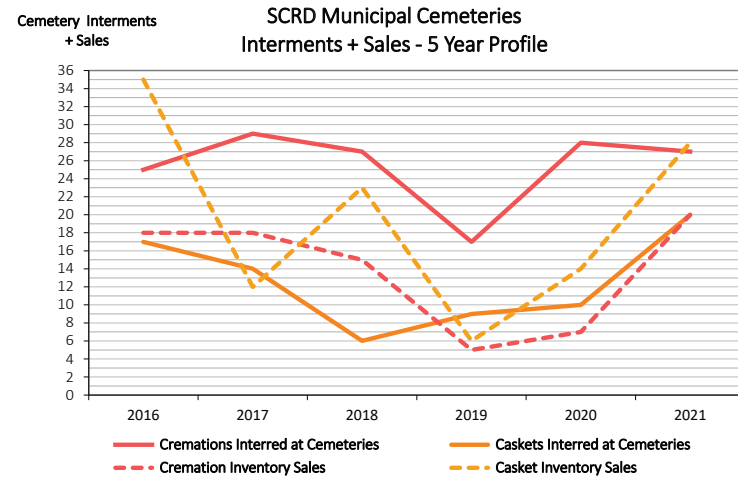


Figure 9: SCRD's Historic Cemetery Sales and Interments, Source: SCRD Cemetery Records.

The following graph summarizes SCRD's historic cemetery interments and sales from 2016 to 2021.

This graph shows that SCRD has been interring approximately 2 cremated remains for every cremated remains inventory sale. In contrast, SCRD is selling 1.5 casket lots annually for every casket it interrs.

This implies that there are a significant number of community members pre-purchasing casket burial lots at Seaview Cemetery to inter multiple cremated remains. This puts an extra demand on SCRD's cemetery casket lot inventory.

Cemetery Interments and Sales Summary

Future projections of demand for SCRD's interment services and inventory in this analysis assume that the historic market capture rates in Table 3 and the sales to interment relationship ratio in Table 4, will continue forward over the next 25 years.

Interment and Market Capture from 2016 - 2021		
Interment and Disposition	Total from 2016 - 2021	Average Per Year
Casket Lot Interment	76 casket interments	13 casket interments
Casket Burial Market Capture	105 resident casket burials	18 resident casket burials
Casket Burial Market Capture	72%	72%
Cremation Lot Interments	127 cremation lot burials	21 cremation lot burials
Cremation Niche Interments	26 niche interments	5 niche interments
Cremation Interments (Lots + Niches)	153 cremation interments	26 cremation interments
Cremation Dispositions	1989 Cremations	332 cremations
Cremation Market Capture	8%	8%

Table 3: SCRD's Interments and Market Capture from 2016 to 2021, Source: LEES+Associates and SCRD's Cemetery Records.

Sales and Interment Relationship Ratio from 2016 to 2021		
Sales	Total from 2016 - 2021	Average Per Year
Casket Lot Sold	118 lots sold	20 lots sold
Casket Lot interment	76 casket interments	13 casket interments
Casket Lot Sales to Inters Ratio	1.55	1.55
Cremation Lots Sold	45 lots sold	8 lots sold
Columbaria Niches Sold	38 niches sold	6 niches sold
Cremation Inventory Sold (lots + niches)	83 lots + niches	14 lots + niches
Cremation Interments (lots + niches)	153 cremation interments	26 cremation interments
Cremation Lots Sales to Inters Ratio	0.54	0.54

Table 4: SCRD's Sales, and Sales to Interments Relationship Ratio from 2016 to 2021, Source: LEES+Associates and SCRD's Cemetery Records

Community Member Preferences

The proportion of residents that choose to be buried in a cemetery varies significantly and is influenced by several factors. These include:

- The attractiveness of the cemetery site;
- The diversity of the product and service options;
- The cemetery’s level of universal accessibility;
- The level of cemetery operator community engagement;
- The cemetery’s proximity to residential areas and residents;
- The cemetery’s ability to meet religious/ethnic traditions, and
- Pricing.

A high cremation rate affects the total number of families that are likely to choose interment at a cemetery. This is because most cremated remains in North America are not interred in cemeteries. Many families choose to scatter a family member’s cremated remains in unregulated areas such as public parks, private property, lakes, rivers, and other outdoor places of personal meaning. In contrast, most families choosing casket burial will inter in their local cemetery.

Market research by LEES+Associates over the past two decades finds that most Canadian municipal cemeteries will serve a market area that consists of one community and its surrounding rural area.

These cemeteries typically provide service for 80%-90% of those choosing casket burial, and 10%-20% of those who choose cremation in their community.

SCRD is interring 72% of casket burials and 8% of cremations in its Market Area. These market capture rates are below average compared to other Canadian municipal cemeteries. This could be in part due to the limited number of interment options available to residents at SCR D’s cemeteries.

SCRD staff work closely with Devlin Funeral Home, the only funeral service provider in the SCR D. In addition to delivering services at SCR D’s cemeteries, Devlin Funeral Home reports serving residents that chose to be interred at other cemeteries and churches on the SCR D, including Sechelt Indian Cemetery, Forest View Cemetery in Pender Harbour, and cremation scattering gardens at local churches. A small portion of SCR D residents chose to be interred in cemeteries in the Vancouver area.

In this section, “universal accessibility” refers to the overall visibility of the cemetery’s profile to the Market Area’s residents, how easy it is for them to locate the site, as well as navigate within it.

Projected Interments and Sales

This section estimates the projected demand for SCR D’s interment services and inventory sales. This projection assumes that historic service rates, interment patterns, sales trends, and average annual growth in the Market Area will remain consistent and continuous over the next 25 years.

The following graph summarizes SCR D’s projected cemetery interments and sales over the next 25 years, from 2022 to 2046.

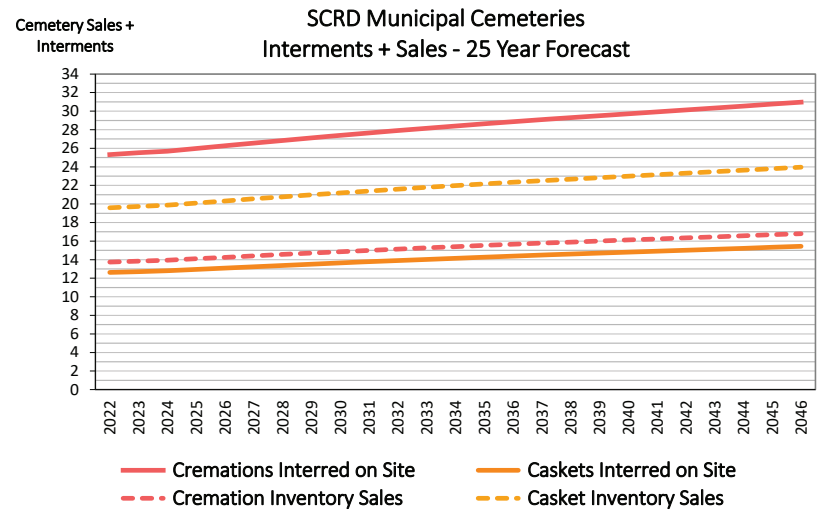


Figure 10: SCR D’s 25 Year Projections – Defining Future Demand, Source: LEES+Associates.

Projections of interment numbers over the next 25 years finds that SCR D can expect:

- 350 casket lot burial services, an average 14 burials per year;
- 600 cremation lot burial services, an average 24 burials per year, and
- 120 cremation niche interment services, an average 5 interments per year.

Projections of sales numbers over the next 25 years finds that SCR D can expect:

- 550 casket lot sales, an average 22 casket lot sales per year;
- 210 cremation lot sales, an average 8 cremation lot sales per year, and
- 175 cremation niches, an average 7 niche sales per year.

Inventory and Capacity (Supply)

This section of the report analyzes the current developed inventory of casket lots, cremation lots and columbaria niches, and the capacity of any undeveloped land and potential infill areas at the SCRD's cemeteries, comparing it to the land needed to meet the expected demand over the next 25 years.

Sales Capacity

In this cemetery demand and needs analysis, we compare the anticipated sales demand to the number of casket lots, cremation lots and niches available for sale, and then estimate the number of years of sales remaining. For context, all existing burial inventory is supplied at Seaview Cemetery. Mount Elphinstone Pioneer Cemetery is closed to new sales of graves, and is not suitable for expansion because it is too steep. Kleindale cemetery is very small, full, and closed.

"Sales" refers to all purchases of a right-of-interment for in-ground burial lot ("grave"), or columbaria niche at the SCRD's cemeteries. A sale may take place significantly in advance of the need for interment services at municipal cemeteries.

"Casket lot" inventory refers to all in-ground burial lots at SCRD cemeteries that can accommodate a full in-ground casket burial. According to SCRD's bylaw, the size of a casket lot is 6' x 9'. In practice, SCRD staff have been interring caskets in lots that are 5' x 10'.

"Cremation lots" inventory refers to all in-ground burial lots at the SCRD that accommodate only urns. The size of a standard cremation lot is 2' x 2.5'.

The amount of inventory available for sale is usually a cemetery's most limited resource and is the primary constraint for cemetery operations. A cemetery usually only sells a grave or niche once, whereas it is possible for these single lots or niches to accommodate multiple interments.

Interment Capacity

Interment capacity is the total space available for interments in the cemetery's inventory. This includes lots and niches that are currently available for sale, as well as those lots and niches that have been purchased in advance of need but are not yet occupied.

"Interments" include the opening and closing service provided to the purchaser of a right-of interment. At the SCRD cemeteries, interments entail the burial of the deceased's casket or urn in a grave or placement of an urn within a columbarium niche.

The capacity of an interment space (a casket lot, cremation lot or columbaria niche) refers to the number of times these opening and closing services can be done after it has been sold, and the number of caskets and/or urns that can be placed within it.

Interment capacity is defined by cemetery bylaw and the physical size of the interment space.

In addition to its inventory available for sale, SCRD cemeteries have a high number of pre-purchased, reserved burial lots and columbaria niches that accommodate community member interments. The majority of the Seaview Cemetery's inventory available for interment, is within its pre-purchased inventory reserve.

There is a contradiction in the current bylaw regarding the interment capacity of burial lots at SCRD's cemeteries.

According to SCRD's Cemetery Bylaw:

"One interment may be permitted in each grave space in the cemetery. A single grave may inter six cremations or one full burial and up to five cremations." and

"Each columbaria niche may hold a maximum of two interments of cremated remains dependent on niche size."

There is an opportunity here for the SCRD to improve the clarity of the bylaw language concerning the number of burials that is permitted in a casket and cremation-only grave space.

Interment + Sales Patterns

The following historic interment and sales patterns at SCRD's cemeteries are assumed to continue over the next 25 years and affect the future demand for its inventory and services. These are that:

- 70% of annual interments at Seaview Cemetery take place within pre-purchased, reserved lots and niches;
- Multiple cremated remains interments regularly take place within single burial lots at Seaview Cemetery.
 - From 2016 to 2021, SCRD interred 1.8 urns for every 1 cremation option sold. In contrast, during the same period SCRD sold 1.5 casket lots for every 1 casket interred.

The purchase of casket lots solely for the interment of cremated remains constrains its availability to community members who need the larger lots to accommodate casket interment.

Due to religious or ethnic burial traditions, these community members choosing casket burial do not have an alternate inventory option available to them at SCRD cemeteries. Whereas cremated remains can be currently accommodated at Seaview Cemetery by casket lots, cremation lots or columbaria niches.

These interment and sales patterns imply that SCRD will need to:

- Accelerate the development of its casket lots to accommodate both the demand from community members choosing casket burial, as well as those using casket lots as a cremated remain estate, and/or
- Reduce the number of cremated remains it permits in a casket lot and offer family estate lots that are specifically dedicated to interring a larger number of cremated remains interments than is permitted casket lots.

These strategies would redirect demand for casket lots and encourage the purchase of the more plentiful cremated remains inventory.

Cemetery Inventory Available for Sale

The following table summarizes SCRD’s developed inventory that is available for sale (all of which is currently at Seaview Cemetery), the projected average number of sales per year (over the next 25 years), and the estimated number of years of sales remaining.

Inventory Type	Developed Inventory for Sale	Average Sales Per Year	Years of Sales Remaining
Casket Lots	42 lots	22 lot sales per year	2-3 years
Casket Lots- Jewish	14 lots		
Cremation Lots	253 lots	8 lots sales per year	30- 35 years
Columbaria Niche	16 niches	7 niche sales per year	2-3 years
Total	325 lots + niches	37 sales per year	

Table 5: SCRD’s Cemetery Inventory Sales Capacity, Source: SCRD Cemetery Records.

Cemetery Inventory - Available For Interment

The following graph summarizes all the existing inventory at SCRD cemetery sites available for interment. The dashed, white line is the dividing boundary between reserved inventory and inventory available for sale.

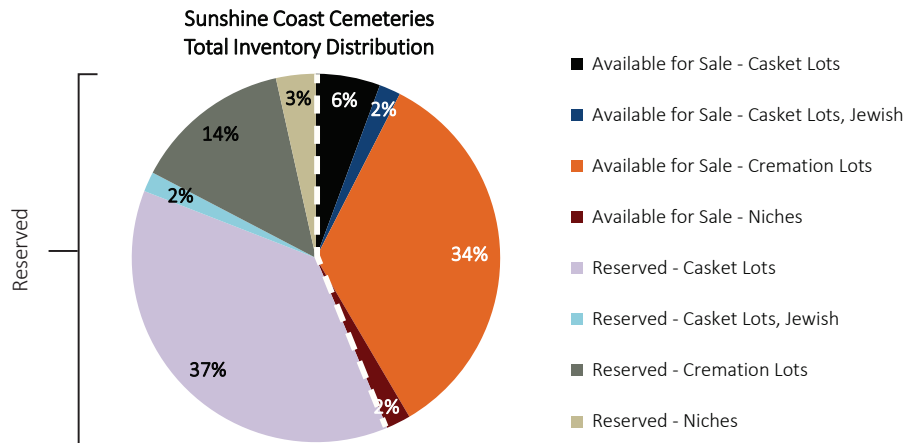


Figure 11: Summary of SCRD’s Cemetery Inventory Interment Capacity, Source: SCRD Cemetery Records.

The following table summarizes SCRD’s pre-purchased, reserved inventory that is available for interment, in addition to the SCRD’s inventory available for sale.

Inventory Type	Pre-purchased, Reserved Inventory	% of Inventory Reserved	Total Inventory Available for Interment	Years of Sales Remaining
Casket Lots	277 lots	87%	14 inters per year	20- 25 years
Casket Lots- Jewish	13 lots	48%		
Cremation Lots	103 lots	29%	23 inters per year	10- 15 years
Columbaria Niche	26 niches	62%	5 inters per year	8- 10 years
Total	419 lots + niches	56%	42 inters per year	

Note: % of Inventory Reserved = This is the portion of Total Inventory Available for Interment that is pre-purchased and reserved by community members.

Table 6: SCRD’s Cemetery Inventory Sales Capacity, Source: SCRD Cemetery Records.

This table shows that SCRD can expect to continue interring residents at its cemetery sites long after its final lot is sold. Residents of the Sunshine Coast LHA will need SCRD to plan to continue operating its cemeteries as an active site for funerals and interments for the next 25 years.

After the last burial takes place, SCRD will then need to maintain its cemeteries as inactive in perpetuity. This is required by British Columbia’s Cemetery and Funeral Services Act, Division 3 — Maintenance and Care Fund Provisions.

Total Capacity - Undeveloped Land + Infill Opportunities

Infill Strategy – Development and Densification

There are often opportunities at cemetery sites to develop space not historically allocated for interments and densify site capacity through a range of strategies. This may include:

1. Closing low-traffic paths, roads, and other amenities, for use as added interment space;
2. Strategically placing new in-ground lots with a smaller, more flexible land footprint (including small cremation lots and scattering gardens), and
3. Adding above-ground interment options such as family vessels or columbaria and memorial wall niches.

Besides the inventory currently available, SCRD has some undeveloped land and in-fill opportunities that it can use to add additional inventory.

The following table summarizes the land and areas potentially available to be developed into new cemetery inventory and provides an estimate of the number of additional years of sales this additional capacity could provide.

Undeveloped Land + Infill Area Available	Future Inventory for Sale - To be Developed	Average Sales Per Year	Additional Years of Sales
0.75 acres- Seaview	375 lots	22 casket lots	15- 20 years
3.5 acres-Elphinstone	1,759 lots	22 casket lots	75- 80 years
4.25 acres- SCRD Cemeteries	2,125 lots	22 casket lots	90 - 100 years

Table 7 : Summary of SCRD’s Total Capacity, Source: SCRD Cemetery Records + LEES Site Observations.

The quality of the 3.5 acres of undeveloped land at Mount Elphinstone Pioneer Cemetery identified in Table 7, is a preliminary estimate of the flat areas that may be suitable for future burials. The practical potential of this landscape’s future development into additional interment space, will be assessed further in a later chapter that provides a “Cemetery Landscape + Facilities Assessment.”

Currently given the steep grade and landscape conditions at Mount Elphinstone Pioneer Cemetery, it may be more beneficial for the SCRD to maintain this land as a park rather than developing it for further cemetery sales.

Reclamation Strategy - Unclaimed Lots

Another option available to increase its cemetery land capacity is to reclaim abandoned, pre-purchased lots.

According to **British Columbia’s Cemetery and Funeral Services Act , Section 37-** a lot may be reclaimed, in accordance with the following terms:

- 37 (1) If a lot previously sold has not been used and
- a) the lot holder with the right of interment is at least 90 years of age or, if living, would be at least 90 years of age,
 - b) a period of at least 50 years has elapsed from the date the lot was sold, and
 - c) the operator has been unable to locate the lot holder after having given notice in accordance with section 34 (2),

the operator may apply, as prescribed, to the registrar for permission to reclaim the lot and to sell it to another person.

- (2) The registrar must, within 30 days after receiving an application under subsection (1),
- a) grant the application, with or without conditions, or
 - b) reject the application, with written reasons for the rejection.
- 3) A contract for the sale of a lot referred to in section 32 (1) (b) or (c) must contain a statement setting out the provisions of subsection (1) of this section.
- (4) If a lot is reclaimed and sold with permission of the registrar and the lot is subsequently required for use by the lot holder with the right of interment, the operator must provide another lot of equal or greater value acceptable to the lot holder or a person referred to in section 51 (1).

The first step in a reclamation strategy would be for the SCRD to identify and confirm the location of all existing sold, used, and unclaimed lots. Some cemeteries seek to increase their capacity and conserve land through the reuse and resale of unclaimed lots. These are usually lots that have been purchased from the SCRD several decades ago, but whose owners have not had any contact with the SCRD since the time of purchase.

The best practices surrounding this strategy include:

1. Identifying individuals and families who have purchased burial plots more than 50 years ago;
2. Attempting to find the last known lease/lot owner;
3. Advertising in the local media (e.g., newspapers) to find them, and
4. Determining where no contact can be established with the buyer or family members, for the potential lots available.

Precise terms surrounding the circumstances and expiration of the right-of-interment in an unclaimed lot should be fully delineated in the SCRD’s Cemetery Bylaw. However, a review of the bylaw finds that this is not addressed in the current local regulations.

Unclaimed lots that are determined to be available can then be resold, typically at the current fair market value.

It is important to consider that just because a lot was sold 50 or more years ago, it does not necessarily indicate a lack of family interest. Thorough investigation and significant staff time may be required to determine if unclaimed lots are available.

SCRD staff estimate that there are about a dozen reserved lots that could be 50 years or older.

New Cemetery Site Considerations

As SCRD review the land options for a new cemetery, it will need to define and consider a wide range of site suitability criteria, legislative requirements, and community member needs.

With respect to legislative requirements, SCRD will need to consider the rules and regulations of the

- Heritage Conservation Act, and
- Cemetery and Funeral Services Act.

With respect to community member needs, SCRD is advised to prepare a plan for public consultation during this process.

In the selection and development of a new site in the future, it will be important to be mindful and respectful of First Nations territorial ownership of the lands. SCRD should include the Sechelt (shíshálh), Squamish (Skwxwú7mesh), Tla'amin, and Klahoose First Nations during its consultation phase, to identify their needs and any concerns regarding sensitive cultural areas, related to the future cemetery's ongoing development and operations in the region.

Recommendations - Cemetery Demand + Needs Analysis

Cemeteries are unique in that their land use designation is legislated to remain unchanged in perpetuity. For this reason, it is prudent for communities to plan to have enough cemetery land capacity to meet community needs for at least 100 years. A cemetery system's inventory and land capacity's "Years of Sales Remaining" is an important indicator for measuring its performance and long-term sustainability.

There is a critical need to develop additional cemetery land, particularly to provide more casket lot and columbaria niche inventory, with less than 5 years of sales remaining. A strategy is required to provide this inventory in the short term to address the immediate need, as well as the medium and long term.

We advise the following approach:

1. Short Term Strategy (1-2 years): Inventory conversion and reclamation at Seaview Cemetery (1-2 years);
2. Medium Term Strategy (2-3 years): Infill and expansion of burial areas at Seaview Cemetery by developing the forested areas, and
3. Long Term Strategy (3-5 years): Purchase of more suitable land for cemetery purposes that will provide burial capacity for the next 100 years.

To ensure that its cemeteries will be able to continue to provide its full range of services over the next 25 years, it is recommended that SCRD implement the following initiatives:

SHORT TERM

- Convert adjacent cremation lots into casket lot inventory and installing additional columbaria on site within 1 years;
- Limit the number of cremated remains permitted in a casket lot and introduce cremation estate lots within 1 years;
- Implement a reclamation strategy for reserved lots that are 50 years or older within 2 years.

MEDIUM TERM

- Accelerate development of the 0.75 acres of undeveloped land and infill areas identified at Seaview Cemetery within 2 – 3 years.

LONG TERM

- Identify potential future sites to expand the SCRD's cemetery lands within 2 years;
- Acquire and develop at least 1.1 acres of new cemetery land in the next 3 years, so it can continue to meet the expected demand of its community members over the next 25 years, and
- Acquire and develop approximately 5 acres of new cemetery land to develop over the next 10 years, to fully serve the coming generations of Sunshine Coast community members for the next 100 years.

The SCRD has the option to pursue a more limited services model through cremation gardens, memorial walls, and green burial pods when Seaview Cemetery runs out of casket lots within 3 years.



Figure 12: Seaview Cemetery. Source: LEES+Associates



Chapter 3: Cemetery Landscape and Facilities Assessment

This chapter is an overview of the opportunities and constraints of Seaview Cemetery and Mount Elphinstone Pioneer Cemetery for burial expansion. Opportunities and constraints were identified through a desktop study, a site visit, site photos, and interviews with staff.

At the direction of SCR D Staff, Kleindate Cemetery was not assessed in detail as part of this report. It is very small, full, and closed with no opportunities.

This chapter is set out under the following headings:

- Seaview Cemetery Overview;
- Seaview Cemetery Opportunities and Constraints;
- Mount Elphinstone Pioneer Cemetery Overview, and
- Mount Elphinstone Pioneer Cemetery Opportunities and Constraints.

Seaview Cemetery Overview

Seaview Cemetery is a six acre wedge shaped piece of land located in Roberts Creek with the Sunshine Coast Highway to the north, Lower Road to the south and a residential property to the west.

The cemetery has a traditional cemetery feel with open lawn burial areas surrounded by trees along the perimeter, buffering it from the surrounding roadways. The cemetery is broadly split into two burial areas- the old section to the east and the active section to the west. The land becomes more steeply sloping from the north to the western burial area, up to approximately a 12% grade. There is a mix of upright and flat markers throughout the cemetery, and all the lots face east-west. The lawn areas are littered with various species of ornamental trees that have been planted on or near graves by families. The burial sections are connected by a narrow gravel road.

Seaview Cemetery Opportunities and Constraints

The following section is an overview of the opportunities and constraints that were identified at Seaview Cemetery. The opportunities and constraints inform the concept plan found in later chapters of this report.

The opportunities and constraints are set out under the following headings:

- Burial Expansion;
- Interment and Memorialization;
- Cemetery Governance and Administration;
- Landscape Character and Maintenance;
- Operations;
- Ground Conditions and Topography;
- Storm Water Management;
- Access and Circulation;
- Signage and Wayfinding;
- Cemetery Perimeter, and
- Amenity.

Burial Expansion

There is an opportunity to extend the operational life of the cemetery by:

- Establishing a new burial section on the undeveloped forest lands in the south west of the property.
- Expanding the columbaria area into the larger cremation garden precinct, including a scattering garden, family vessels and an ossuary.
- Infilling redundant pathways and driveways with additional burial inventory.

Interment and Memorialization

There are a number of opportunities to enhance the interment and memorialization options offered at Seaview Cemetery. These include:

- Opportunity to add scattering as an interment option, along with a memorial wall for families and friends to remember loved ones without the need for interment.
- Ceasing the practice of adding grave covers and low walls when new burials take place. The layout of burial lots is tight and these additions to the grave create maintenance and operational issues.
- Opportunity to change the layout and orientation of the burial lots for future burials and future burial sections so that there is adequate room for maintenance and operational procedures such as mowing and opening and closing of graves.
- Opportunity to provide a small children’s burial section where parents can be buried with their kids.
- Opportunity to enhance the aesthetic of the cremation sections H-F in the old section. The proximity to the roadways makes this area feel hostile. Improvements to the buffering and quality of the landscape are needed.



Figure 13: Existing one sided columbaria units and concrete columbaria base.



Figure 14: Empty area in the older section.



Figure 15: Wooded in the south west corner of the property to be used for expansion.



Figure 16: Redundant road that could be close and used for infill.

Cemetery Governance and Administration

The SCRCD needs to update the cemetery bylaw with clear rules to educate families as well as provide a foundation for enforcement. These rules include:

- Stop allowing families to add custom grave covers. Issues with the grave covers include:
 - Some are poorly constructed and not able to withstand the elements and standard cemetery maintenance practices (lawn mowing, etc.).
 - Poorly constructed grave covers have created a financial liability and Health and Safety liability to visitors. The SCRCD will be obligated to fix or remove them if the family can not be contacted; and
 - The amateur nature of the design and construction of many grave covers has negatively impacted the overall landscape standard and appearance of the cemetery.
- Gain control over adornment, ornamentation and planting on graves.
 - The ornamentation placed on graves directly impacts the adjacent graves and families that visit.
 - Adornment, ornamentation and planting contribute to the untidy and unattractive aesthetic of the cemetery. This can be a deterrent to existing and new families considering whether to bury a loved one at the cemetery. The attractiveness of a cemetery can impact the price families are prepared to pay for the right of interment.
 - Need to develop a tree management strategy to attend the over mature trees that have been planted by families throughout the years. Trees and shrubs planted by families can cause maintenance and operational issues and impact adjacent graves.

Landscape Character and Maintenance

- Opportunity to develop a Tree and Planting Plan and Tree Management Strategy to ensure that the long term health and structure of the tree canopy that defines the landscape character of the cemetery and protects visitors from the noise and movement of the surrounding highways is secure for future generations.
- Opportunity to enhance the cemetery landscape by planting trees in the older section.
- Need to repair or remove sunken grave covers for safety of staff and visitors.
- Opportunity to explore whether a full irrigation system should be put in, or whether hose bib taps/quick couplers could be installed to spray the lawns in the event of potential forest fires and prolonged heat waves due to more extreme climate events affecting the health of the grass.



Figure 17: Example ornamentation, upright markers of various sizes and dissimilar and personalized grave covers.



Figure 18: Example of ornamentation and shrubs planted by families encroaching on adjacent graves.



Figure 19: Example of trees and shrubs planted by families and need to be maintained or removed.

Operations

- Opportunity to enhance the operations shed and storage area by adding lock-block storage bays, a larger storage shed and fencing or planting to screen the area from visitors to the cemetery.
- Need to consolidate the bulk materials into the storage area.

Ground Conditions and Topography

The graves are all oriented east-west in conflict with the north-south grade. In the western section of the cemetery the grade is approximately 12%. This causes challenges for the operations team trying to provide a level platform for the lowering device at graveside services for families to be safe while attending the service, and it is challenging to install level grave covers.

Large rocks and boulders risk tearing out the side walls of adjacent graves and create challenges for opening and closing graves. Graves lower down the slope often require water to be pumped out as they are dug and prior to a family attending a graveside service.

Storm Water Management

It is likely that more extreme climatic event will occur in coming years as are result of climate change. There is a need for SCRCD to work with the Ministry of Transportation and Infrastructure (MOTI) to ensure they prevent storm water from the highway damaging the cemetery as it did during the storms of fall, 2021.

There is a need to evaluate the creek that runs through the cemetery. The bank conditions show signs of significant erosion which, if left unchecked, could potentially impact adjacent graves, or have a more serious impact on the cemetery.



Figure 20: North west corner soil pile. Need to enhance aesthetic of bulk materials storage.



Figure 21: New section of cemetery slopes from north to south.



Figure 22: Example of grave with water that will need to be pumped out.



Figure 23: Cornwallis Creek. Need to assess the risk of erosion to the adjacent graves.

Access and Circulation

Access and circulation for visitors and maintenance and operations is generally good.

- Need to establish where visitors should be parking their vehicles in the parking area along Lower Road or whether they are permitted inside the cemetery. Signage may be required in the Lower Road parking area.
- Opportunity to enhance the cemetery driveway by upgrading the gravel surface to asphalt, and by installing concrete curbing to reduce the risk of erosion.
- Opportunity to remove the secondary operational access route as part of a future burial expansion area in the south west part of the cemetery. All access would come through the main cemetery entrance, which would require removal or modification to the existing archway to allow taller operational vehicles through.

Signage and Wayfinding

- Opportunity to create cemetery signs that are more visible and appropriate in scale to replace the existing corporate brand signage.
- Opportunity to enhance the information provided to families and visitors by installing a kiosk with a map of the cemetery, rules and regulations and other announcements.

Cemetery Perimeter

- Opportunity to enhance the perimeter of the cemetery by establishing a perimeter characteristic that includes similar fencing and planting.

Amenity

- Opportunity to include gathering spaces as informal places to reflect and remember a loved one.
- Opportunity to create a walking path loop to encourage visitors to explore the cemetery.

Refer to Seaview Cemetery Opportunities and Constraints Diagram on page 22 for a summary of the opportunities and constraints.



Figure 24: Existing curbing. Opportunity to enhance the cemetery appearance with asphalted driveways and concrete curbing.



Figure 25: Fencing on the north side of the cemetery, opportunity to enhance the perimeter.

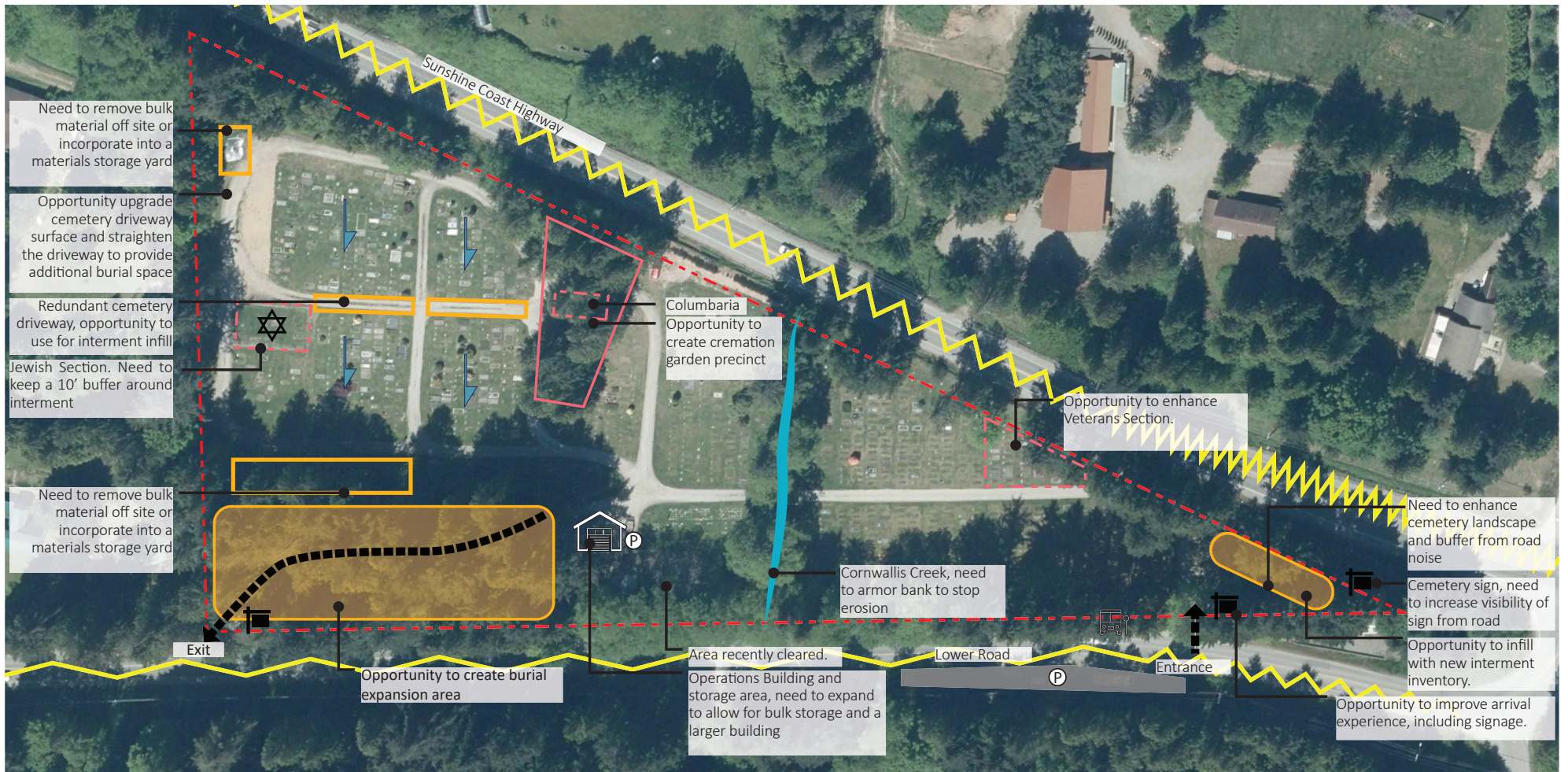


Figure 26: Main cemetery entrance. Need to modify or remove arch.



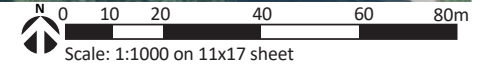
Figure 27: Standard cemetery sign. Opportunity to make the sign more visible from Sunshine Coast Highway by creating a larger sign.

Seaview Cemetery Opportunities and Constraints Diagram



Legend

- - - Cemetery Land Extents
- - - Entrance / Exit
- Cornwallis Creek
- ↘ Slope
- ⚡ Traffic noise
- Signage
- Bus stop
- Operations building
- Parking
- Proposed infill areas
- Proposed burial expansion



Mount Elphinstone Pioneer Cemetery Overview

The Mount Elphinstone Pioneer Cemetery sits on a 10.5 acre plot of largely forested land on the slopes of Mount Elphinstone. The land is located north of the Town of Gibson, on the west side of Keith Road.

The approach to the vehicle gate marking the cemetery entrance is along a rough gravel driveway to a small parking lot. The cemetery driveway becomes steep as it continues to a one acre lawned burial section in the northwest corner of the property surrounded by the forest. The majority of the undeveloped property consists of forest on steep rocky slopes, low-lying wet areas, and ravines with creeks.

The existing lawned burial section has a mix of upright and flat markers. Some graves are unmarked. A number of markers have fallen over or have been engulfed by the forest. The burial section is steeply sloping. This prevents backhoes and other machines being able to access and safely dig graves, so they must be dug by hand.

This cemetery is no longer active or selling plots, however cremation burials are permitted for those families that hold the rights to a pre-purchased lot. Along with the operational challenges, the cemetery does not accept full-body burials in the existing section due to the uncertainties about the accuracy of record keeping with regard to the location of existing burials.

Mount Elphinstone Pioneer Cemetery Opportunities and Constraints

The following section is an overview of the opportunities and constraints that were identified during the site analysis of the Mount Elphinstone Pioneer Cemetery. The opportunities and constraints inform the concept plan found in later chapters of this report. The opportunities and constraints are set out under the following headings:

- Burial Expansion;
- Landscape Character;
- Ground Conditions and topography;
- Access and Circulation;
- Signage and wayfinding;
- Operations, and
- Amenity

Burial Expansion

The opportunity to add significant additional full body in-ground interment capacity is very limited. The cemetery is located on the side of a mountain and the grades are generally too steep for municipal cemetery operations. Those areas which are less steep appear to have ground that is damp or wet, as evidenced by the existing willows.

While no geotechnical site investigations have been undertaken to date, based on a visual assessment of the property, it is likely that significant modifications to the forested lands would be required to allow for traditional methods of full body in-ground burial, including:

- Clearing and grubbing of the forest;
- Importing large quantities of fill to create shallower grades, and
- Removal of large rocks.

Steep grades would still present a challenge to those with limited mobility.

A cost-benefit analysis of modifying the land would likely reveal it is not a favorable investment compared to purchasing other land that is more suitable for municipal cemetery development.

If the SCRD intends to retain the Mount Elphinstone Pioneer Cemetery property for burial expansion purposes, there is an opportunity to explore the potential to create small cremation gardens with columbaria units, scattering trails and memorial walks. There is an opportunity to establish an unique burial setting that include a mix of cremation gardens and green burial pods, which would be located in areas that have shallow enough slopes to accommodate a hand dug grave.

The potential land that could be used for full body in-ground burial is not sufficient to provide the capacity necessary to meet the burial needs of the community in the medium or long term without significant grading and associated construction costs. New land will need to be found soon, despite any future burial expansion that takes place at the Mount Elphinstone Pioneer Cemetery property.

Landscape Character

The majority of the site is covered in a mix forest with streams running from the north end of the site to the south. The on-site streams and neighbouring Chaster Creek contribute to a tranquil ambiance of the forest. There is an opportunity to utilize the tranquil beauty of the forest landscape to create small, intimate burial pods connected by a looping gravel pathway.

The clearance and modification to the forest landscape needed to create burial areas will be a major constraint.



Figure 28: Wooded area with minimal slope. Example of an area that has opportunity to be developed for burial expansion



Figure 29: Existing burial area. Example of sunken and sloughing graves.

Ground Conditions and Topography

The cemetery ground conditions are unknown and should be tested prior to and further planning done for the expansion of the cemetery. It is recommended the SCRCD does the initial testing by doing a two to three test digs in various areas of the property. Assume the test dig has positive results, the SCRCD should get a full survey of the property and geotechnical investigation to determine the viability of the ground conditions for in-ground interment.

Access and Circulation

There is a gated access road that allows vehicle access only when the gate is unlocked. Pedestrians can access the site at anytime.

There is a need to ensure the access road to the cemetery main entrance is realigned to allow for a two-way traffic flow and that it is located on cemetery or SCRCD owned property. The surfacing of the access road and cemetery driveway will need to be upgraded.

If the cemetery were to be made active with expanded burial capacity, the SCRCD will need to ensure that the parking area outside the cemetery gate is on SCRCD land and is sanctioned as the cemetery parking lot.

An assessment is need to determine whether there is sufficient parking capacity. Currently the parking lot can hold a maximum of six to seven vehicles. There is a need to ensure SCRCD communicates the parking rules to funeral homes and families attending a funeral in the cemetery. They will need to park on the roads in the adjacent neighbourhood as the parking lot and access road are too small to accommodate a large number of vehicles.

There is an opportunity to enhance the entry experience with upgraded gates, a welcome sign and information kiosk, and possibly a sculptural element such as welcoming figures.

Operations

Burial expansion will require a new materials storage area, and possibly a small operations building to store tools and equipment for general site maintenance and opening and closing graves.

Refer to Mount Elphinstone Pioneer Cemetery Opportunities and Constraints Diagram on page 25 for a summary of the opportunities and constraints.



Figure 30: Example of the typical landscape character of the property.



Figure 31: Cemetery gate and entrance sign. Opportunity to enhance.



Figure 32: Example of existing cemetery driveway conditions.

Mount Elphinstone Pioneer Cemetery Opportunities and Constraints Diagram



Legend

- - - Cemetery Land Extents
- Operational Vehicle Access
- Recreational Trails
- * Gate and Cemetery Sign
- P Parking
- Watercourse
- ▶ Slope Direction
- Existing Burial Area
- Cleared Area
- Slopes of 5-12%
- Slopes of 12-20%
- Slopes of more than 20%

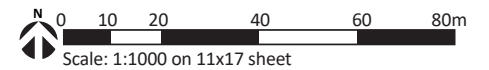




Figure 33: Kleindale Cemetery. Source: Google Earth.

At the direction of SCRD Staff, Kleindale Cemetery was not assessed in detail as part of this report. It is very small, full and closed with no opportunities. The cemetery operates as a pocket park and Staff intend to continue its long term maintenance at a park level of service.



Chapter 4: Seaview Cemetery Concept Plan

Seaview Cemetery currently has two to three years of casket lots, two to three years of columbaria niches, and minimum of 30 years of in-ground cremation lots to sell. This concept plan and recommendations have been created primarily in response to the need to provide:

- Additional interment inventory via the development of a new burial area with full body in-ground burial inventory as a priority, and
- A holistic site-wide approach that will be able to accommodate future interment and memorialization trends and needs.

This chapter is organized under the following headings:

- Key Objectives;
- Seaview Cemetery Concept Plan;
- Seaview Cemetery Interment Diagram;
- New Burial Areas;
- Infill Strategy, and
- Cemetery-wide Improvements.

Key Objectives

Key objectives of the Concept Plan are to:

- Ensure that the SCRD can provide cemetery services to SCRD residents for decades to come;
- Integrate the future burial expansion area as part of the holistic cemetery experience;
- Create an interment and memorialization plan that is adaptable to meet the future needs of families as they change over upcoming decades;
- Maintain the existing landscape buffer protecting the cemetery from the adjacent roadways and enhance the landscape buffer in areas where there is insufficient protection;
- Enable greater options for programming at the cemetery such as celebrations of life, and events and programs such as Mothers day, and
- Create a space with park-like amenities such as benches, so families can comfortably visit the cemetery.

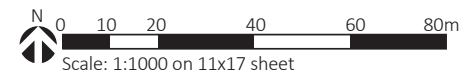
Seaview Concept Plan

The concept plan on the following page describes the spacial organization of the proposed development of Seaview Cemetery. Proposed development includes:

- Creating a new burial area on the forested section in the south-west corner of the cemetery, incorporating an improved operations yard that includes an operations building with public washrooms;
- A cremation garden that incorporates the existing columbaria as part of a range of cremation interment options;
- Changing the orientation of graves in the last remaining undeveloped western section of the cemetery so they align north-south with the slope of the land to do away with the need for grave covers;
- Infilling redundant driveways and paths with new in-ground casket and in-ground cremation interment;
- Planting new trees and shrubs to improve the landscape of the triangular cremation garden by the cemetery entrance;
- Enhancing the main cemetery entrance with a new gateway and cemetery sign;
- Information kiosks to improve wayfinding around the cemetery, and to aid visitors in locating graves of friends and family members, and
- Planting new trees and shrubs to improve the landscape buffer protecting the cemetery from highway noise.

Each recommendation above is described in detail on the pages following the concept plan.

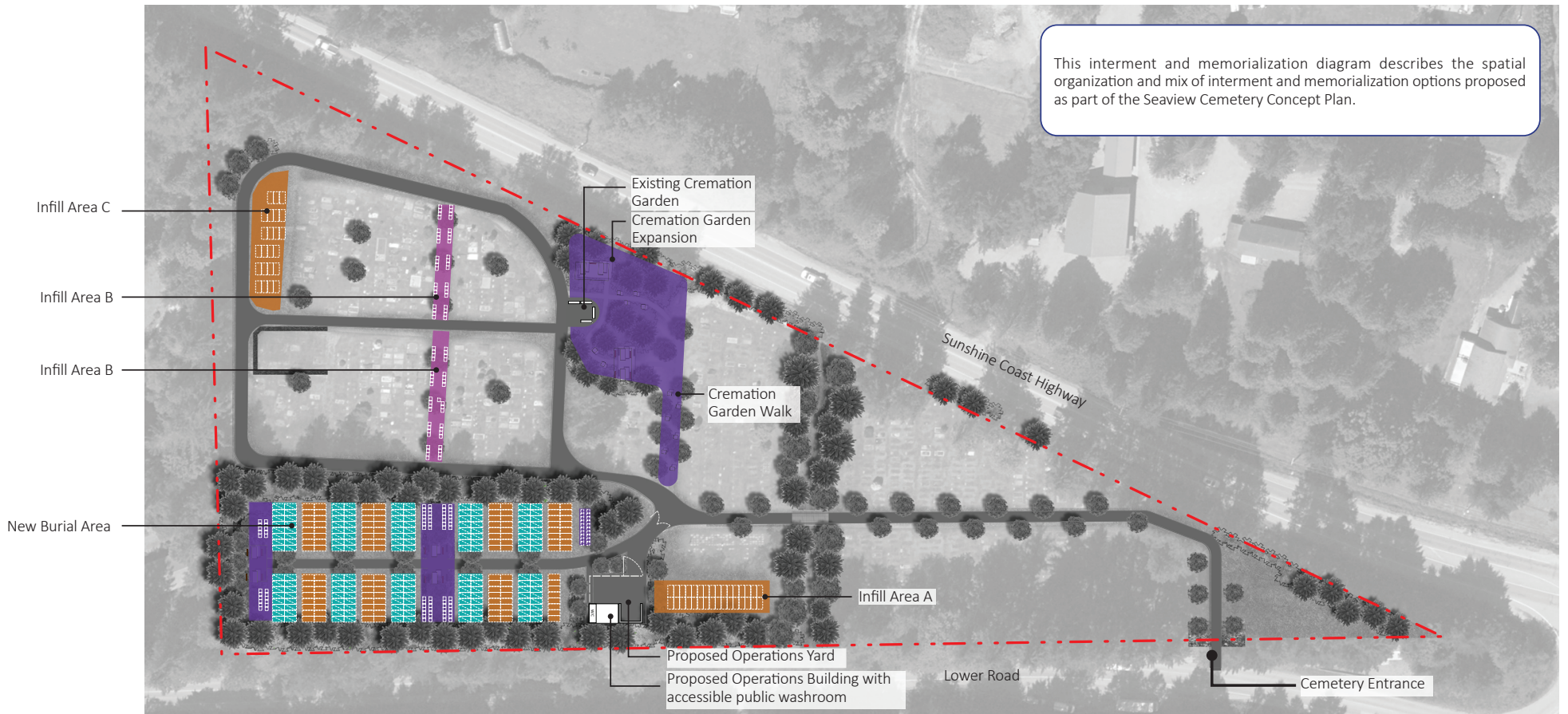
Seaview Cemetery Concept Plan



Legend

- | | | | | | |
|--|---|--|----------------------------|--|------------------------------------|
| | Existing Cemetery Land Extents | | Cemetery Information Kiosk | | New and Enhanced Woodland Planting |
| | Existing Cemetery Driveway | | Gathering Space | | Specimen Tree |
| | Proposed Cemetery Driveway - Limited Access | | | | |
| | Proposed Pedestrian Only Path | | | | |

Seaview Cemetery Interment and Memorialization Diagram



This interment and memorialization diagram describes the spatial organization and mix of interment and memorialization options proposed as part of the Seaview Cemetery Concept Plan.

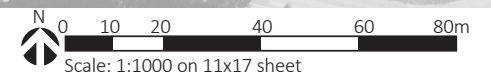
Legend
 Existing
 Cemetery Land Extents

Proposed
 Cremation Garden
 In-ground Cremation Lot
 Casket Lot with upright marker
 Casket Lot with flat marker

Estimate Interment Capacity
 New Burial Area
 • Casket Lots: 10-15 years
 • In-ground Cremation lots: 10-15 years
 • Columbaria Niches: 35-40 years

Infill Area A
 • Casket Lots: 1-2 years
 Infill Area B
 • In-ground Cremation lots: 10 years
 Infill Area C
 • Casket Lots: 1 year

Cremation Garden and Cremation Walk
 • Columbaria: 50+ years
 • In-ground Cremation lots: 10+ years



New Burial Area

The new burial area will be created by clearing trees and importing fill material to create a level lawned burial area. It is proposed to keep as many existing trees as possible to form a buffer around the burial area. In addition, a new operations building and fenced yard is proposed. It will have a washroom that will be open when there is a graveside service taking place. The operations area will be fenced and screened from view. Section A-A: New Burial Area Central Cremation Garden and Section B-B: New Burial Area with Green Burial on page 32 describe how it will feel being in the space.

The concept for the new burial area offers an immediate solution to the need for more columbaria niches, in-ground casket lots and the need for more interment and memorialization options.

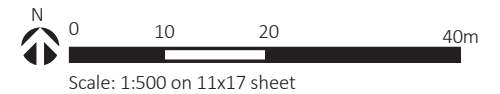
The design concept includes:

- A mix of in-ground casket and in-ground cremation interment;
- A Cremation Garden that offer a mix of interment options for cremated remains including:
 - Columbaria niches;
 - Memorial walls;
 - Family vessels, and
 - Scattering gardens with an ossuary.

This new burial area is projected to serve the community demand for the following amount of time:

- Cremation in-ground interment demand for 10-15 years,
- In-ground casket interment demand for 10-15 years, and
- Cremation niche demand over the for 35-40 years based on the columbarium units having 70 niches each.

New Burial Area Interment and Memorialization Diagram



Legend

Existing

--- Cemetery Land Extents

Proposed

■ Cremation Garden

■ In-ground Cremation Lot

■ Casket Lot with upright marker

■ Casket Lot with flat marker

Green Burial

If the provision of green burial at Mount Elphinstone Pioneer Cemetery proves too challenging, or if the SCRDC is not able to secure additional land to develop a new cemetery, there is the option to develop a small green burial section as part of the proposed expansion area a Seaview Cemetery.

Green Burial is an emerging trend for families seeking more sustainable methods of interment. The proposed Green Burial Section is in response to the inquiries and requests received by SCRDC admin staff for a green burial option.

The concept design of the Green Burial Section is to create a distinct and beautiful native landscape character consisting of gladed meadow burial areas set surrounded by woodland plantings. The character of this section will be distinct from the rest of the New Burial Area, which will have a traditional lawn burial character.

The Green Burial Section will offer single depth, full-body interment in a simple biodegradable casket or burial shroud, and a communal marker in each burial area with names of those interred in the area.

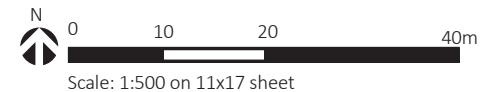
Due to the high demand for more casket burial space at Seaview and the need to optimize the minimal space available, it is recommended that the first phase of approximately 10 Green Burial lots be developed. Depending community interest this option, the section should be expanded. If this interment option does not gain traction at Seaview Cemetery, the allotted area should then be used for traditional in-ground casket interment.

As this will be a new offering, it is recommended that staff undergo training on how to provide a green burial option to families.



Figure 34: Green Burial Meadow: Mowed Pathway, Source: Unknown

New Burial Area Alternative Layout with Green Burial Option



Legend

Existing

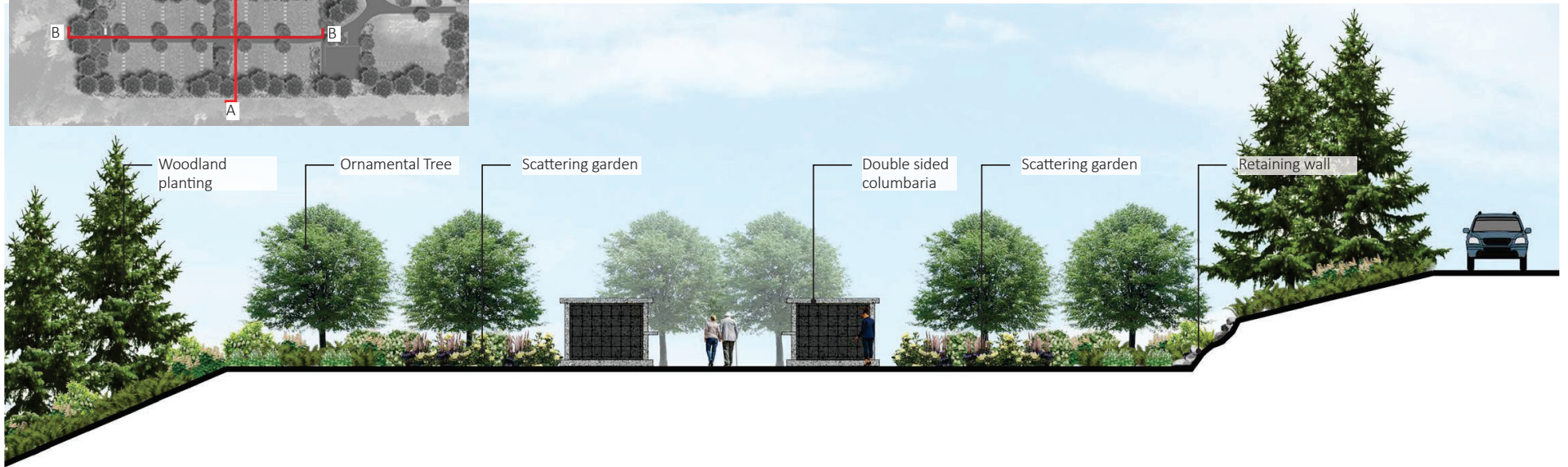
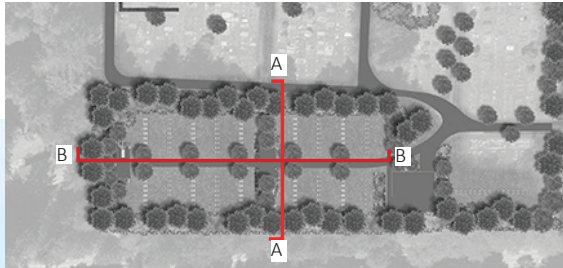
--- Cemetery Land Extents

Proposed

- Cremation Garden
- Casket Lot with upright marker
- Casket Lot with flat marker
- Green Burial
- In-ground Cremation Lot

New Burial Area Sections

Key Plan



Section A-A: New Burial Area Central Cremation Garden

1:125 on 11.x17 Sheet



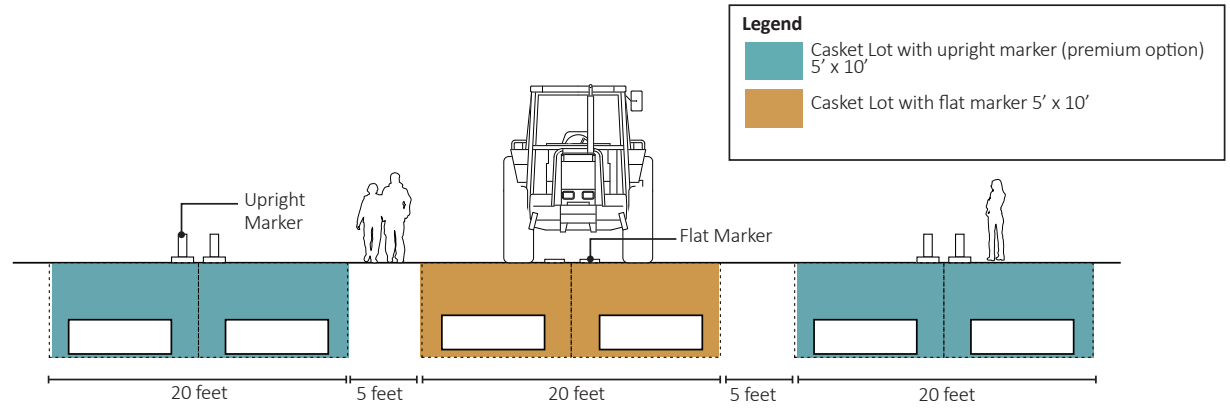
Section B-B: New Burial Area with Green Burial

1:200 on 11.x17 Sheet

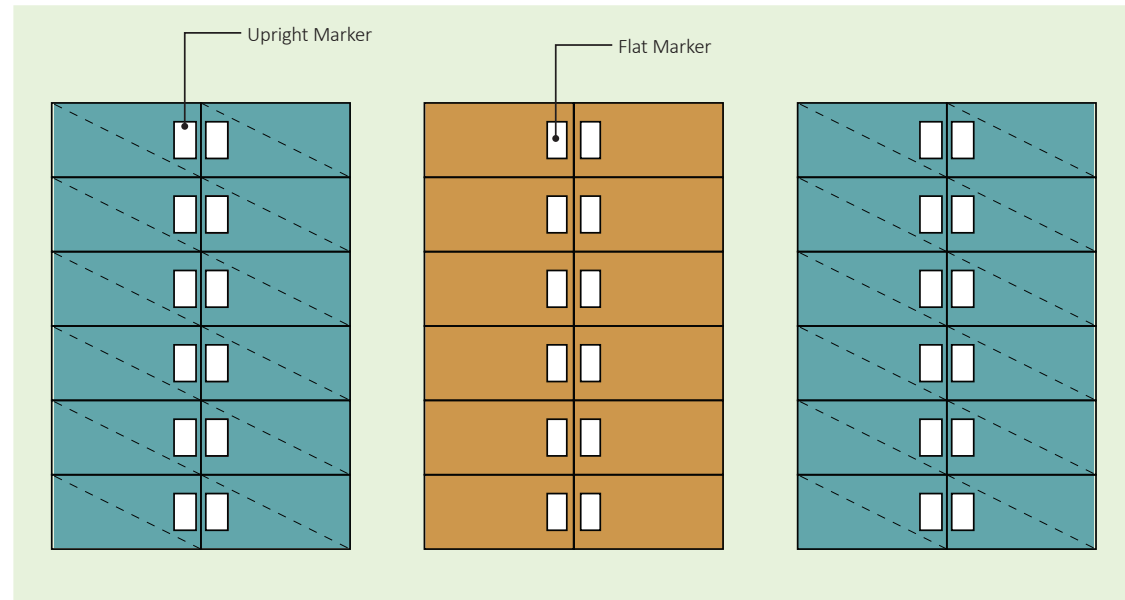
In-ground Interment

To optimize the space in the new burial area, lots are organized to maximize layout while taking operations into consideration. The casket lot layout alternates between upright and flat markers to allow large equipment to access all the areas. The spaces left between the blocks offer pathways for families to stand and walk. These areas are dimensioned to allow for future infill to prolong the life of the Cemetery. Refer to the Typical Casket Layout Diagrams on page 33.

Typical Casket Layout Diagrams



Expansion Areas, Typical Interment Layout - Section



Expansion Areas, Typical Interment Layout - Plan

Cremation Garden

The new burial area will include two cremation gardens. These areas will double as gathering spaces for families. The Cremation Gardens should include:

- A diverse range of interment and memorialization options, including Columbaria Niches, Scattering Gardens, Family Vessels and Memorial Walls;
- Seating;
- Appropriate vegetation, including plants tolerant of cremated remains in scattering beds;
- Spaces for celebrations of life;
- Columbaria, memorial wall, and family vessel materials and colours that are complimented by Seaview Cemetery landscape;
- Columbaria units should face east-west where possible, to allow both sides to receive direct sunlight, and
- Columbaria units should all be two-sided.

The proposed cremation garden in the new burial area includes four columbaria units; however, these do not need to be installed all at the same time and can be installed on an as-needed basis.



Figure 35: Cremation Garden, Boundary Bay Cemetery, Delta, BC. Source: LEES+Associates



Figure 36: Family Vessel, Shuswap Cemetery, Salmon Arm, BC. Source: LEES+Associates



Figure 37: Family Columbaria, Okotoks Cemetery, Okotoks, AB. Source: Sunset Memorial & Stone

Infill Strategy

Existing Cremation Garden Expansion and Cremation Walk

The existing cremation garden consists of two single-sided columbaria units, with the foundation poured and ready for the install of a third columbaria. The mature woodland surrounding this area and the redundant road that loops past offer a great opportunity to expand the cremation garden to provide a range of cremation interment options that will serve the SCRD community for 50+ years.

The expansion of the cremation garden should include a wider range of interment and memorialization options such as:

- Double-sided columbaria;
- Family columbaria;
- Family vessels;
- In-ground cremation interment;
- Scattering gardens, and
- Memorial walls.

The design of the Cremation Garden Expansion and Cremation Walk will be part of a future project. The design will respond to the existing landscape conditions and restrictions.

Infill Strategy

The Seaview Cemetery Interment and Memorialization Diagram on page 29 highlights three areas for infill, including:

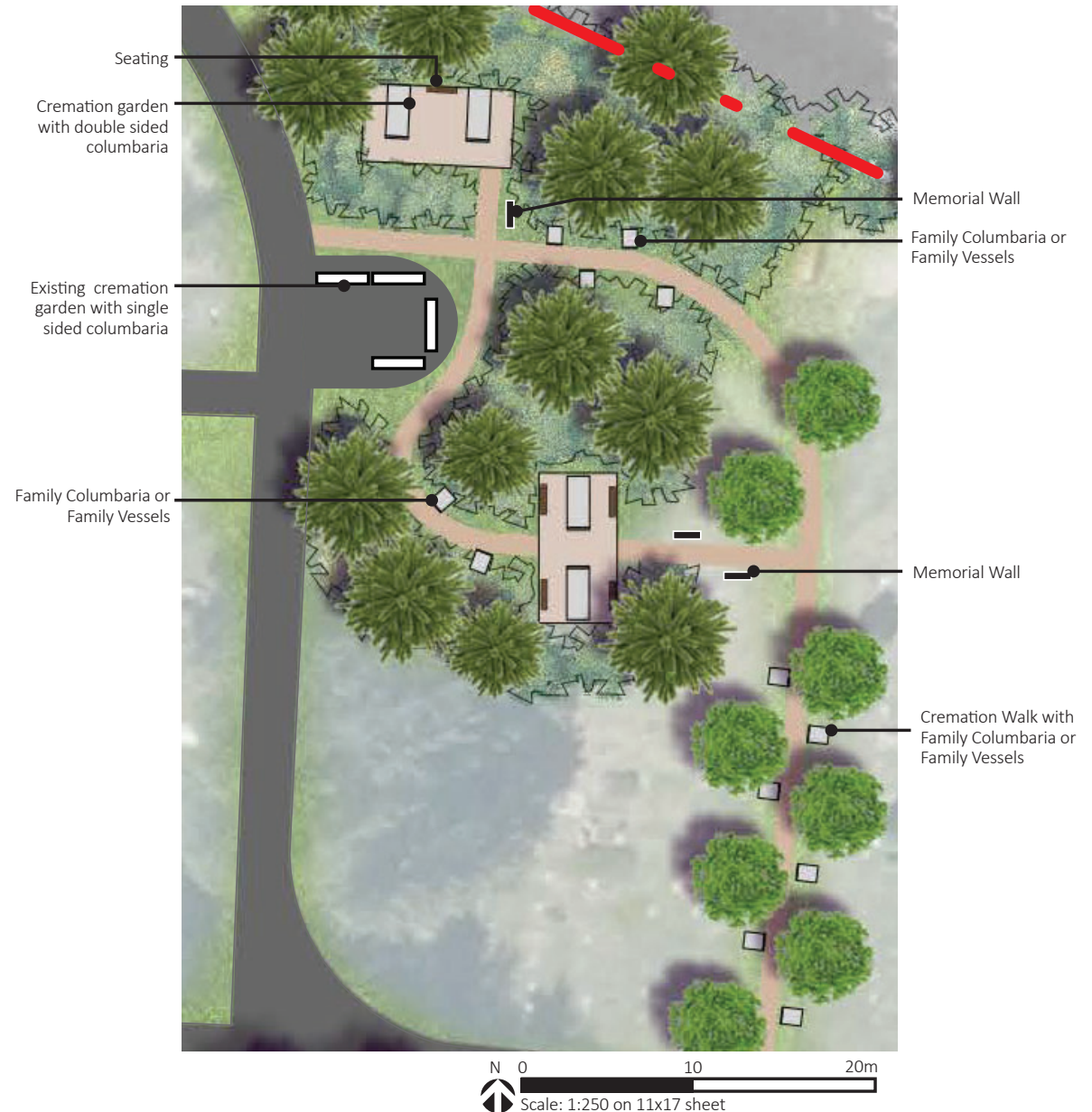
- Infill A: lawn space that has recently been cleared, adjacent to the exiting operations building.
- Infill B: A redundant driveway running north to south.
- Infill C: Driveway edge that has been recently prepared for interment.

Infill area A and area C are suitable for in-ground casket interment infill. Infill area B has a slopes from north to south at approximately 11%. This is not ideal for casket interment and should be infilled with in-ground cremation.

This infill strategy offers and additional:

- Three years of in-ground casket interment, and
- 10 years of in-ground cremation interment.

Existign Cremation Garden Expansion and Cremation Walk - Diagram



Cemetery Wide Improvements

It is recommended that the Cemetery-wide improvements are guided by the following strategies:

- Site Finishings;
- Landscape Management Plan;
- Vegetation Enhancement;
- Cornwallis Creek Enhancement;
- Circulation and Wayfinding Strategy, and
- Operations Building and Yard.

Site Furnishings

A guide for site furnishings should be established to ensure overall coordination of the style across the cemetery. The guide should include the existing developed sections of the Cemetery and the future expansion area.

Landscape Management

Seaview Cemetery boasts a classic traditional British Columbia cemetery landscape character with tall trees and lawn burial areas. It is recommended that a Landscape Management Strategy be developed to ensure the Memorial Parkland characteristics are carried through the detailed design of the burial expansion areas and enhanced in the existing cemetery.

The Landscape Management Strategy should include but not be limited to:

- A holistic Tree Management Strategy to ensure that the Memorial Parkland landscape character continues as aging and dying trees are replaced. The strategy should consider which species of trees will be able to adapt to the changing conditions on the site, e.g., climate adaptation and threats from pests and disease;
- Standard Operating Procedures for the care and maintenance of the cemetery landscape, and
- Managing and/or removing trees and shrubs planted by families on graves without authorization.

A strategy to maintain and remove where necessary, should be made for the trees and shrubs that have been planted by families on graves.

Vegetation Enhancement

It is recommended that the following vegetation upgrades are made in order to enhance the overall aesthetic appeal of the Cemetery.

The perimeter of the cemetery that borders the Sunshine Coast Highway should be enhanced with coniferous plantings that will protect the cemetery from the noise and undesirable views of the highway.

Trees should be planted over graves which are occupied or in locations where tree roots will not be at risk of future disturbance to increase the amount of shade in the cemetery.

New trees and plantings should align with the existing landscape character of the cemetery.

Cornwallis Creek Enhancement

Cornwallis Creek runs through the center of the cemetery property. The banks of the creek are showing erosion and wear. This may pose a risk to adjacent occupied graves. In anticipation of the increase in frequency of more intense climatic events such as the 'atmospheric rivers' of fall 2021, an assessment by a qualified hydrological engineer should be carried out to assess measures that are necessary to protect the graves along the creek.

Aesthetics are an important consideration for the bank stabilization. As such, bioengineering methods that emulate natural processes should be used wherever possible.

Circulation and Wayfinding Strategy

In order to improve the experience of visitors to the cemetery, and to assist others including Operations Staff and Funeral Directors to undertake their duties more easily, it is recommend that a wayfinding and signage strategy is developed.

Entrance

With the development of the proposed burial expansion area, the existing operational access route will be extinguished. All vehicles will come through the main cemetery entrance. The existing steel archway will need to be raised or a new entry feature installed to enable large and tall operational vehicles such as backhoes to enter.

Signage

The cemetery does not have an information kiosk or map and families must rely on an online map or verbal directions to grave sites given by SCRD staff. To improve the wayfinding around the cemetery there should be an information kiosk installed at the entrance. The kiosk should include a map of the cemetery and a space for special announcements and cemetery rules to be posted. A second map of the cemetery should be located at the junction between the existing cemetery and New Burial Area.

The second layer to improving information signs is to add corresponding section markers. Section markers will allow visitors and operations staff to easily locate specific sections and rows. The section markers should be designed to match the cemetery aesthetic.

Circulation

Cemetery driveways should be upgraded to enhance the appearance of the cemetery and to aid in controlling the storm water run-off. The driveways should be asphalted and finished with flush concrete curbs.

The proposed vehicle circulation is described in the Access and Circulation Diagram on page 37 opposite. The main entrance driveway allows for two-way traffic. At the central junction of the cemetery the flow changes to one way only when there is a graveside service with many people attending.

The New Burial Area will have a 3 metres wide processional driveway that will limit vehicular access to operations crews, funeral coaches and family members with limited mobility attending grave side services. This driveway should otherwise only be a pedestrian route.

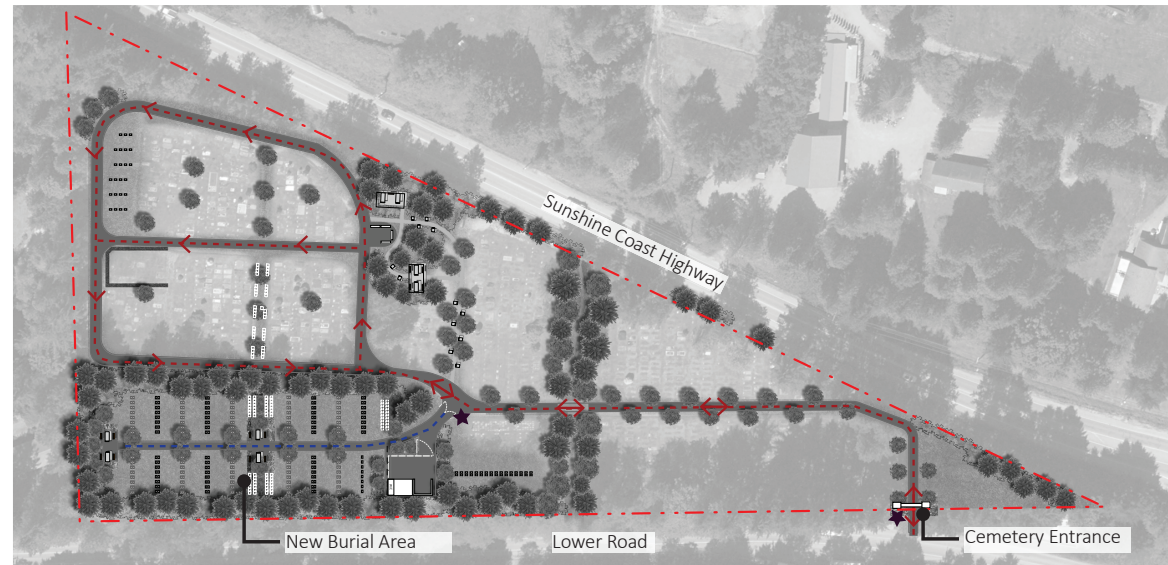


Figure 38: Example of an information kiosk with cemetery map. Lakeview Cemetery, Cold Lake, AB, Source: LEES+Associates



Figure 39: Example of an asphalt driveway with flush concrete curbs. Elk Falls Cemetery, BC. Source: LEES+Associates

Access and Circulation Diagram



Legend

- . - . - Cemetery Land Extents
- <- - Cemetery Driveway: one way traffic during graveside service
- <-> - Cemetery Driveway: two way traffic
- - - Cemetery Driveway: operational vehicles and funeral coach access

0 20 40 60 80m
Scale: 1:1500 on 11x17 sheet

Operations Building and Yard

A larger operations storage building and designated area for material storage is required. It is proposed that the existing operations area is removed and relocated as part of the development of the proposed New Burial Area. This operations yard should be enclosed with a fence and buffer planting to screen the area from visitors. The operations building should be a contemporary building that is elegant and in keeping with the cemetery aesthetic. The building should be sized appropriately to accommodate the necessary operational equipment for the cemetery operations as well as a public washroom.

Lock block bays should be included in the operations yard for material storage. Material storage should be exclusively stored in the operations yard and should no longer be piled along the cemetery driveways.

Public Washroom

It is recommended a public washroom be included as part of the proposed operations building. It will be open to family members and friends when a graveside service is taking place.

Conclusion

Implementation of the recommendations set out in this section of the Master Plan will help ensure the SCRD is able to:

- Provide sufficient interment and memorialization options for the residents of SCRD for years to come, and
- Operate, maintain and enhance the cemetery to ensure it retains its tranquil sacred landscape character to attract and serve more SCRD families.



Figure 40: Precedent image: modern storage shed. Source: Unknown



Figure 41: Precedent image: modern storage shed. Source: Unknown



Chapter 5: Mount Elphinstone Pioneer Cemetery Concept Plan

This chapter of the report sets out recommendations for the development of the Mount Elphinstone Pioneer Cemetery, and is organized under the following headings:

- Key Objectives;
- Mount Elphinstone Pioneer Cemetery Concept Plan;
- Circulation and Wayfinding, and
- Interment and Memorialization.

Key Objectives

Key objectives of the Concept Plan are to:

- Create an unique interment and memorialization plan that optimizes the land that is otherwise generally unsuitable for modern municipal cemetery operations, and
- Create a concept plan that is flexible and can guide a field fit design that responds directly to the land and the forest.

Mount Elphinstone Pioneer Cemetery Concept Plan

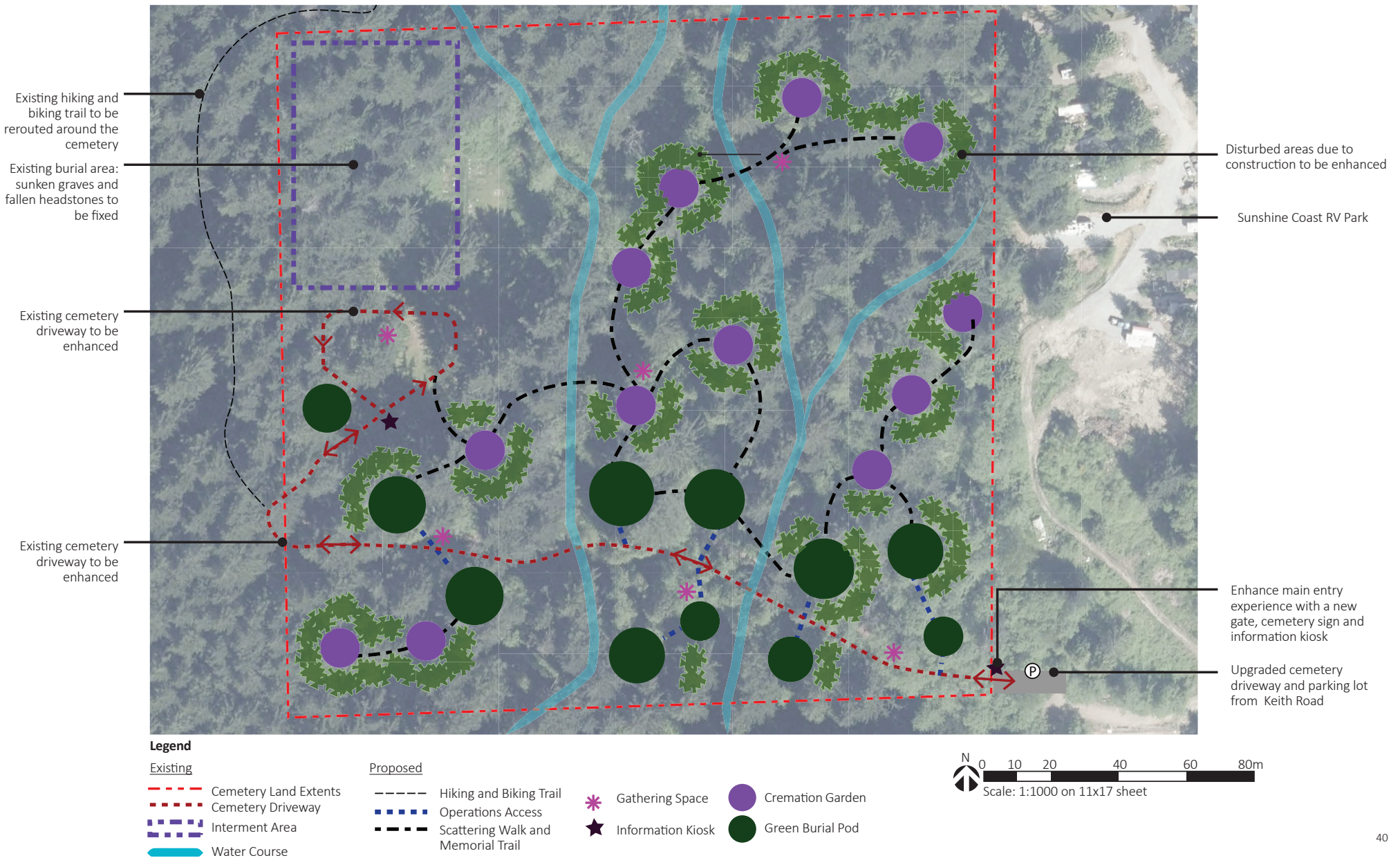
The concept plan on the following page describes the spatial organization of proposals for the development of Mount Elphinstone Pioneer Cemetery. Proposals include:

- Expand capacity at the cemetery by creating a series of small cremation gardens with columbaria units, small green burial areas, scattering trails, and memorial walks;
- Enhancing the main cemetery entrance with a new gateway and cemetery sign;
- An information kiosk to improve wayfinding around the cemetery, and to aid visitors in finding graves of friends or family members, and
- Re-routing the hiking and biking trails so they do not cut through the existing burial areas or future burial areas.

It is described as a Diagram rather than a Concept Plan because the locations shown for development of burial inventory are indicative. The actual locations for development will be confirmed as part of a future phase of this project. Future phases will entail confirmation that there is no environmental legislation that would be applied to this cemetery that could hinder the development of proposed burial inventory; a site walkover to select and mark out potential cremation garden sites and connecting trails with flagging tape; followed by a geotechnical site investigation to confirm the ground conditions are suitable. The extents will be surveyed and detailed designs for the first phase of development will be produced. The process envisaged for the development of green burial will follow a similar process. There may also be opportunities for families to select a spot of their choice within the forest pre-need or at need, with final approval of the location from the cemetery team.

Each recommendation highlighted above is described in detail on the pages following the Concept Diagram.

Mount Elphinstone Pioneer Cemetery Concept Diagram



Existing Inactive Burial Section

Due to uncertainties surrounding the accuracy of the burial records, reactivation and development of new burial inventory is not recommended in the existing inactive burial section. It should be maintained and enjoyed as the pioneer section for historical purposes. Improved interpretation signage of the pioneer section is recommended.



Figure 42: Mount Elphinstone Pioneer Cemetery: Existing Burial Area. Source: LEES+Associates



Figure 43: Mount Elphinstone Pioneer Cemetery: Existing Burial Area. Source: LEES+Associates

Interment and Memorialization

Interment and memorialization options proposed as part of burial expansion at Mount Elphinstone Pioneer Cemetery include:

- Green Burial;
- Cremation Gardens, and
- Scattering Trails and Memorial Walks.

Green Burial

There are three green burial pod layout typologies that could be field-fitted into the existing forested lands of Mount Elphinstone Pioneer Cemetery. These include:

1. High density grave pod
2. Medium density grave pod
3. Low density grave pod.

A high density grave pod could be developed where there are larger gaps in the tree canopy and the ground conditions are suitable for burial. A medium density pod would be developed where there is less room. Low density grave pods or individual graves could be slotted in between trees.

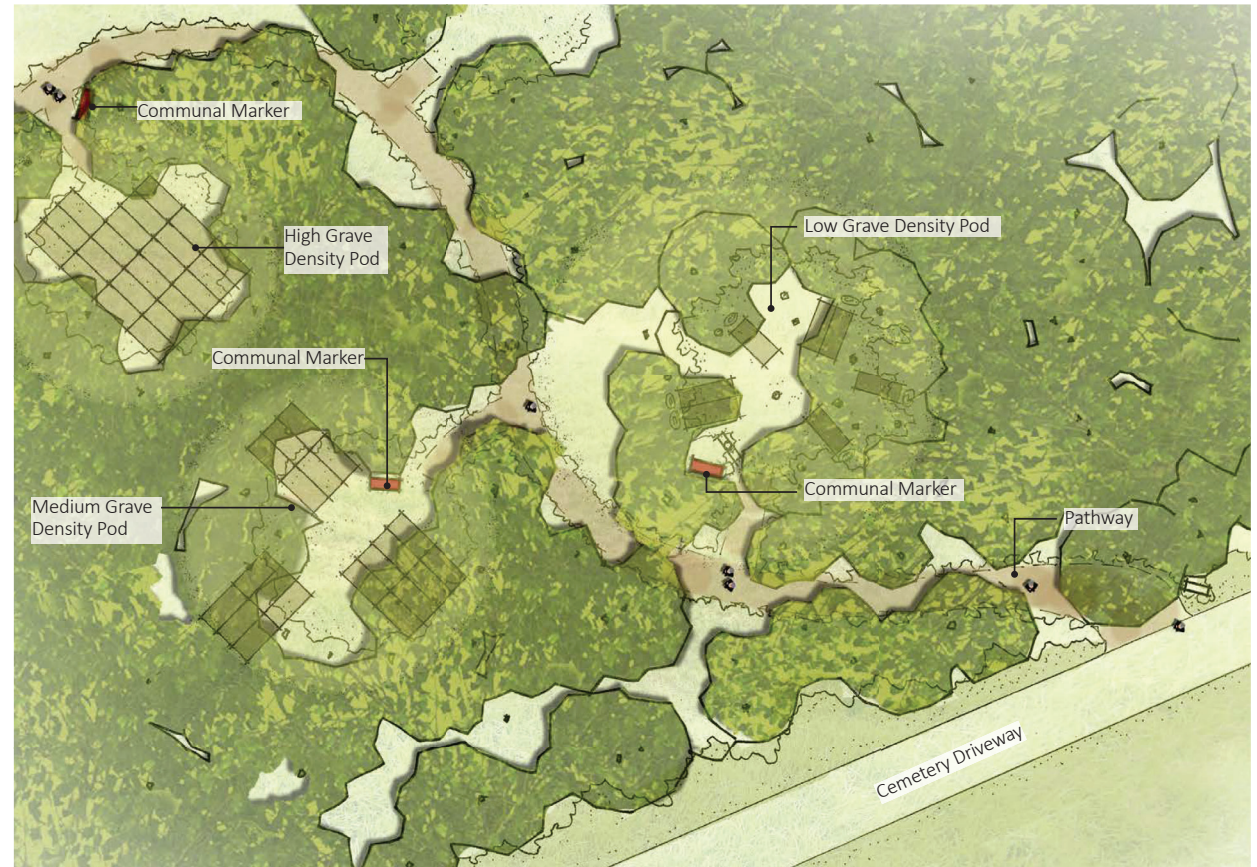
The Green Burial service to families will offer:

1. Single depth, full-body interment in a simple biodegradable casket or burial shroud;
2. A communal marker for each burial area with the names of those interred in the area;
3. No concrete vault or plastic grave liner, and
4. Environmental enhancement by replanting the gravesite with native species.

Cemetery Records:

The locations of green burial graves will be marked out on site, and the GPS coordinates recorded. This information will be uploaded into the SCRD's existing Cemetery Records software and mapping.

Green Burial Pod Layout Typologies



Cremation Gardens

With potential sites confirmed as suitable for cremation garden development, each cremation garden should include:

- A diverse range of interment and memorialization options, including Columbaria Niches, Scattering Gardens, Family Vessels and Memorial Walls;
- Seating;
- Appropriate vegetation, including plants tolerant of cremated remains in scattering areas;
- Spaces for gathering, and
- Columbaria, memorial wall, and family vessel materials and colours that are complemented by Mount Elphinstone Pioneer Cemetery landscape.

Scattering Trails and Memorialization Walks

The cremation walk will provide the opportunity for families to commemorate and memorialize a loved one through memorial boulders, and memorial benches. Interment opportunities will include scattering gardens, family vessels, in-ground cremation interment and family columbaria.

Cemetery-Wide Improvements

It is recommended that the Cemetery-wide improvements are guided by the following strategies:

- Site Finishings;
- Landscape Management Plan;
- Circulation and Wayfinding Strategy;
- Amenity, and
- Operations Yard.

Site Furnishings

A guide for site furnishings should be established to ensure overall coordination of the style across the cemetery. The guide should include the existing developed sections of the cemetery and the future expansion area.

Landscape Management Plan

It is recommended that the SCRDP develop a tree and vegetation management strategy to safeguard the forest which is this cemetery's primary asset.



Figure 44: Precedent Image of a Forest Cremation Walk. Memorial Woods. Royal Oak Burial Park, BC. Source: LEES+Associates



Figure 45: Precedent Image of a Forest Cremation Walk. Memorial Woods. Royal Oak Burial Park, BC. Source: LEES+Associates



Figure 46: Precedent Image of a Forest Cremation Garden, Esquimalt, BC. Source: LEES+Associates

Circulation and Wayfinding Strategy

Mount Elphinstone Pioneer Cemetery is not intuitive to navigate to. Directional signage should be installed at the intersection of Keith Road and Cemetery Road. SCRCD will need to secure the rights to the road that leads to the cemetery gate and the parking area outside of the gate. Improvements to the entry are to include a new entry gate, new cemetery sign and an information kiosk.

The existing cemetery driveway is to be upgraded to meet accessibility standards.

The Cremation Walk pathways connecting the cremation gardens should be wide enough to allow for small operations machines for installation of the cremation gardens and maintenance purposes. The operational routes that connect the Green Burial Pods to the cemetery driveway will need to be wide enough to allow access by small backhoes to open and close graves.

It is proposed that visitors park in the parking lot and walk into the cemetery. Controlled vehicle access will be permitted to immediate family and friends and to those with limited mobility attending a graveside service.

Amenity

It is recommended that the SCRCD actively encourages and promotes the cemetery for passive recreation and enjoyment. This includes circular walking trails with benches, and connection into the wider trails network across Mount Elphinstone Pioneer Cemetery. It is recommended that the existing mountain bike trail is realigned so it connects lower down into the cemetery driveway rather than through the existing lawned burial area.

Operations Yard

A small fenced and screened operations yard is proposed close to but generally out of sight of the main cemetery entrance. A small operations building could be added to store tools and equipment if the cemetery operations team find it necessary for operational efficiencies.

Conclusion

The implementation of the recommendations for Mount Elphinstone Pioneer Cemetery will allow the SCRCD to:

- Provide new interment and memorialization options in a forest setting that has a different landscape appeal to Seaview Cemetery;
- Expand interment capacity and serve SCRCD families for many years to come, and
- Optimize the land for multiple uses as a memorial forest, an historic site, and as a passive recreational asset as part of the SCRCD's network of parks and open spaces.



Figure 47: Precedent Image of a Cemetery Gate, Elk Falls Cemetery, Campbell River, BC. Source: LEES+Associates



Chapter 6: Operations Assessment

This chapter provides an assessment of the strengths, weaknesses, opportunities, and challenges to the SCRD's cemetery operations. It includes a review of SCRD's existing cemetery offerings and identifies options to further enhance its offerings and revenue streams.

It looks at the organizational structure and resources invested by the SCRD in its cemetery operations. This includes reviewing the human resources, records management, regulations, procedures, tools, and equipment dedicated to the cemeteries' management, administration, site care and the delivery of its services.

This chapter concludes by reviewing the financial performance of the cemetery system, and identifying how the SCRD can improve the efficiency, effectiveness, and sustainability of its operations.

Key Findings

The following section summarizes the key findings from the operations assessment.

Products, Services + Pricing

- Strength - Prices are on par with or higher than rates at other cemeteries in the region.
- Weakness - SCRD cemeteries have fewer interment and memorialization options than are typically offered at comparable Canadian cemeteries;
- Opportunity - There are three changes that could increase its revenue and keep SCRD aligned with regional pricing practices:
 - Add a non-resident premium up to a maximum of 175% of its resident rate and remain on par with the average rate for the region. Alternately, increase standard prices by 175% and discount rates to residents by the same %;
 - Increase its transfer license fee from \$35 to \$60 and remain on par with the average rate for the region, and
 - Add new fees for additional services (the installation of vases, the modification and repair of memorials and headstones, a premium for the reservation of adjacent lots, monument, and graveside cleaning, and issuing duplicate or replacement certificates, etc.)
- Opportunity – SCRD may increase cemetery revenue by introducing scattering services, family columbaria, family vessels, green burial, as well as additional support services and memorial choices.

Cemetery Operations - Accessibility + Aesthetic

- Strength- The older eastern section of the cemetery is attractive. The mature forest to the south side of the cemetery and trees along the cemetery perimeter are assets that add to the character of the western section of the site;
- Weakness- Seaview Cemetery's grave adornments and east-west lot alignment is hindering the safety, accessibility, efficiency and quality of site care and service delivery. There is also a creek that goes through the centre of the cemetery. It is showing signs of bank erosion that if not addressed, could impact families' graves, and
- Opportunity – SCRD can enlist the aid of community members to address the safety concerns and site care challenges related to grave ornamentation. This may increase the engagement and interest of Market Area residents in Seaview Cemetery.

Cemetery Operations - Human Resources, Administration + Field Work

- Strength- SCRD has skilled and dedicated staff serving in the cemetery administration and field work sectors of its operations. It also has a dedicated cemetery website and sophisticated records management system;
- Weakness – SCRD administrative staff do not have a dedicated room space to serve community members when they come to purchase a lot at-need or pre-need;
- Weakness –SCRD's cemetery records management system is not connected to its financial and mapping systems. This can decrease service quality, system efficiency and records accuracy, and
- Opportunity – SCRD can improve the quality of service and resilience of cemetery operations by training additional admin staff, integrating its software programs and its online cemetery map.

Cemetery Operations - Bylaw, Practices + Procedures

- Strength- There are clear procedures, a work schedule and standards of care outlined in the contractor’s terms of agreement for Seaview Cemetery;
- Weakness – There are no standard operating procedures or a maintenance schedule in place to guide SCRD’s cemetery administration and field work staff. There are conflicting statements, as well as inconsistent, missing, and incorrect information in the current cemetery bylaw, and
- Opportunity – There is potential to increase the quality, efficiency, and effectiveness of SCRD’s cemetery administration, service delivery and site care by reviewing and fully documenting the cemetery’s policies, practice, and procedures.

Cemetery Operations - Financial Performance

- Strength- The SCRD cemetery operations are funded by a substantial property tax allocation, which more than covers its operating costs. It also has a substantial cemetery operating reserve fund, which it can draw upon to enhance its services, cemetery sites, and systems;
- Weakness – The SCRD’s cemetery operating costs exceeded its revenue from user fees and service charges by \$55,000 per year. As it stands, SCRD’s Perpetual Care Fund balance is not expected to generate sufficient investment income in the next ten years, and
- Opportunity – Population growth and the passing of the Baby Boomer generation may drive up the demand for services and potentially grow the cemetery’s revenue at a rate that out paces increases in costs, over the next decade. This will move the SCRD closer to the financial operating breakeven point.

Product and Services

This product and services review compared SCRD’s offerings relative to those at municipal cemeteries across Canada and at similar cemeteries in communities near the SCRD. These communities included Whistler, Squamish, Williams Lake, and Powell River.

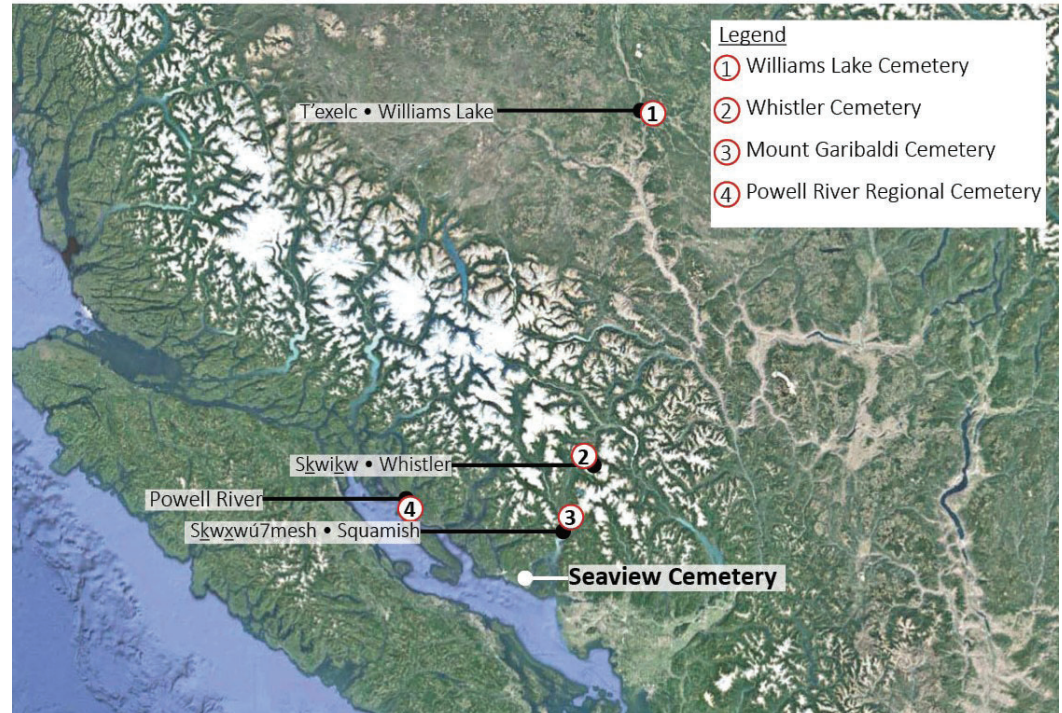


Figure 48: Product + Services Benchmark Cemeteries + Communities, Source: LEES+Associates.



Figure 49: Seaview Cemetery Casket Lots. Source: LEES+Associates.



Figure 50: Community Columbaria, Seaview Cemetery. Source: LEES+Associates.

Current Interment and Memorialization Options

This section identifies the products and services that are currently offered at Seaview Cemetery, as well their nature, service capacity and level of preference from community members for each offering.

In-ground Interment + Designated Sections

The SCRDR currently offers:

- Casket Lot In-Ground Burial,
- Cremated Remains Lot In-Ground Interment, and
- Interment in Dedicated Sections.

These are common offerings at Canadian cemeteries, and SCRDR's community members have regularly purchased these offerings and used interment services over the past five years.

Casket Lot In-ground Interment:

A casket lot can accommodate a single casket and up to 5 cremated remains, or six cremated remains. These lots are commonly purchased and used as a cremated remains estate, where families inter multiple cremated remains.

Over the past 5 years, 33% of services have been in-ground caskets lot interments and 59% of sales have been casket lots.

Cremated Remains Lot In-ground Interment:

The SCRDR currently offers in-ground interment services of cremated remains in smaller cremation lots. Families are permitted up to two urns in a cremation lot.

Over the past 5 years, 55% of services have been cremated remains lot interments and 22% of sales have been cremated remains lots.

Interment in Designated Sections:

Canadian municipalities often offer dedicated sections within their cemeteries such as :

- Infant and child burials;
- Prominent religious groups (e.g., a Catholic Section)
- Prominent local ethnic groups, (e.g., a Muslim Section); and
- Veterans, interred within a "Field of Honor."

SCRDR does not presently have any veteran graves available for sale, nor does it offer veterans a discounted rate for interment services.

Seaview Cemetery currently offers a dedicated section for Jewish caskets. It also contains a cenotaph surrounded by veterans' graves and a small area for infant interments. The Sunshine Coast Jewish Burial Society (the Society) approached the SCRDR regarding development of a 'Jewish Section'. The Board agreed provided the Society fully funded the development, which they did. There have been no requests for dedicated sections from other religious groups.

Given that the SCRDR's cemeteries are inclusive and available to everyone, it is not recommended that SCRDR begin to develop separate sections on a religious basis. The communities served are becoming increasingly secular.

If there is a need to serve the Muslim community with burial services a separate section may be required because the graves are required to be oriented towards Mecca and are inconsistent with the standard east-west layout of existing graves.

Community Columbaria

SCRDR offers the above-ground interment of cremated remains in columbaria niches.

Over the past 5 years, 11% of services have been niche interments and 19% of sales have been columbaria niches.

Community columbaria are above-ground structures or walls with many recessed niches, which accommodate cremation urns. A standard columbarium unit will house the cremated remains from multiple families in separate niches. Up to two interments are typically allowed in one standard columbaria niche.

Columbaria construction costs (and their relative niche price to the customer) vary widely, depending on size, design details, and associated amenities placed in the adjacent landscape. All installations typically have a high return on investment (approximately 200% or more) and provide a growing source of revenue, due to the rising demand for cremation.

Columbaria also have a low cost of interment. It takes significantly less time and cost to place an urn within a niche (known as "interment") than to inter an urn within an in-ground burial lot.

Columbaria also preserve interment land capacity, takes little space, and can be placed in areas unusable for other types of interment. In addition, the opening and closing of columbaria niches are not constrained by seasonal ground conditions.

Additional Services

The SCRDR cemetery rates list includes fees for the following additional support services:

- After hours Weekday burial premiums (\$250-\$500);
- Saturday, Sunday and Holiday burial premiums (\$400-\$600);
- Grave liners (\$120-\$358);
- Exhumation/Disinterment (\$300-\$2,000);
- Transfer License (\$35);
- Memorial installation (\$150), and
- Single Niche Place Inscription (\$250).

All these additional service fees are common at cemeteries across Canada and should be continued.

New Interment and Memorialization Options

This section identifies new products and services that are common at other Canadian cemeteries and that could be introduced to Seaview Cemetery or offered a new cemetery site.

This review compares SCRD's offerings to those at municipal cemeteries across Canada and at similar cemeteries in communities near the SCRD. These communities include Whistler, Squamish, Williams Lake, and Powell River.

Double Depth Burial

Double depth burial services are a common offering at Canadian municipal cemeteries. For example, Williams Lake Cemetery (a benchmark community in this operations assessment) currently offers double depth burial to its residents.

Ideally Seaview cemetery would allow double depth full body in-ground burial for SCRD to maximize its interment capacity. Unfortunately, due to this site's wet ground conditions in the remaining active sections of the cemetery do not permit this.

A high ground water level and rocky soils, which makes digging to an extra depth difficult and would result in flooded graves. Consequently, in-ground interments at Seaview Cemetery are currently limited to one casket per grave.

SCRD could potentially offer this service at a new cemetery site which is not impacted by these geotechnical constraints. If the SCRD were to offer this service at a future site it would need to mandate the use of a vault in all double-depth lots as a grave-side safety measure and acquire the equipment necessary to lower a casket to sufficient depth to accommodate two casket burials.

Double depth burial should be part of the offerings at any new cemetery, and this should be a key factor in determining whether a site is suitable for cemetery use.

Family Estate Plots

Family Estate Plots are a premium interment offering that include a small area of a cemetery to be dedicated to one family. They often consist of one large headstone or memorial dedicated to the family and smaller individual headstones for each family member interred in the plot. The dimensions, number of interments and types of interments allowed vary between cemeteries and are typically established by the operator of the cemetery and enforced by the Cemetery Bylaw.

The premium price of a family estate typically reflects the associated development cost and ongoing maintenance of the landscape features included.

Family Estate plots typically include a combination of interment spaces and landscape features such as the following mix of offerings:

- Two double-depth lawn crypts, (four traditional in-ground burials);
- Cremation lots (up to 16 cremation interments);
- Marker foundation;
- Memorial bench;
- Planting beds, and
- Fencing or hedging that differentiates the family plots from the rest of the cemetery.

Since the SCRD allows up to six cremated remains to be interred in a full-sized lot, residents are effectively treating SCRD's casket lots as Family Estate plots for their cremated remains.

Family Columbaria

A family columbarium is essentially the same as a community columbarium, except they are scaled for a single-family, which holds the exclusive right-of-interment to all the niches or other features. Family columbaria vary in size, price, and design. All memorialization is dedicated to members of that family. Custom features can be added to meet personal family tastes, customs, and religious practices as well as accommodate cemetery standards. Personalized engravings can be added to the roofline, sidewalls, and doors.

The cemetery operator owns the family columbarium, and the family purchase the right of interment for its exclusive use. Cemetery staff typically work with the families in choosing an appropriate location for their family columbaria.

Family Vessels

Family vessels are a premium cremation offering. They are large granite urns about 30" tall with an interior capacity of 14 cubic feet, designed for placement at key locations, along pathways, and in cremation gardens. Each vessel accommodates up to 4 hard urns, 10 soft urns, or 15 comingled remains.

Each vessel is owned by the cemetery, which sells families a right-of-interment for its exclusive use. Since these vessels are a new offering in North America, their introduction would require marketing to increase awareness of this option. As such, family vessels should be installed in phases, beginning with one or two units placed in the cemetery.

Family Vessels are offered at several Canadian and American cemeteries. Rates range from \$6,000 to \$13,000 each, depending on their size and quality of positioning within the cemetery. Services for placing a nested urn or comingling remains within the vessel are typically \$200 for each interment.

Like columbaria, family vessels preserve interment land capacity, because they take little space and can often be placed in areas unusable for other types of interment.



Figure 51: Family Columbaria, Mountain View Cemetery, Vancouver, BC. Source: Wayne Worden



Figure 52: Family Vessel, Woodlawn Cemetery, RMWB, AB. Source: LEES+Associates



Figure 53: Communal Marker, Royal Oak Burial Park, Victoria BC. Source: LEES+Associates.



Figure 54: Green Burial, Royal Oak Burial Park. Source: LEES+Associates.

Scattering Gardens + Ossuaries

Canadian cemeteries often offer scattering as a cremation interment option. With this option, families are given the option to scatter all or a portion of the cremated remains into a garden.

Scattering gardens are attractive natural or ornamental areas that offer a place for the scattering of cremated remains. Scattering gardens are a flexible and efficient use of land with respect to interment capacity. The shape and size of these gardens vary widely across Canada.

The smallest LEES+Associates have seen at Canadian cemeteries is 10' x 33' (323 ft² – 3 m x 10 m). However, they can be smaller and are often much larger.

A memorial wall is often associated with a scattering garden.

An ossuary is a container used to hold the cremated remains of more than one individual. It is common for an in-ground or above-ground ossuary to be installed in a scattering garden, allowing for a portion of the cremated remains to be scattered and the remainder to be placed in the ossuary.

Cremated remains are alkaline and salty so the reduction of cremated remains going directly into the scattering garden extends the life of the plants.

Services for scattering cremated remains in a scattering garden range from \$100 to \$300 for each interment in British Columbia.

Whistler Cemetery currently offers dedicated scattering areas to their residents for \$119 and to non-residents for \$239.

Green Burial

Green Burial, also known as “natural burial,” “country burial” or “woodland burial,” is defined as a below-ground burial with:

- No embalming;
- A fully biodegradable casket or shroud;
- No use of grave liners or concrete vaults;
- A form of habitat restoration of the gravesite such as planting with native species, and
- A communal marker, no marker, or a simple marker made of local and natural materials.

The Jewish, Muslim, and Bahá'í communities have traditionally interred the deceased according to green burial principles. Recently the Catholic Church has begun to actively embrace green burial, based on the tenets of green burial aligning well with its core beliefs and practices.

Several cemeteries in BC now offer green burial service, and many more across Canada plan to add green burial to serve their communities. Green burial is an emerging trend as the philosophy of having a lighter touch on the environment resonates with many peoples' personal philosophies regarding reducing their impact on the planet.

The Canadian-based Green Burial Society of Canada (GBSC) (<http://www.greenburialcanada.ca/>) is a non-profit organization that offers a certification program to qualifying service providers and lists the Canadian cemeteries currently offering green burial.

Additional information about the certification can be found in “Appendix A – Green Burial Certification Process.”

There are currently five certified providers of green burial services in British Columbia, all of which are located on Vancouver Island or the in the Lower Mainland. There are no certified green burial providers in the interior of British Columbia. Although not certified, the City of Prince George and the City of Penticton do currently offer green burial services at their cemeteries, for the same prices that they offer their traditional in-ground burial services.

Powell River Regional Cemetery (a benchmark community in this operations assessment) currently offers green burial options to its residents.

When adding green burial to its cemetery fees list, green burial lot inventory should be offered at the same rate as those lots in the operator's traditional burial grounds.

Committing to providing green burial would provide a marketing opportunity for SCRCD and would increase resident engagement with its cemeteries. Media and social network sites are especially attuned to stories about Green Burial.

SCRCD has received enquiries from community members about green burial, therefore it is expected that offering this as a new option will likely appeal to many residents. For this reason, it is recommended the SCRCD find ways to provide an initial phase of green burial to test the community's level of interest.

The greatest challenge to green burial is currently public awareness and industry education. Misconceptions exist surrounding health and safety concerns as well as cost. Work should be done to challenge these misconceptions through education initiatives, promotion through funeral homes, and pricing commensurate with other full depth burial services.

Over the long term, maintenance costs are typically less as a green burial area is expected to take on a naturalistic, less manicured appearance.

Memorialization Options

With increasingly mobile families and people choosing not to inter their cremated remains of their loved ones in a cemetery, there is potentially a market for selling memorialization options without interment.

Common memorialization options include:

- Grave-side and niche vases;
- Engraved bronze plaques on benches, markers and memorial walls;
- Statuaries (in religious cemeteries);
- Photographic memorials;
- Engraved boulders;
- Columbarium niche inscriptions;
- Monuments and markers, and
- Communal living memorial areas with trees, plantings, shrubs, and flower beds.

The benchmark communities in this operations assessment offer a diverse range of memorialization options. For example:

- Powell River Regional Cemetery currently offers a variety of lot markers, in-ground and crypt vases, niche inscriptions, and photographic memorials to its residents.
- Whistler Cemetery offers memorial plaques, engravings, and installations.
- Mount Garibaldi Cemetery installs memorial benches with an inscribed bronze plaque by donation.

SCRD currently only offers its residents niche inscriptions. Other memorialization options that are potentially suitable for SCRD's cemeteries include:

- Memorial walls, with bronze plaques;
- Engraved boulders (as part of a forest cremation walk for example), and
- Flower vases (as part of the effort to tidy up the ornamentation of Seaview Cemetery's graves sites).

New Additional Support Services

Canadian cemeteries often apply fees for a wide range of additional support services. A detailed list of these options is summarized in "Appendix B – Additional Cemetery Support Services". The fee for these services varies widely across different municipal cemeteries.

A few of these support services are offered at the benchmark communities reviewed in this plan- for example:

- Powell River Regional Cemetery currently offers disinterment (\$900 to \$3,810), headstones (\$200 to \$740), vases (\$70) and vase installation (\$70 to \$130), curbing (\$920 to \$1,200) and lifting of a curb or marker (\$130 to \$400).
- Williams Lake Cemetery currently offers disinterment (\$250 to \$1,500), vase installation (\$60), and marker modification (\$75) (removal and reinstallation).
- Whistler Cemetery currently offers disinterment (\$493 to \$4,180.40).
- Mount Garibaldi Cemetery currently offers disinterment (\$770 to \$3,100), vases (\$45) and vase installation (\$120).

SCRD has an opportunity to incrementally enhance its cemetery revenue by expanding its fees by enhancing its support services.

The benefits of offering new services should always be balanced with consideration of the anticipated resourcing needs and the administrative cost to deliver the new services and manage the added fees.

Some of the fees that could be considered by SCRD – which could be implemented easily and with little to no cost to the SCRD, include a charge for:

- Vase installation
- Reserving adjacent lots;
- Monument and grave-side cleaning;
- Issuing duplicate or replacement certificates, and
- Memorial and headstone modification or repair.



Figure 55: Memorial Wall, Lakeview Cemetery, Cold Lake, AB. Source: LEES+Associates.

Cemetery Pricing Benchmark Study

This section analyzes the offerings at SCRD cemeteries and compares their prices to other similarly sized cemeteries in the region and across Canada.

Market Trends

Cemetery pricing in Canadian cemeteries tends to follow consistent market trends. For example, large urban centres often have higher rates than small towns and rural communities due to the increased demand relative to local supply.

Cemeteries in large urban centres also tend to provide a greater diversity of offerings than small towns and rural communities. Families value a variety of interment options and are willing to pay a premium to accommodate their culture, religious and personal preferences.

The following figure shows the pricing continuum for typical Canadian cemetery offerings:

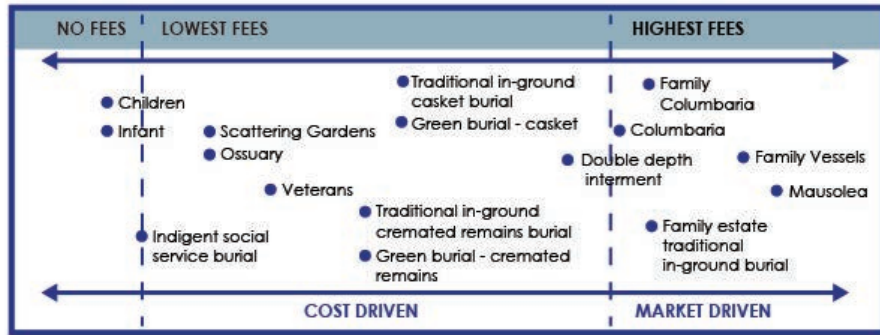


Figure 56: Pricing Continuum for Typical Canadian Cemetery Offerings, Source: LEES+Associates.

Price Benchmarking

Best practices for cemetery pricing entail annual comparisons of the rates of cemeteries in communities with similar business models, climate conditions, landscapes, as well as population ethnic and religious composition.

This price benchmarking study reviewed SCRD's rates relative to the averages at municipal cemeteries across Canada and at similar cemeteries in communities near the SCRD. These communities include Whistler, Squamish, Williams Lake, and Powell River.

The following table compares and summarizes the rates for the most common, primary offerings available at the cemeteries in this study, including the care and maintenance fund fees.

Price Benchmarking Summary of Prime Offerings

Note:

Regional Rate: The average of cemeteries in comparable communities situated in the region surrounding the SCRD.

Canadian Rate: The average spectrum of rates for low to high quality offerings within LEES+Associates price analyses for cemetery plans from 2014 to 2021.

Additional Services: This is not an exhaustive list of all the additional services on the price list for SCRD or the benchmark communities in this study. It is a summary of three most common additional services listed in this study.

Cemetery Offering	SCRD Rate	Regional Rate	Canadian Rate	Price Comparison: Vaughan's Relative Position
Casket and Cremation Lots / Niches				
Adult Casket Lot	\$1,500	\$894 to \$2,363	\$1,000 to \$3,000	Regional: On Par Canadian: On Par
Child and Infant Lot	\$800	\$387 to \$824	\$400 to \$1,000	Regional: On Par Canadian: On Par
Cremation Burial Lot	\$500	\$386 to \$969	\$500 to \$1,500	Regional: On Par Canadian: On Par
Columbaria Niche	\$1,500	\$681 to \$1,472	\$1,000 to \$5,000	Regional: Above Average Canadian: On Par
Opening and Closing Services				
Adult Casket Lot	\$1,300	\$1,284	\$750 to \$2,000	Regional: On Par Canadian: On Par
Child and Infant Lot	\$600	\$777 to \$840	\$250 to \$1,000	Regional: Below Average Canadian: On Par
Cremation Burial Lot	\$500	\$322	\$250 to \$750	Regional: Above Average Canadian: On Par
Columbaria Niche	\$275	\$233	\$100 to \$500	Regional: On Par Canadian: On Par
Additional Services				
Transfer Licenses	\$35	\$57	\$50 to \$100	Regional: Below Average Canadian: Below Average
Memorial Installation	\$150	\$173 to \$349	\$50 to \$100	Regional: On Par Canadian: On Par
Weekend and Holiday Services	\$400 to \$600	\$353 to \$583	\$250 to \$1,000	Regional: On Par Canadian: On Par

Table 8: Price Benchmarking Summary of Prime Offerings, Source: LEES+Associates

SCRD’s cemetery pricing is generally on par with the regional and Canadian averages for the services and offerings they are providing to their community members. This finding confirms that SCRD fees are in alignment with the regional market value for its cemetery services and therefore its prices are within the expectations of its community members for its offerings.

It would be challenging for SCRD to justify increasing their rates beyond the rate of inflation. Therefore, this limits the SCRD’s ability to increase its cemetery fees significantly as a strategy to grow its cemetery operating revenue.

The detailed results of the price benchmarking study for the SCRD cemetery system can be found in “Appendix C – Detailed Price Benchmarking Study.”

Price Changes + Strategic Positioning

SCRD last raised its cemetery fees significantly in 2018. This increase aligned its rates with the fair market price range for municipal cemeteries in the region.

Increasing fees annually by the rate of inflation, at a minimum, is the standard practice at most cemeteries LEES+Associates have analyzed over the past two decades. Consumer Price Index reports from the International Monetary Fund find that inflation has ranged from 2% to 3% in North America over the past decade.

Therefore, to align its pricing practices with other municipal cemeteries in British Columbia the SCRD should plan to increase its prices annually in line with the rate of inflation, expected to be a minimum of 3% per year.

Community residents and other stakeholders (funeral homes, religious groups, etc.) often ask a municipality to justify price increases greater than the rate of inflation. This can be done by informing and educating them about the significant gap between the:

- Current cemetery rates and the regional average rate;
- Cemetery’s operating revenue and expenses, and/or
- A cemetery’s Perpetual Care Fund’s (PCF) current balance and the projected balance needs to be fully funded. A PCF is fully funded when its future interest income is expected to pay for its future care and maintenance costs.

Greater price increases can also be justified by a commitment by the owner-operator to develop and improve a cemetery site’s infrastructure, aesthetic, and interment capacity.

These pricing practices align with the common municipal philosophy of the ‘individual user payment’ and moving cemetery operations towards financial self-sustainability. This is the preferred position of many Canadian and American municipal cemeteries- rather than the whole community paying for a service that is subsidized by tax dollars in perpetuity.

Cemetery demand is relatively inelastic, meaning that there is usually little impact from price changes on the demand and need for a cemetery’s services. Currently, the majority of the SCRD’s cemetery rates are on par with its’ neighboring communities. This means SCRD can continue to increase their rates, with little risk of losing revenue to residents choosing to be interred elsewhere, provided they continue to be increased within the expected regional price range (also known as the fair market value range).

Most municipal cemeteries operate on a “cost leadership” business model where they tend to compete on affordability. Private and some religious cemeteries operate a “differentiation” model, which entails offering a highly diverse range of customized services and premium offerings. Cemeteries with many interment and memorialization options are often perceived as being more attractive and as offering better value. This enables them to charge higher rates than other cemetery operators can charge.

Almost all municipal cemeteries are run as a service to their communities, and these municipalities support their cemetery system, subsidizing them with tax dollars to some degree. SCRD will need to decide where its business model sits on this spectrum of cost recovery. There is an understanding that few municipal cemeteries operate a full break-even cost recovery model. It is even more unusual for a municipal cemetery to operate a “for-profit” model.

Non-Resident Pricing

SCRD does not presently charge a non-resident premium. A significant number of Canadian municipal cemeteries charge a non-resident premium on inventory sales.

The purpose of the higher non-resident fee is in part, an acknowledgment by municipalities that its residents have supported the cemeteries through their annual tax contributions for many years. Non-residents that are interred in municipal cemeteries usually have not made a comparable contribution. Therefore, the non-resident premium is intended to make the overall, long-term financial support of the cemetery system provided by all users more equitable.

Non-residents typically pay a premium on top of the resident rate, ranging from 25% to 200% on cemetery lot, crypt, and niche sales. Though less common, some communities also choose to charge a premium on their cemeteries’ interment services. Alternatively, some North American communities intentionally opt to list and/or present their cemetery offerings at the upper end of the regional market price spectrum and then offer their residents a “discount” – rather than charge a “premium” to non-residents.

Cemeteries that charge a non-resident premium, usually define a “non-resident” as an individual that did not reside or own property in the cemetery operator’s municipality for a minimum of one year, before that individual’s date of death. Less commonly, some communities choose to make the required period of residency or property ownership longer, requiring five or ten years of local residence.

Community surveys undertaken by LEES+Associates have historically found that most resident respondents typically support a pricing policy whereby non-residents pay more than residents.

There tends to be particularly high support for these premiums in communities with land scarcity, where they are used as a strategy to reserve the limited cemetery land for the municipality’s residents.

The following table identifies the three comparable communities in this price benchmarking study that apply a non-resident premium to their cemetery services.

Note:
Cemetery’s Average Service Non-Resident Program: Is the average non-resident premium percentage across all the offerings at the cemetery. Some cemeteries do not use the same percentage premium for all its offerings.

Total Site Average Premium: Is the average non-resident premium percentage across all three cemeteries in the region that have a non-resident premium.

Benchmark Community	Cemetery’s Average Service Non-Resident Premium
Whistler Cemetery	100%
Williams Lake Cemetery	50%
Squamish Mount Garibaldi Cemetery	385%
Total Site Average Premium	175%

Table 9: Benchmark Communities with Non-Resident Premiums, Source: LEES+Associates.

Service-Oriented Pricing Strategies

Some Canadian communities have a social services policy that directs their cemetery staff to offer free service or a discounted rate to select residents. This may include rates for:

- Indigent residents (for those on disability and low-income households);
- Emergency responders including members of the police, fire, and ambulance services;
- Veterans, and
- Infants and children.

SCRD presently offers a discounted rate to families for the lot and burial services of an infant or child. All of the comparable communities in this price benchmarking study also do this.

Whether a municipality offers service-oriented pricing for any or all these groups, depends on the philosophy of its Council and Elected Board members. Canadian municipal cemeteries are commonly supported as a public service to the community and are subsidized by residents' tax dollars.

These groups are typically a very small proportion of the community members served by municipal cemeteries. Therefore, offering a discounted rates to members of these group are not expected to significantly affect the financial sustainability of a cemetery's operations. Municipalities often find that offering discounts to these select residents tends to encourage goodwill from the community and can mitigate the resident reaction to other price increases at the cemetery.

However, given the limited inventory available at SCRCD's existing cemeteries, expanding discounted pricing to attract these groups may not be the best option right now. At this time in the cemeteries' life cycles, land is increasingly scarce, and it is expected that a municipality would seek to maximize the potential revenue from its remaining cemetery land. Therefore, expanding service-oriented pricing may be more feasible option after the SCRCD develops and opens a new cemetery site.

Accessibility and Aesthetics

Seaview Cemetery Landscape

In Chapter 3 there is a detailed site analysis and examination of SCRCD cemeteries' landscapes. This section includes a focused review of Seaview Cemetery's accessibility and aesthetics, and how it relates to the operational level of service to community members, as well as visitors' experiences at Seaview Cemetery. A high quality, aesthetic landscape and an accessible site which is easy for staff and visitors to navigate is a key measure of operational efficiency and community satisfaction for a cemetery.

The Eastern Half

The character of the older eastern section of the cemetery is one of heritage with mossy lawns, simple graves and markers surrounded by mature trees around the property boundary. The active cremated remains section in the far eastern corner is not a pleasant place for families. The lawn is patchy and needs attention, shrub planting is needed to screen the harsh wooden fences, and the road noise impacts the tranquility of this part of the cemetery.

There were very few adornments on graves across the eastern half of the cemetery because it is the older section so there are infrequent visitors to these graves. There are very few broken markers. There are however, the occasional cracked or sinking concrete grave cover, but nothing observed required immediate action to make them safe.

The Western Half

The aesthetics and accessibility of the western section of the cemetery is compromised by the custom grave covers, fences, plantings, and adornments. The stand of mature forest to the south side of the cemetery and trees along the cemetery perimeter are assets that add to the character of the cemetery.

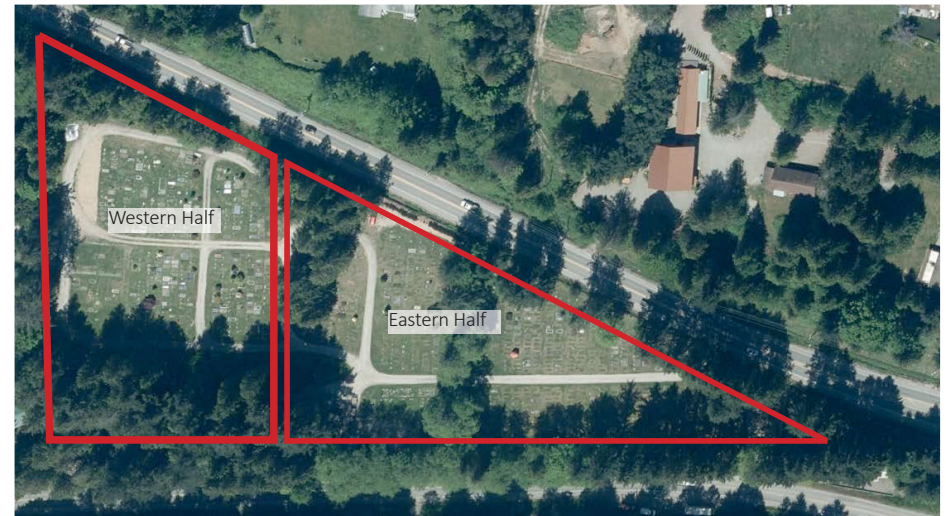


Figure 57: Cemetery Overview. Source: LEES+Associates

Site's Navigability

Seaview Cemetery is generally flat or gently sloping in the eastern half, becoming steeper with grades of up to 12% in the western half. It is more challenging for those who are less mobile to move around and visit graves here.

Families and friends attending a graveside service are permitted to drive into the cemetery behind the funeral party. Visitors can drive all the way round the cemetery which makes grave visitation easier for those with mobility issues. Visitors park their cars on the cemetery driveways or by the operations building. There is sufficient room for vehicles to pass and there is no need to provide a parking lot inside the cemetery. Visitors have the option of using the parking lot outside of the cemetery on the opposite side of the road. This parking lot is not associated with the cemetery.

Operations vehicles have the option to use the main entrance gate, or the secondary gravel road leading to Lower Road. If the main entrance gate was modified so that the sign did not restrict the height of vehicles, the secondary gravel road could be extinguished.

Litter

Seaview cemetery is clean, and there was no litter observed during the site visit that took place as part of this operations assessment. Litter control is one of the services provided by SCRD's cemetery contractor.

Irrigation

Seaview Cemetery is not irrigated and SCRD's cemetery contractor is not required to water the grounds. The grass goes brown in the summer, but regularly comes back green and healthy in the fall. The SCRD has not received any complaints received about the site's brown grass in summer.

The SCRD should monitor how the grass lawns and trees contend with climate change. Increasing droughts and 'heat dome' events during summer, could make it necessary to irrigate the grass at some point in the future to maintain its health, otherwise it will be killed off and will not come back green in the cooler wetter months.

This is a challenge given that the SCRD cemeteries must comply with municipally mandated annual water restrictions. This will impact the SCRD's ability to effectively irrigate its cemetery sites in the long term.

Drainage

SCRD's cemetery contractor is required to routinely check culverts during heavy rains and remove any debris that may cause erosion.

During the atmospheric river storms of November 2021, storm water from the highway washed across the cemetery lawns and damaged the gravel driveways. Blocked drains in the adjacent highways contributed to these conditions.

There is a creek that goes through the centre of the cemetery. This is showing signs of bank erosion that if not addressed could impact families' graves.

Grave Adornments + Ornamentation

Seaview Cemetery is challenged by widespread use of highly personalized gravesite commemorations and custom grave covers. An in-depth review of the operational impact of this practice is set out in this section of the report.

Grave adornment and ornamentation at Seaview Cemetery include artificial flowers, live shrubs and other plants, statues and figurines, glass and ceramic vases, lanterns, and solar lights, windmills, seats, personal memorabilia (including a guitar and a skateboard), as well as various types of edgings and custom grave covers. While adornments are undoubtedly placed as tokens of affection and memory, most items tend to weather, fade, and eventually fall apart.

Glass, metal, or ceramic items often end up in pieces, which are not only unsightly but can also be a hazard to the operations staff and contractor personnel that maintain the cemetery. Ornamentation makes it time consuming and inefficient to carry out basic site care operations such as cutting the grass because staff must be very careful not to touch or damage the ornamentation of families' graves.

The proliferation of adornments and ornamentation at Seaview Cemetery has an adverse impact on the experience of other families when they come to visit a family member buried in an adjacent grave. The cumulative effects from the mass of adornments and ornamentation have a significant adverse impact on the quality of the cemetery landscape and experience of people visiting the cemetery,

How a cemetery looks and feels directly affects the number of families choosing to be buried at Seaview Cemetery resulting in impacts to the price that SCRD is able to charge for its services. This ultimately impacts the annual revenue of the cemetery.



Figure 58: Example of Grave Ornamentation. Source: SCRD

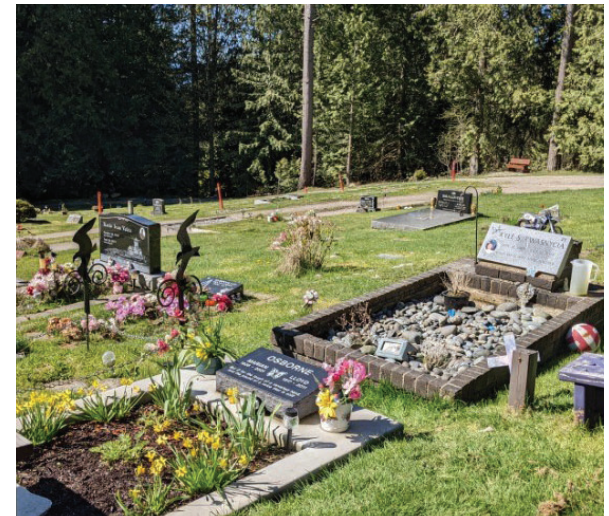


Figure 59: Example of Grave Ornamentation. Source: SCRD



Figure 60: Example of custom grave cover. Source: LEES+Associates



Figure 61: Example of custom grave cover. Source: LEES+Associates

Cemetery Bylaw

The Cemetery Bylaw (689) addresses ornamentation and adornments to a limited degree., Section 11, Term 11.2 states that:

“Cut flowers, wreaths and floral offerings may be placed on graves, but may be removed by the Caretaker when their condition is considered to be detrimental to the appearance of the cemetery.”

Section 10 - Memorials outlines the terms and conditions for memorial markers, tablets and monuments, but does not speak directly to grave covers.

SCRD staff have not enforced these sections of the bylaw or have enforced them inconsistently, in relation to what is permitted for grave covers and markers, adornments, and memorabilia. The Cemetery Bylaw does not stipulate in detail what is permitted or prohibited to be placed within the cemetery or for what time-period.

As a result of the lack of clear detail about adornment and ornamentation in the cemetery bylaw, the lack of consistent enforcement of the rules that are in place, and the SCR D’s historic desire to ‘accommodate the individual wishes’ of family members, a permissive culture has developed culminating in an excessive array of adornments, memorabilia, and ornamentation to graves at Seaview Cemetery.

Custom Grave Covers

The ground in the western active half of Seaview Cemetery has a steep slope of 12% running across the graves, which are consistently aligned east-west. The result is a need for retaining wall solutions in order to produce level grave covers. SCR D staff have historically tried to ‘accommodate’ the wishes of families in terms of their choice of grave cover and the range of low retaining wall solutions to make the grave covers level. Families have been permitted to undertake this work themselves with varying quality of materials workmanship and degrees of success. These amateur grave covers could lead to a significant financial liability for the SCR D to fix them, make them safe, or dismantle them over the coming years.

Changes in the Approach to Managing Adornment, Ornamentation and Custom Amateur Grave Covers

The SCR D needs to develop a strategy for addressing the ornamentation and grave cover issues. For example:

- Update the bylaw with clear language and enforce the bylaw consistently;
- Alert families to any upcoming changes with appropriate notice
- Consult families. Tell them why this is important and what the SCR D is trying to achieve for everyone’s benefit and enjoyment. Obtain families’ feedback and incorporate into the way the SCR D will address the issues, and
- Work with families on an individual basis to address issues with their gravesites.

There may be some resistance to these changes from community members. The SCR D will likely need to prioritize education, reinforcing that though families have purchased a right of interment on the land, the SCR D maintains a responsibility to manage and operate this community cemetery in a manner that benefits all members of the community.

The extent to which amendments can be made to existing families grave covers will be on a case-by-case basis dependent on the issues and willingness of a family to cooperate. For new burials however, the current issues can largely be extinguished through a clear bylaw with consistent enforcement.

Once the necessary changes to the bylaw have been made the SCR D will have achieved the following:

- Ornamentation and grave covers will be compliant;
- The cemetery will look cleaner and tidier
- The cemetery will be more efficient and safer to maintain
- The liabilities presented by custom amateur family grave covers will be reduced.

Additional details and strategic options for addressing grave adornments are outlined in “Appendix D – Precedent Case - Managing Cemetery Ornamentation in BC”.

Community Satisfaction

The SCRD does not currently have a formal process in place to collect feedback from the community members its cemeteries serve. However, informal feedback (both compliments and complaints) has been received by SCRD staff from community members.

SCRD staff report that community members informal feedback suggests they are satisfied with the level of service related to the opening or closing of the graves. The most common feedback from residents are inquiries about green burials, and complaints regarding the types of markers allowed on newer plots, which only permits flat markers.

Cemetery Human Resources

This section of the report provides an analysis of the roles and responsibilities of SCRD staff and contract workers directly involved with supporting and managing the cemetery system.

The objective of this section is to identify and assess the current resourcing, organizational structure, policies, and practices. These are examined with the purpose of optimizing the SCRD's operational efficiency and community satisfaction with the cemeteries and related services.

Resourcing Review- Cemetery Staffing + Organization

There are no staff solely dedicated to the operation of the SCRD cemetery system.

Cemetery staff on both the administration side and the field work side of the cemetery operations are responsible for over 100 parks, trails, and open spaces. SCRD staff interviewed as part of this operations assessment, feel that they need to dedicate more time to the cemetery operation to meet the minimum standard of service to SCRD families.

In addition to the SCRD's staff, the cemetery system also employs contractors to undertake regular site care and maintenance work. SCRD also hires a backhoe and dump truck operator for the interment of caskets on an as-needed basis.

The SCRD does not presently have a formal organization chart providing a summary of all its cemetery staff and contractors, with a clear outline of the roles and responsibilities for those involved with cemeteries.

Figure 62 is an organization chart prepared by LEES+Associates based on the feedback provided by SCRD staff during this review. It outlines the current reporting structure, roles, and responsibilities in the cemetery system. This chart identifies all the SCRD staff and contract workers currently involved with and responsible for SCRD's cemetery operations. SCRD should strive to keep this chart up to date and track the annual Full Time Equivalent (FTE) hours spent on the cemetery operations for each position. FTE is valuable data that can be used in the costing of cemetery activities in the future.

Organizational Chart

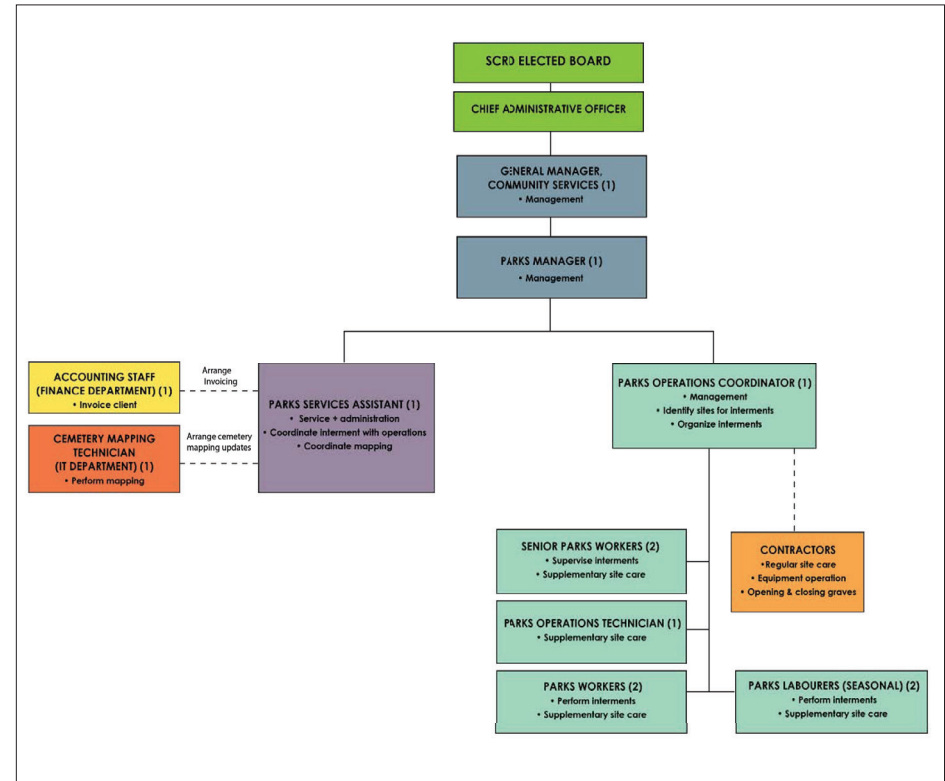


Figure 62: Organizational Chart. Source: LEES+Associates



Figure 63: Dedicated Community Member Meeting Room, Mountain View Cemetery, Source: LEES+Associates.

Cemetery Administration

This section reviews the roles and responsibilities of SCRD staff involved with sales, service, records management, and community engagement, as well as the resources available to staff for cemetery administration.

Sales + Service

The Parks Services Assistant is the SCRD staff member in charge of:

- Providing front counter customer service to the community,
- Providing information to the families and the funeral home,
- Arranging lot sales and the updating the cemetery's records,
- Notifying operations staff to prepare an interment plan,
- Requesting a cemetery plot mapping update;
- Submitting an invoice request for cemetery services to finance staff, and
- Preparing applications to Consumer Protection BC when requesting permission for cemetery improvements, including the development of additional plots, placement of a new fence, addition of a new columbarium, etc.

Currently, there are no support staff with knowledge and experience to undertake this role and these responsibilities, in the absence of the Parks Services Assistant.

The SCRD does not presently have a dedicated, private, and comfortable meeting space for grieving families to discuss burial arrangements and to choose a grave with staff.

The Parks Services Assistant shares an office with three other people. There is a small meeting room adjacent to this office which is reserved when the Parks Services Assistant knows in advance that a family is coming in. However, this room can be booked by all SCRD staff and consequently not always available. In this case the family must wait while the Parks Services Assistant locates an empty office or other meeting room. This is below the level of care that most municipalities consider acceptable. It impacts the quality of experience that families receive from the SCRD.

Records Management

This section provides information about the options available to the SCRD to enhance its records management systems, which support the recommendations provided at the end of this chapter.

Software Tools

SCRD's cemetery staff primarily use a software called Stone Orchard Software (SOS). This preparatory software is specifically designed to support municipal cemeteries with administration, records management, and online information search. The use of this software can increase reporting efficiency, reduce time requirements, and decrease errors from duplicate data entry tasks.

The Stone Orchard Software is a powerful tool, however its not currently being used to its full potential.

SOS has the capability to integrate interment and memorialization site activity, inventory records, and georeferenced data, with financial information and up-to-date electronic maps of grave locations. With SOS, a municipality can arrange to link digital records spatially with GIS mapping to improve the SCRD's cemetery site operations, asset management, and customer service.

When these maps are linked to SOS records, it enables a municipality to provide staff, funeral homes, and other site visitors with a custom Online Search website for the cemetery that is accessible from a computer. The grave location app on a mobile device can direct staff or a visitor easily to precise gravesites.

This remote access functionality can reduce the time and effort spent by cemetery staff who have had to guide visitors through the cemetery to find a grave. It is also helpful for operations staff who triple-check the location of a new grave to ensure they are working in the correct location.

SCRD has not purchased the Online Search component of SOS, so staff are not currently set up among Central Square's Online Search pages for cemeteries. Consequently, SCRD staff and site visitors are not currently able to take full advantage of the enhanced navigability offered by this feature. Activating this feature could further improve the cemetery operational efficiency and community member satisfaction with Seaview Cemetery.

Information Gaps

There are currently some information gaps in SCRD's data collection fields of the record keeping system related to the tracking of the:

- At-need + Pre-need status of sales and services, and
- Residency status of the customers served.

Adding information to these fields should be part of SCRD's cemetery record keeping practices.

System Integration

There is currently a time lag that exists between the entry of data in SOS, the billing of community members for the purchase of a right of interment and when the mapping database gets updated. This delay creates inefficiencies in the SCRD's cemetery administration and inaccuracies in the online Seaview Cemetery map.

SCRD staff use the VADIM Financial System for processing cemetery sales and service requests, bills, and payments. Invoices are first generated through SOS, and then are manually forwarded to the Finance Dept. for final billing to the customer.

In the short term, there is a VADIM general ledger export feature in SOS that SCRD can use. A general ledger export can be sent to the Finance Dept to import into the VADIM software. In the long term, it is possible for Central Square, VADIM and SCRD's IT department to collaborate and build a background interface which would automatically integrate the two systems.

SCRD staff also use an ESRI Cemetery Mapping Database for the mapping of its cemetery lots, which is not linked to SOS. The Seaview Cemetery map currently posted on the SCRD's cemetery website is not currently connected to Stone Orchard Software. It must be manually updated through the GIS Dept.

As with the SCRD's financial system, creating an interface solution may be possible for the existing mapping system. The cost and capability to do so is related to whether these systems are on the same database server/network locations.

Technical Support

SOS troubleshooting is available to staff through the annual maintenance agreement available through Central Square. SOS's technical support can accommodate specific questions about the use of their system. SCRD can submit queries to stoneorchard-support@centralsquare.com. SOS requests that inquire about different topics or components of the system should be sent separately.

An online support portal hosted by Central Square can be accessed by clicking the question mark icon from the top right corner of the Stone Orchard application window, or by visiting <https://support.centralsquare.com>. Support is also available by phone. Customer inquiries are typically responded to within 24 hours for registrants of the annual maintenance program.

Training

There is also an opportunity for SCRD staff to enlist for further training in SOS. SCRD cemetery administration staff have had little training in the effective use of the system and its reporting capabilities. Training on the entire SOS system is available through online training sessions at an hourly rate.

SCRD's cemetery operations would become more robust, resilient, and efficient in its service delivery if two of its administration staff were fully trained on the data entry, customization and reporting functionality of SOS, its central records management software.

Community Engagement + Promotion

There are no plans, strategies, or initiatives in place to attract families to Seaview Cemetery or raise its profile within the communities it serves.

By increasing the informative content and user-friendly format of the cemetery's website, the more likely residents are to engage with cemetery sites and their staff. This includes reaching out to purchase lots, making pre-need service arrangements, more frequently visiting the cemeteries for public events, recreational use (walks, observing nature, etc.), as well as visiting the graves of family and friends interred on site.

The SCRD's cemetery system website is currently helpful and easy to use. It provides visitors with contact information for the Parks Assistant / Cemetery Clerk, as well as a detailed site map of Seaview Cemetery that identifies the location of lots and key site features. There is also an informative "Question and Answers" section and links to the cemetery's fees schedule, bylaw, Provincial legislation, and regulations. There is one cemetery site photo.

SCRD's cemetery website content and format is good, though there are opportunities for further enhancement – such as adding more photos of its offerings, services and landscape, and integration with social media sites. This could further increase community member engagement and investment in Seaview Cemetery.

There has been no other proactive marketing, annual cemetery events, or site tours undertaken by SCRD staff in the past five years.



Figure 64: Seaview Cemetery, Example of Mossy Landscape.
Source: LEES+Associates



Figure 65: Seaview Cemetery, Example of Sloping Landscape,
Source: LEES+Associates

Cemetery Field Work- Service and Maintenance

This section reviews the roles and responsibilities of SCRD staff and contractors involved with interment service delivery, site care and maintenance, as well as the resources available to staff for this cemetery field work.

SCRD Staff- Field Work Roles + Responsibilities

SCRD's operations staff is responsible for:

- Confirming the interment date and service plan with the cemetery administration staff;
- Identifying the gravesite;
- Organizing the site excavation;
- Supervising the burial;
- Closing the gravesite;
- Documenting the interment;
- Alignment with SCRD Community Services Division, and
- Arranging for onsite pre-meeting with contractors to discuss work plan and any safety concerns (full burials only).

In preparation for a graveside service of a casket burial, SCRD operations staff set up the boards and greens, and places the lowering device around the opened grave. SCRD staff also fully dig and prepare cremation lots for urn interment services.

With respect to site care, SCRD operations staff provides supplementary site care support by maintaining Seaview Cemetery's trees, ditches and provides any extra cleanup required after storms.

SCRD operations staff keeps track of time spent at the cemetery through timesheets, however the time recorded by staff does not currently distinguish between maintenance, interment services and other on-site activities.

SCRD would be able to better assess the operational efficiency of its staff and the long-term financial sustainability of the cemetery system if it implemented a more rigorous tracking system to identify and report the time and material costs for each these key elements of its field work.

This is particularly important for enabling financial staff to track the precise cost of site care. This is an important variable in the formula for determining the financial health of a cemetery's Perpetual Care Fund.

Contract Worker - Field Work Roles + Responsibilities

SCRD contracts the labour and equipment on an as-needed basis for the opening and closing of full body in-ground burial graves. The Contractor's workers open the grave and move the soil to a fill pile. This includes the use of one backhoe, one dump truck, and the contractor's operators.

SCRD outsources the regular landscaping, lawn care, snow removal and road maintenance work at its cemeteries to a Contractor. This is work mainly takes place at Seaview Cemetery. However, the contractor also cuts the grass at Mount Elphinstone Pioneer Cemetery.

The site care Contractor's agreement expires May 31, 2023, with an option to extend it by two years. The service provided is annual (12 months). It includes several other SCRD sites, in addition to the cemeteries, that require frequent maintenance.

The Contractor uses Seaview Cemetery's storage facility for its equipment and materials required to perform its services. Contractor staff provide grass cutting services and maintain Seaview and Kleindale Cemeteries mostly in the growing season, and after storms.

Quality of Care

Efficiency of Grass Cutting

The custom installations of grave covers have had a direct impact on the efficiency, standard and cost of mowing the cemetery lawn around them.

The maintenance team currently weed whip the grass around the grave covers because there is not enough room for deck mowers or push mowers. This is having an impact on the quality of the cemetery lawn, which is inconsistent, and has a lot of moss in it.

Efficiency of Opening/Closing + Graveside Set Up

The decision to stick rigidly to the east-west grave alignment has caused SCRD staff problems when undertaking the graveside set up in the steeper parts of the western half of Seaview Cemetery. Occasionally the cemetery field work team need to:

- Move headstones and grave covers to provide sufficient room for the backhoe to open and close the grave, and
- Use wooden planks and boards to counteract the steep cross fall slope and create a level platform on which to set the casket lowering device. The platform needs to be safe and secure for the pallbearers to lower the casket into the grave. Sometimes family members must stand on the boards to participate in the service and say their final goodbyes when they throw handfuls of dirt into the open grave.

These challenges are mainly because of the cemetery's east-west grave alignment. Given the complications of preparing a safe graveside set up, the Parks Operations Coordinator and three other field staff are the only ones trusted to supervise these operations which adds to their workload.

Maintenance Schedules

The SCRD's Contractor has an operations and maintenance schedule included in the terms and conditions of its agreement. The Contractor currently provides its landscape and lawn care services to Seaview Cemetery on a weekly basis. Road maintenance and snow removal are undertaken on an as needed basis.

The SCRD's operations staff do not have a schedule of care for their cemeteries' site maintenance. It is common practice for municipal cemeteries in Canada to have an annual maintenance plan that schedules the range and frequency of seasonal tasks. The nature and timing of these tasks are plotted out based on each municipality's climatic and landscaping needs.

Practices and Procedures

SCRD has some standard operating procedures (SOPs) for cemetery site care in the Contractor's General Services Agreement. This includes a service schedule, and outlines the tasks, standard of care and detailed terms of service for their work at Seaview Cemetery.

SCRD has outdated standard operating procedures for cemetery administrative that predates its acquisition of its Stone Orchard Software license.

However, SCRD does not have a current, consolidated standard operating procedures and practices manual that document all its policies and processes, for both its administration and field work staff during the daily operations of its cemeteries.

Municipal cemetery manuals commonly include all procedures and practices related to service delivery, health and safety, site maintenance, lot locating and digging techniques, and bylaw regulation enforcement. SOPs following best practices also include oversight, financial, records management, marketing and sales practices, and procedures for its cemetery system.

An example of a Table of Contents from a cemetery's SOPs in the interior of British Columbia can be found in "Appendix E – Example: Standard Operating Procedures Manual, Table Of Contents".

Cemetery Bylaw

This section provides a preliminary review of the SCRD's cemetery bylaw.

Additional details regarding cemetery bylaws that form the foundation of this analysis can be found in "Appendix F – Introduction to Cemetery Bylaws".

Bylaw Review: Sunshine Regional District

This initial, high-level review considers whether the SCRD has a cemetery bylaw that is 'responsive' to the expectations and needs of its community members, as well as whether the existing bylaw can easily facilitate the addition of expanded services and goods to those now being offered at the SCRD's cemeteries. The most current 'approved/official' cemetery bylaw (No. 689) for the SCRD's cemeteries is dated from 2014. The existing bylaw is outdated which suggests a comprehensive update of the SCRD's cemetery bylaw.

A preliminary review of the existing bylaw reveals the following:

- Inconsistent, missing and incorrect information: There are statements within the existing bylaw that are inconsistent with the language set out in current legislation, regulation, or elsewhere in the bylaw. Information about cemetery operations, management, interment rights, cancellation rights, operating rules, and regulations are unclear, insufficient, erroneous or are absent from the bylaw. For example:
 - Casket lots currently being sold and used are 5' x 10'. The bylaw currently states they are 9' X 6', and
 - All new lots developed in the past two years and future lots are only allowed to have flat markers. This is not reflected in the bylaw. The rest of the cemetery allows for most types of upright and pillow markers.
- Ease of Use + Clarity: The existing bylaw in many places is difficult to understand. There are points in the existing bylaw that need rewording or need to be expanded and strengthened to clarify operational needs/requirements. For example:
- The bylaw states that "One interment may be permitted in each grave space in the cemetery. A single grave may inter six cremations or one full burial and up to five cremations." These two sentences are contradictory.
- Ease of Amendment: The existing bylaw is mostly organized in a way that enables SCRD staff to amend key information placed in a series of Schedules appended to the bylaw. This avoids the need to invoke SCRD Board approval of the main bylaw document every time a minor change is required. The cemeteries' memorial standards could be moved into a Schedule. The interment permit form, services offered, and fees and charges, are already in Schedules.

Bylaw responsibility

SCRD is responsible for what happens in every cemetery under their ownership, control, operations, maintenance, and management. This means that SCRD's Elected Board and staff are accountable to cemetery client families, cemetery visitors, the Province of British Columbia, and the community at large. SCRD's governing authorities are responsible for how every cemetery is operated, how service is provided, and how they are maintained.

It is the responsibility of a cemetery owner/operator to establish and maintain an up-to-date bylaw for cemeteries under their control. A weak, ambiguous, incomplete, or outdated bylaw can mean the SCRD's Elected Board, along with SCRD staff, will endure regular complaints about the cemetery from users and visitors and, at worst, expose the SCRD – unnecessarily- to considerable legal and financial liability.

Having an effective cemetery bylaw will:

- Establish clear standards of design, service, maintenance, and mandate the quality and forms of products permitted in a cemetery;
- Protect the SCRD as the cemetery operator and underpin their ability to establish, apply and enforce cemetery rules of use- equitably- to every user;
- Contain language to promote the protection and preservation of the significant heritage and historical importance that is present in community cemeteries, and
- Reflect and be consistent with the current cemetery (and related) legislation and regulations.

Next Steps

The SCRD's cemetery bylaw needs to be updated. A comprehensive review and revision of the existing cemetery bylaw, would:

- Bring the existing bylaw into compliance with Provincial legislation and regulations,
- Ensure that the SCRD meets the Provincial standard for a municipal cemetery, and
- Move its cemetery operations to a more efficient, sustainable, and professional operation with a "best practices" footing.

This comprehensive review and update process would enhance the bylaw by:

- **Expanding and Strengthening the Text:** It would ensure consistency with Provincial legislation and the regulations throughout the bylaw, improve the definitions section and several other subject areas that are lacking key information. It would also strengthen language throughout the bylaw related to rules and regulations of use and remove or replace outdated terminology;
- **Improving Content, Consistency and Flow:** It would resolve any contradictions or inconsistency in content that may be present between existing sections, resolve descriptions and details around lot types, permitted memorials, etc. It would reorder the sections and content to have a more logical 'flow,' thus making the bylaw easier to use;
- **Enhancing its Format and Structure:** It would add clearer language consistent with modern cemetery management, improve details around interment rights purchase and use, lot types, permitted memorials, etc., and
- **Increase its Effectiveness and Efficiency:** It would optimize the bylaw format that permits, through an uncomplicated amendment process, the ongoing addition of expanded service offerings to better meet the needs of cemetery users, e.g., new cremation interment and eco-friendly green burial options, as well as opportunities to permit bereaved families to create meaningful memorials.

An updated bylaw would provide the SCRD with a more complete bylaw that will:

- Increase its ease of use for the SCRD Board, cemetery staff, and cemetery users;
- Be more easily understood by client families and cemetery visitors;
- Promote standard operational, service, and maintenance outcomes and facilitate better management of the aesthetic appearance of SCRD cemeteries;
- Limit or mitigate legal risk and financial liability exposure for the SCRD, and
- Enable the addition of new interment and service options arising from this new cemetery plan.

Financial Review

This section includes a high-level review of the cemetery operation's financial performance and a measure of its sustainability. Two important performance indicators used to assess the short term and long-term financial health of a cemetery system is its proximity to :

- **Operating Break-Even point:** This is the point in time when a cemetery can fund itself while meeting the service expectations of the community. This indicates whether a cemetery can cover its operating costs with its reliable sources of annual revenue, and
- **Perpetual Care Fund Stability point:** This is the point in time when a Perpetual Care Fund (PCF) is fully funded and expected to generate enough investment income to meet its long-term site care and maintenance costs.

Cemetery General Operating Fund - Short Term Sustainability Measure

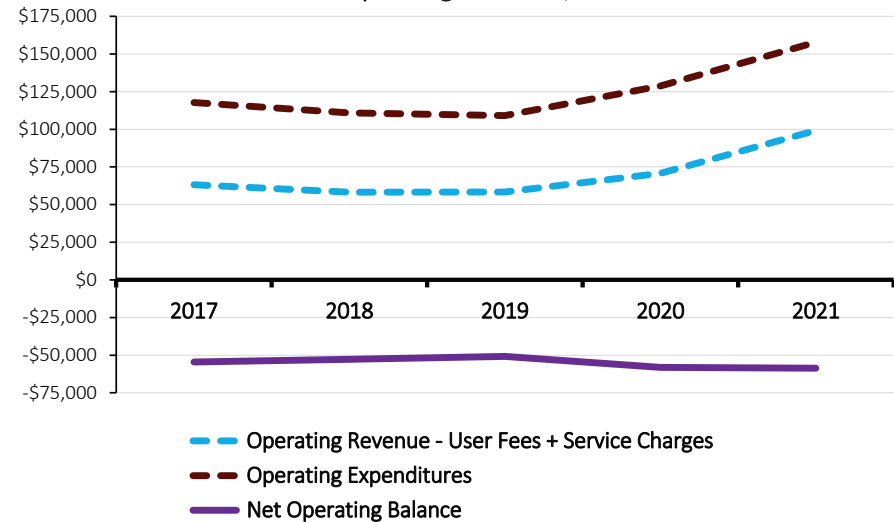
Current Operating Financial Status

Figure 66 summarizes the historic operating financial performance of the SCRD's cemeteries by calendar year, as reported by SCRD staff from 2017 to 2021.

SCRD's operating revenue is largely from Seaview Cemetery while its operating expenditures include both the cost to operate Seaview Cemetery, as well as the costs to care for SCRD's two inactive cemeteries.

The SCRD cemeteries' costs exceeded revenue from user fees and service charges by an average \$55,000 per year over the past five years. Cemetery operating revenue covered 56% of operating expenditures during this period.

SCRD's Cemetery System
Operating Financials, 2017-2021



* The dollar values in this graph do not include non-operating revenue (e.g. property tax) used to cover costs.

Figure 66: SCRD's Cemetery System Operating Financials, 2017-2021, Source: SCRD's Finance Department

The balance of the SCRD's cemetery operating expenditure was paid for and subsidized by an allocation of property tax income. Over the past five years, the SCRD allocated, on average, \$46,000 per year more than what was required to cover the cemetery's operating costs. These excess funds were subsequently transferred into a Cemetery Operating Reserve Fund at year end.

Most municipalities support their operations to some extent with tax dollars, because cemetery revenue rarely fully funds its operating costs. LEES+Associates has found that the majority of North American municipalities it has assessed over the past decade tend to prioritize supporting their cemeteries as a community service to its residents. They strive to improve the financial performance of their operations, while steadily reducing the demand on the tax base and moving toward break-even. Therefore, the SCRD's cemeteries operating financial performance is on par with other communities in the Province.

The SCRD's projected population growth, as well as the increasing death rate projected by the bereavement sector due to the upcoming passing of the Baby Boomer generation, is projected to boost sales at the SCRD's cemetery system over the next 25 years. This is expected to drive the future demand for cemetery services at Seaview (particularly cremated remain interment options) and enhance its financial sustainability in the future.

A comprehensive financial plan and business case analysis would identify further opportunities for the SCRD to close the operating gap and move towards break-even. This would entail an in-depth review and examination of historic and projected operating revenue and expenses over the next 50 years.

Cemetery Operating Reserve Fund - Capital Funding Resource

The SCRD’s Cemetery Operating Reserve Fund had a 2021 year end balance of \$407,494.

Use of monies in this reserve fund is governed by the Bylaw 655. According to this bylaw, the monies in this reserve fund shall only be used for:

- Unanticipated expenditures for operations;
- Funding one-time projects, and
- Mitigation of sudden and marked increases to taxation and/or fees.

The Cemetery Operating Reserve Fund is invested in a pooled manner with other SCRD reserve funds. A portion of this fund is invested in short term liquid funds to be drawn on as needed, based on planned transfers included in the SCRD’s current Financial Plan Bylaw. In other words, use of funds in this reserve is subject to approval and inclusion in the current Financial Plan Bylaw.

Cemetery Perpetual Care Fund - Long Term Sustainability Measurement

A key factor in the future viability of a cemetery system is the adequacy of its Perpetual Care Fund (PCF). Canadian cemeteries usually contribute a portion of cemetery sales revenue to the principal of a long-term investment fund (e.g., trust, GIC), which is then expected to fund the care of the cemeteries in perpetuity.

This obligation for a cemetery’s care and maintenance is expected to begin at the time the cemetery is established, extending through the period during which they are active and generating revenue, and continuing long after the site is full and no longer generating revenue. The PCF principal is expected to generate interest income which is either retained in the fund to generate compounding returns or withdrawn annually to pay for present day site care and maintenance costs.

Planning for a fully funded PCF involves comparing the investment income and maintenance costs projected at the time the cemetery site is expected to become inactive. The future investment income generated by the PCF will need to be equal to, or greater than the projected maintenance cost. When the investment income needed has been established, it is possible to identify the PCF end balance and appropriate revenue contributions necessary over the period of the cemetery’s active life span, to reach that end balance.

Cemeteries are unique facilities and services, which are usually constrained in their governance by Provincial legislation, which stipulates that cemetery owners must provide “care and maintenance” of their properties in perpetuity. This legislation mandates that:

- A cemetery PCF be managed very conservatively, and
- Access to the PCF principal is restricted and investment income can only be spent on current cemetery care and maintenance.

The intent is for the PCF’s interest income to offset inflation, providing it with funds to pay for a higher site maintenance cost in the future, at a time when there are no further sales revenue to support it.

British Columbia provincial legislation mandates that all cemeteries contribute 25% of the price of a right of interment related to an in-ground grave, 10% of a right of interment related to a columbarium or mausoleum, and \$10 for each memorial installed at the place of interment.

In the last two years of pricing research, LEES+Associates has also found British Columbia communities are often contributing above the provincial minimum to the Care and Maintenance Fund - at 30% of plot sales, 20% of columbaria and 15% of mausolea sales.

Current PCF Status

The following table lists all the elements that contributed to the SCRD’s PCF balance from 2017 to 2021.

Element	2017	2018	2019	2020	2021
Opening Balance	\$147,773	\$157,450	\$173,125	\$190,219	\$215,100
Annual Sales Contribution	\$9,078	\$12,680	\$11,645	\$13,148	\$17,375
Interest Income Earned	\$600	\$2,994	\$5,449	\$11,734	\$(1,540)
Interest Rate	0.4%	1.9%	3.1%	6.2%	-0.7%
End Balance	\$157,450	\$173,125	\$190,219	\$215,100	\$230,935

Table 10: SCRD’s Perpetual Care Fund Activity from 2017 to 2021, Source: SCRD’s Finance Department.

Figure 67 provides a general summary of the historic performance of SCRD’s PCF over the past five years, from 2017 to 2021.

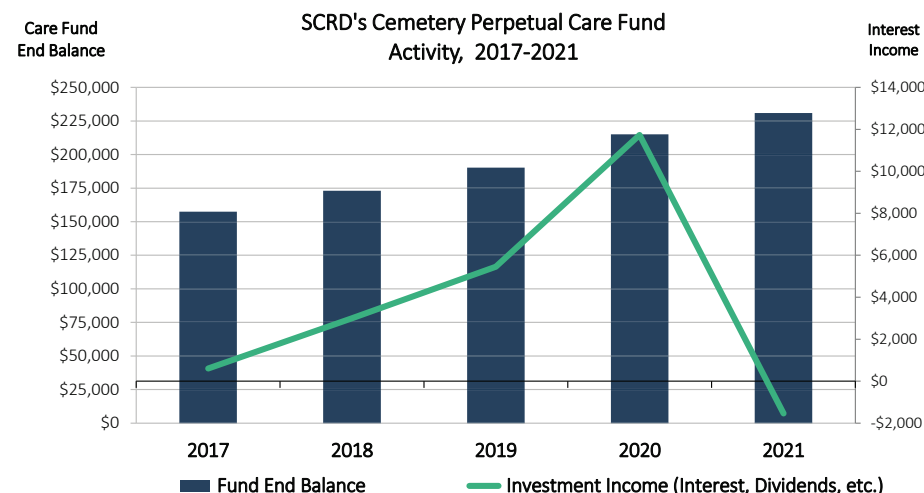


Figure 67: : SCRD’s Cemetery Perpetual Care Fund Performance, 2017 to 2021. Source: SCRD’s Finance Department

As of December 31, 2021, the SCRD’s cemetery PCF’s end balance was \$230,935.

To be sustainable, the annual interest income earned by the PCF needs to exceed the cemetery’s annual care and maintenance costs. The SCRD does not currently track its site care and maintenance costs as a distinct category of costs separate from the rest of its operating expenses. Therefore, we are unable to compare its precise value to the annual interest income currently earned by the PCF.

However, LEES+Associates is certain that SCRD’s care and maintenance costs significantly exceed the value of the annual income earned by the PCF. Over the past five years, it averaged \$3,900 per year, with an annual interest rate of 2.2% per year. This rate is on par with the average rate of returns from a PCF (between 1% to 5%) typically received by municipal cemetery operators in Canada during this period.

For SCRD’s cemetery operations to become more financially sustainable, it will need to accelerate the growth of its PCF. The actual degree of funding required depends upon the level of care to which the Regional District decides to maintain its cemetery sites after they become inactive.

Accelerating the SCRD’s growth could be accomplished through a variety of measures. The following table summarizes five common strategies to accelerate Perpetual Care Fund growth. This is not a menu of recommendations, but a list of potential strategies. Some or all these options may be implemented to achieve more resilient SCRD cemetery operations.

<p>1. Retain and Compound Interest Income</p> <ul style="list-style-type: none"> This strategy entails halting the practice of interest income withdrawals from the Perpetual Care Fund to offset current care and maintenance costs (SCRD is currently using this strategy).
<p>2. Substantially Strengthen the Principal</p> <ul style="list-style-type: none"> This strategy entails directly increasing the principal and future interest income by making extraordinary, fixed contributions to the Perpetual Care Fund from a general tax fund, a discretionary reserve fund, or an asset sale.
<p>3. Increasing the Annual Interest Rate of Return</p> <ul style="list-style-type: none"> This strategy entails comparing the available professional organizations offering financial services and researching the range of instruments available for cemetery operators to invest its funds reliably and conservatively, while generating a better return.
<p>4. Increasing the Percentage Sale Contributions</p> <ul style="list-style-type: none"> This strategy entails increasing the portion of cemetery sales revenue that is allocated to the cemetery’s Perpetual Care Fund, above the minimum required by Provincial legislation.
<p>5. Increasing the Fees for the Cemetery’s Inventory Sold</p> <ul style="list-style-type: none"> This strategy entails increasing total revenue by increasing the fee per sale and consequently the Perpetual Care Fund portion for each sale

Table 11: Common Strategies to Accelerate Care and Maintenance Fund Growth, Source: LEES+Associates.

A comprehensive financial plan and business case analysis with an indepth analysis and forecast of the PCF is necessary to determine the best strategy for SCRD.

It would determine the PCF balance required to fully fund the cemetery sites’ perpetual care and identify the best options available to SCRD to ensure the short and long term sustainability of its cemetery operations.

Recommendations - Operations Assessment

The following recommendations will enhance the SCRD’s cemetery operations, improve its service levels, and expand its future revenue. To optimize its services, systems, and sustainability it is recommended that the SCRD:

Products and Services

- Identify the start-up and ongoing operating cost for cemetery operations to provide the new products and services it plans to offer as a result of this plan;
- Expand its range of cremation interment options with a small land footprint, such as additional columbaria niches, family vessels and scattering gardens;
- Introduce a diverse range of memorialization options (such as engraved boulders, plaques, memorial walls, etc.);
- Introduce a select number of new support services that are low cost and easy to implement. This may include new fees for the installation of vases, modification or repair of memorials and headstones, reserving adjacent lots, monument and graveside cleaning, issuing duplicate or replacement certificates, etc.;
- Develop new full-body in-ground interment options, such as additional casket lots, green burial, and family estates;
- In the short term, this can be done by reconfiguring the remaining inventory available for sale, adding new space from infill areas, reclaimed reserved lots, and developing the remaining undeveloped land at Seaview Cemetery.

Cemetery Pricing

- Increase SCRD’s cemetery rates annually by at least the rate of inflation (a minimum of 3% per year);
- Add to the cemetery bylaw a schedule that includes a list of the current fees and terms that will automate the addition of this annual increase;
- Introduce a minimum non-resident premium of 100% to the SCRD cemetery price list. This premium could feasibly be as high as the regional average non-resident premium, at 175%.
- As part of this process, SCRD will need to define its qualifying criteria for residency and non-residency and add this to the Cemetery Bylaw;
- Increase SCRD’s transfer license fee from \$35 to the market average of \$60, and
- Consider introducing a 50% discounted rate for infants, children, veterans, and indigents to enhance goodwill and SCRD’s level of engagement with its residents.

Cemetery Operations - Accessibility + Aesthetics

- Change the orientation of new casket lots in the remaining sections of Seaview Cemetery where the grade is steep to avoid the need for complex solutions to gravesite setup and grave leveling, as well as difficulties with opening and closing graves;
- Expand and clarify the bylaw regulations language concerning grave covers, adornments, and ornamentation. Increase enforcement of these regulations at Seaview Cemetery;
- Educate client families in advance of proposed changes. Communicate to community members how these items impede the site maintenance and pose a safety hazard. Organize a community member 'clean-up day' at Seaview Cemetery, and
- Consider offering families with existing ornamentation on the lots of loved ones the option of paying an annual fee to allow existing noncompliant items to remain for a designated period.

Cemetery Operations - Administration

- Increase the resilience of the cemetery system, preserve institutional knowledge in operations and mitigate the risk of service disruption, by recruiting and training:
 - An assistant for the Parks Services Assistant to provide a back-up for the responsibilities related to this role. This can be an existing staff member being trained in this role or through the retention of a new employee. This person should:
 - Provide support to the Parks Services Assistant. They should not only be present when the Parks Services Assistant is unavailable, and
 - Be fully trained in Stone Orchard Software, as well as all the responsibilities associated with cemetery administration and customer service.
- Enhance the cemetery customer service experience by appropriately furnishing a dedicated private room in SCRD's facilities that administrative staff can reliably and regularly reserve to meet bereaved families.
- Until a more dedicated space is available, the SCRD should encourage a more advanced reservation of the current meeting room being used to meet with community members. On its cemetery website and over the phone, staff should request that 'Families make an appointment' prior to arriving at the SCRD office.
- Collaborate with Central Square technical support to learn how to use Stone Orchard Software more effectively and better integrate it with SCRD's financial and mapping systems.
 - The SCRD's cemetery staff should undergo training in the customization and effective use of Stone Orchard Software, including its Online Search functionality, and
 - The SCRD's staff should work with Stone Orchard Software experts to remove redundant processes and develop an automatic interface with SCRD's financial and mapping systems.
- Develop a cemetery sales and marketing plan, after the SCRD develops more inventory to sell. This could increase SCRD's market capture rate and operating revenue. This would be implemented by the cemetery's administration staff.

Cemetery Operations - Field Work, Policies, Procedures + Bylaw

Undertake an analysis of whether it would be more cost-effective for SCRD to assign its operations staff to undertake 100% of the tasks in the current General Services Agreement. This should be done before renewing the Contractor's agreement in 2023;

- Create an annual maintenance plan and schedule of care for SCRD's operations staff that aligns with seasonal conditions and cemetery site activity;
- Compile a Standard Operating Procedures manual for all aspects of SCRD's cemetery operations.
- This will enhance the consistency of service, the efficiency of staff, and serve as an important resource for future training of new cemetery staff.
- Pursue a Comprehensive Review and Revision of SCRD's Cemetery Bylaw as a priority in the near future.

Cemetery Operations - Financial Review

- Pursue a comprehensive financial plan and business case analysis as a priority in the near future. In preparation for this plan and analysis the SCRD should identify and track:
 - User fees and service charges revenue line items by each casket burial and cremated remains service and sales options offered (casket lot sale, cremation lot sale, niche sales, casket lot burials, cremation lot burials, niche interments, etc.), and
 - Operating costs specifically related to cemetery site care and maintenance. This will include all time and material costs incurred by SCRD staff and contractors.
- Prioritize identifying SCRD's current site maintenance costs for its cemeteries. This is an important step in determining the cost coverage shortfall the PCF interest income needs to overcome to cover the future site care costs, and
- Take the necessary action to address the financial gap in the PCF's ability to cover SCRD's cemetery site care costs. This includes reviewing the list of potential strategies for accelerating the growth of the cemetery's PCF and assessing the feasibility of the options available, given SCRD's regulations and resources available.



Chapter 7: Implementation Plan

This chapter summarizes the recommendations for improvements to the SCRD's cemetery system in priority order and gives a Recommended Budget Allowance (RBA) for each recommendation. This chapter is broken down into the following sections:

- Land Acquisition Recommendations Implementation Plan;
- Operational Recommendations Implementation Plan;
- Seaview Cemetery Recommendations Implementation Plan;
- Elphinstone Cemetery Recommendations Implementation Plan;
- Total Recommended Budget Allowances, and
- Summary.

Flexibility of Order of Priorities

The priority is to acquire new lands and develop a first phase of the new cemetery with inventory to last approximately 25 years. If it proves challenging to do this in the next five years, the SCRD could flip priorities by developing the south-west corner of Seaview Cemetery first, while continuing to pursue the goal of acquiring new lands.

Recommended Budget Allowances

Accompanying the phasing recommendations are Recommended Budget Allowances (RBA's). These high-level dollar amounts can be used for capital budget planning purposes. They include estimated consulting planning and design fees, construction costs, as well as contingency amounts of 25%. The RBA amounts are based on current pricing. The SCRD should allow for compound inflation on these RBA amounts every year.

A financial plan was not part of the scope of this project. Typically capital projects are funded by injections from a municipalities' general capital budget, but it is recommended that the SCRD utilize its existing Cemetery Operating Reserve Fund to assist in paying for the implementation of some development recommendations set out in this master plan.

Land Acquisition Recommendations Implementation Plan

The table below highlights key operational recommendations and their priority level.

Land Acquisition Recommendations							
Recommendation	Page Number	Essential/ Non-Essential	Immediate 0-2 Years	Short Term 2-5 Years	Medium Term 5-10 Years	Long Term 10+ Years	Recommended Budget Allowance
Begin New Cemetery Land Acquisition Strategy	Page 15	Essential	*				\$4,000,000
Design and develop first phase of new cemetery land to serve the community for 25 years	Page 15	Essential		*			\$2,000,000
Develop later phases of new cemetery land from 2042 to last 100+ years	Page 15	Essential				*	Costing to be determined in 20 years time

Operational Recommendations Implementation Plan

The table below highlights key operational recommendations and their priority level.

Operations Recommendations Continued							
Recommendation	Page Number	Essential/ Non-Essential	Immediate 0-2 Years	Short Term 2-5 Years	Medium Term 5-10 Years	Long Term 10+ Years	Recommended Budget Allowance
Update cemetery bylaw	Page 55	Essential	*				\$7,500
Begin to adopt range of interment options	Page 48-50	Essential	*				Pricing is included in the Seaview Cemetery SW corner expansion costing
Introduce public education initiative regarding grave adornments	Pages 55 & 64	Essential	*				Internal project
Pursue a comprehensive financial plan and business case analysis	Pages 61,63,64	Essential		*			\$25,000
Recruit and train assistant for admin support	Page 64	Non-Essential		*			Internal Project
Identify private room in SCRD's facilities for meetings with bereaved families	Page 57	Non-Essential		*			Internal Project
Increase utilizations of Stone Orchard Software	Page 64	Non-Essential		*			Internal Project
Undertake analysis of whether it is more cost-effective for SCRD to assign its operations staff to undertake 100% of the tasks in the current General Services Agreement- before renewing the Contractor's agreement in 2023	Page 64	Non-Essential	*				Internal Project
Develop a landscape management strategy for all cemeteries	Page 36	Non-Essential		*			\$20,000
Develop a cemetery sales and marketing plan (after SCRD develops more inventory to sell)	Page 64	Non-Essential		*			\$15,000
Compile a Standard Operating Procedures manual for all cemeteries	Page 64	Non-Essential		*			\$25,000
Begin implementation of overall wayfinding access and circulation strategy for all cemeteries	Page 37 & 44	Non-Essential		*			Internal Project

Seaview Cemetery Recommendations Implementation Plan

The table below highlights key Seaview Cemetery recommendations and their priority level.

Seaview Cemetery Recommendations							
Recommendation	Page Number	Essential/ Non-Essential	Immediate 0-2 Years	Short Term 2-5 Years	Medium Term 5-10 Years	Long Term 10+ Years	Recommended Budget Allowance
Design and develop infill areas A, B, and C, as well as cremation garden expansion	Page 35	Essential	*				\$20,500
Design and develop the expansion of the cremation garden	Page 35	Essential	*				\$680,000
Undertake the design and development of Seaview Southwest burial expansion area	Page 30	Essential		*			\$2,800,000
Assess and implement creek storm water management recommendations to protect Seaview Cemetery from erosion	Page 36	Essential		*			\$250,000
Work with MOTI to ensure they address storm water from the highway damaging Seaview cemetery	Page 36	Essential		*			Internal Project
Implement cemetery boundary fencing and buffer planting at Seaview Cemetery	Page 36	Non-Essential			*		\$150,000

Mount Elphinstone Pioneer Cemetery Recommendations Implementation Plan

The table below highlights key Elphinstone Cemetery recommendations and their priority level.

Elphinstone Cemetery Recommendations							
Recommendation	Page Number	Essential/ Non-Essential	Immediate 0-2 Years	Short Term 2-5 Years	Medium Term 5-10 Years	Long Term 10+ Years	Recommended Budget Allowance
Conduct feasibility study to confirm ground conditions are suitable for proposed interment and memorialization options	Page 39	Essential	*				\$50,000
Implement Elphinstone burial expansion	Page 42	Essential			*		\$700,000
Repair and improve Elphinstone Pioneer cemetery section	Page 41	Non-Essential			*		\$150,000

Total Recommended Budget Allowances

The table below sets out the sub-totals and total Recommended Budget Allowances:

Recommendation	Immediate 0-2 years	Short Term 2-5 Years	Medium Term 5-10 years	Long Term 10+ years	Subtotal
Land Acquisition and Phase 1 Cemetery Development	\$4,000,000	\$2,000,000			\$6,000,000
Operations Recommendations - Essential	\$7,500	\$25,000			\$32,500
Operations Recommendations - Non-Essential		\$60,000			\$60,00
Seaview Cemetery Recommendations - Essential	\$700,500	\$3,050,000			\$3,750,500
Seaview Cemetery Recommendations - Non-Essential			\$150,000		\$150,000
Mount Elphinstone Pioneer Cemetery Recommendations - Essential	\$50,000		\$700,000		\$750,000
Mount Elphinstone Pioneer Cemetery Recommendations- Non-Essential			\$150,000		\$150,000
Subtotal	\$4,758,000	\$5,135,000	\$1,000,000		

Summary

The high-level Recommended Budget Allowances represent a conservative estimate of the total cost of all the major capital development and consulting recommendations if they were to be fully realized over the next 25 years and beyond. These costs will be spread out over at least two 10 year capital plan cycles.

It is highly likely that each recommendation will be implemented in phases over several years if not decades. It is for Senior Leadership at the SCR D to determine the priorities and phasing strategy as part of the budget planning process to implement the recommendations in this report.

The full RBA amounts may not need to be expended. For example, if the SCR D is successful in acquiring and developing new cemetery lands, there may not be a need to develop the southwest corner of Seaview Cemetery for many decades.



Chapter 8: Conclusion

This Cemetery Master Plan provides the SCRD with a roadmap to guide cemetery policy, operations, and site development over the next 25 years. The Master Plan includes:

- An analysis of community demographics;
- An analysis of cemetery land needs;
- A review of and recommendations for cemetery products and services offered by the SCRD;
- A review of and recommendations for the financial, administrative, and operational management of the SCRD's cemetery system, and
- The creation of development plans to guide the evolution of Seaview Cemetery and Mount Elphinstone Pioneer Cemetery to serve the needs of SCRD communities in the coming years.

The master planning process engaged a spectrum of stakeholders including key SCRD staff. The Master Plan has been built on financial analysis as well as a rigorous review of demographic and industry trends and projections.

This master plan report represents a suite of information and recommendations that, in combination, equips the SCRD with a roadmap for cemetery development. This ensures that there will be appropriate inventory and cemetery services available to serve the needs of SCRD community members in the coming years, as well as to ensure the long-term financial sustainability of the cemetery system as a whole.

Appendices

Appendix A - Green Burial Certification Process

The Canadian-based Green Burial Society of Canada (GBSC) (<http://www.greenburialcanada.ca/>) is a non-profit organization that offers a certification program to qualifying service providers and lists the Canadian cemeteries currently offering green burial.

The process to become certified by the Green Burial Society of Canada, and the related documentation required to apply for certification can be found at the GBSC website.

This process includes three steps.

1. **REVIEW** the [GBSC Approved Provider Criteria](#) to determine the appropriate category for your cemetery.
 - This document includes a Glossary of Terms to assist the SCRD choose the appropriate category;
2. **COMPLETE** the [Approved Provider Application](#).
 - Submit it to the GBSC via: gbscapplications@gmail.com , then:
3. **REVIEW** the [GBSC Statement of Ethical Practices](#).
 - Every Approved Provider is required to sign this document and post it at their cemetery office.

Appendix B - Additional Cemetery Support Services

Some of the extraordinary rates for additional support services charged by other cemeteries in British Columbia include fees for:

- Curbing;
- Discards;
- Tent rental;
- Bench permit;
- Snow removal;
- Disinterments;
- Legal inquiries;
- Administration;
- Winter services;
- Grave transfers;
- Vase installations;
- Pallbearer services;
- Marker re-leveling;
- Monument cleaning;
- Marker modification (removal or reinstall);
- Surrender and sell backs;
- Flower placement service;
- Lifting of curbing or a marker;
- Wreath refinishing handling fee;
- Concurrent service fee;
- Genealogical Information;
- Surcharge for late funerals;
- Concrete slab for lanterns;
- Grave deepening premium;
- Special order processing fee;
- Chairs and lowering device fee for graveside services;
- An additional copy of the bylaw;
- Retrieval of records from archives;
- Reservation fee for adjacent lots;
- Urgent accommodation fee for unplanned services;
- Bronze marker order/handling fee/installations;
- Handling & placing of funeral home supplied liners;
- Replacement right-of-interment certificates;
- Issuance of a Duplicate Certificate of Interment Rights, and
- Making arrangements for monuments and foundations.

In deciding which new service fees to add, it is important to consider that too many additional charges can make people feel that they are being overcharged for small tasks or standard items. This can lead to community member resentment and disengagement. In addition to considering the impact to residents, any new fees should be balanced with the anticipated resourcing and administrative cost to implement and maintain those fees.

In addition to considering the impact to residents, and new fees should be balanced with the anticipated resourcing and administrative cost to implement and maintain those fees.

SEASONAL PRICING

It is a common practice for Canadian cemeteries to charge a premium for opening and closing during the winter, particularly in regions with climates where conditions result in more labour time and effort for each interment.

This is often covered by an additional service fee for winter services or snow removal for cemetery users during the months from November to March

None of the communities in this price benchmarking study currently apply a winter premium to their cemetery services. However, there are other northern municipalities in British Columbia that do apply a premium for interment services and snow removal in the winter.

SCRD could explore introducing seasonal pricing, if staff feedback and timesheets indicate that burials and site care needs extra time, during the winter or other exceptional weather conditions.

Appendix C - Detailed Cemetery Price Benchmarking Study

Price Benchmarking - 2022 Cemetery Rates Comparison												
Item	Sunshine Coast RD Cemeteries Resident	Sunshine Coast RD Cemeteries Non-Resident	Powell River Regional Cemetery Resident	Powell River Regional Cemetery Non-Resident	Whistler Cemetery Resident	Whistler Cemetery Non-Resident	William's Lake Cemetery Resident	William's Lake Cemetery Non-Resident	Mount Garibaldi Cemetery Resident	Mount Garibaldi Cemetery Non-Resident	Average Resident	Average Non-Resident
Market Area Population - 2016 National Census	Sunshine Coast RD - 29,970		Powell River RD - 20,070		City of Whistler - 11,854		City of William's Lake - 10,753		City of Squamish - 19,512			
Right of Interment for Lots and Niches												
Interment Rights - Adult Casket Lot - MIN	\$ 1,500.00	\$ 1,500.00	\$ 1,050.00	\$ 1,050.00	\$ 1,100.85	\$ 2,201.69	\$ 575.00	\$ 800.00	\$ 850.00	\$ 5,400.00	\$894	\$2,363
Interment Rights - Adult Casket Lot - MAX	\$ 1,500.00	\$ 1,500.00	\$ 1,220.00	\$ 1,220.00	\$ 1,100.85	\$ 2,201.69	\$ 575.00	\$ 800.00	\$ 840.00	\$ 5,400.00	\$934	\$2,405
Interment Rights - Child Lot	\$ 800.00	\$ 800.00	\$ 460.00	\$ 460.00	\$ 642.16	\$ 1,284.32	\$ 350.00	\$ 450.00	\$ 550.00	\$ 1,100.00	\$501	\$824
Interment Rights - Infant Lot	\$ 800.00	\$ 800.00	\$ 280.00	\$ 280.00	\$ 642.16	\$ 1,284.32	\$ 350.00	\$ 450.00	\$ 275.00	\$ 550.00	\$387	\$641
Interment Rights - Cremation Lot - MIN	\$ 500.00	\$ 500.00	\$ 410.00	\$ 410.00	\$ 458.69	\$ 917.37	\$ 350.00	\$ 550.00	\$ 325.00	\$ 2,000.00	\$386	\$969
Interment Rights - Cremation Lot - MAX	\$ 500.00	\$ 500.00	\$ 410.00	\$ 410.00	\$ 458.69	\$ 917.37	\$ 350.00	\$ 550.00	\$ 325.00	\$ 2,000.00	\$386	\$969
Interment Rights - Columbaria Niche - MIN	\$ 1,500.00	\$ 1,500.00	\$ 445.00	\$ 445.00	\$ 917.37	\$ 1,834.74	n/a	n/a	private offering	private offering	\$681	\$1,140
Interment Rights - Columbarium Niche - MAX	\$ 1,500.00	\$ 1,500.00	\$ 1,110.00	\$ 1,110.00	\$ 917.37	\$ 1,834.74	n/a	n/a	private offering	private offering	\$1,014	\$1,472
Interment Rights - Mausolea Crypt - MIN	n/a	n/a	\$ 7,025.00	\$ 7,025.00	n/a	n/a	n/a	n/a	n/a	n/a	\$7,025	\$7,025
Interment Rights - Mausolea Crypt - MAX	n/a	n/a	\$ 15,570.00	\$ 15,570.00	n/a	n/a	n/a	n/a	n/a	n/a	\$15,570	\$15,570
Interment Rights - Green Burial - MIN	n/a	n/a	\$ 1,020.00	\$ 1,020.00	n/a	n/a	n/a	n/a	n/a	n/a	\$1,020	\$1,020
Interment Rights - Green Burial - MAX	n/a	n/a	\$ 1,020.00	\$ 1,020.00	n/a	n/a	n/a	n/a	n/a	n/a	\$1,020	\$1,020
Interment Rights - Scattering - MIN	n/a	n/a	n/a	n/a	\$ 119.26	\$ 238.51	n/a	n/a	n/a	n/a	\$119	\$239
Interment Rights - Scattering - MAX	n/a	n/a	n/a	n/a	\$ 119.26	\$ 238.51	n/a	n/a	n/a	n/a	\$119	\$239
Opening / Closing Services												
Adult Burial - Single Depth	\$ 1,300.00	\$ 1,300.00	\$ 995.00	\$ 995.00	\$ 2,090.20	\$ 2,090.20	\$ 500.00	\$ 500.00	\$ 1,550.00	\$ 1,550.00	\$1,284	\$1,284
Child Burial	\$ 600.00	\$ 600.00	\$ 635.00	\$ 635.00	\$ 1,034.52	\$ 1,034.52	\$ 250.00	\$ 250.00	\$ 1,440.00	\$ 1,440.00	\$840	\$840
Infant Burial	\$ 600.00	\$ 600.00	\$ 575.00	\$ 575.00	\$ 1,034.52	\$ 1,034.52	\$ 200.00	\$ 200.00	\$ 1,300.00	\$ 1,300.00	\$777	\$777
Cremated Remains Burial	\$ 500.00	\$ 500.00	\$ 300.00	\$ 300.00	\$ 479.86	\$ 479.86	\$ 125.00	\$ 125.00	\$ 385.00	\$ 385.00	\$322	\$322
Columbaria Niche Inurnment	\$ 275.00	\$ 275.00	\$ 220.00	\$ 220.00	\$ 246.99	\$ 246.99	n/a	n/a	private offering	private offering	\$233	\$233
Crypt Entombment Service	n/a	n/a	\$ 440.00	\$ 440.00	n/a	n/a	n/a	n/a	n/a	n/a	\$440	\$440
Disinterment - Adult Lot	\$ 2,000.00	\$ 2,000.00	\$ 2,985.00	\$ 2,985.00	\$ 4,180.40	\$ 4,180.40	\$ 1,500.00	\$ 1,500.00	\$ 3,100.00	\$ 3,100.00	\$2,941	\$2,941
Disinterment - Child/Infant	\$ 1,000.00	\$ 1,000.00	\$ 1,815.00	\$ 1,815.00	\$ 2,069.04	\$ 2,069.04	\$ 400.00	\$ 400.00	\$ 3,100.00	\$ 3,100.00	\$1,846	\$1,846
Disinterment - Cremation Lot	\$ 600.00	\$ 600.00	\$ 900.00	\$ 900.00	\$ 959.72	\$ 959.72	\$ 250.00	\$ 250.00	\$ 770.00	\$ 770.00	\$720	\$720
Disinterment - Niche	\$ 300.00	\$ 300.00	n/a	n/a	\$ 493.98	\$ 493.98	n/a	n/a	n/a	n/a	\$494	\$494
Memorialization + Other Fees												
Transfer License	\$ 35.00	\$ 35.00	\$ 70.00	\$ 70.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	n/a	n/a	\$57	\$57
Memorial Installation Fee - MIN	\$ 150.00	\$ 150.00	\$ 210.00	\$ 210.00	\$ 183.47	\$ 183.47	\$ 125.00	\$ 125.00	n/a	n/a	\$173	\$173
Memorial Installation Fee - MAX	\$ 150.00	\$ 150.00	\$ 740.00	\$ 740.00	\$ 183.47	\$ 183.47	\$ 125.00	\$ 125.00	n/a	n/a	\$349	\$349
Engraving / Inscription - MIN	\$ 250.00	\$ 250.00	\$ 400.00	\$ 400.00	\$ 282.27	\$ 282.27	n/a	n/a	n/a	n/a	\$341	\$341
Engraving / Inscription - MAX	\$ 250.00	\$ 250.00	\$ 1,205.00	\$ 1,205.00	\$ 395.18	\$ 395.18	n/a	n/a	n/a	n/a	\$800	\$800
Grave Liners + Vaults - MIN	\$ 120.00	\$ 120.00	\$ 640.00	\$ 640.00	\$ 33.95	\$ 33.95	\$ 150.00	\$ 150.00	\$ 95.00	\$ 95.00	\$230	\$230
Grave Liners + Vaults - MAX	\$ 358.00	\$ 358.00	\$ 1,270.00	\$ 1,270.00	\$ 33.95	\$ 33.95	\$ 350.00	\$ 350.00	\$ 670.00	\$ 670.00	\$581	\$581
Extra Depth Surcharge - MIN	n/a	n/a	n/a	n/a	n/a	n/a	\$ 200.00	\$ 200.00	n/a	n/a	\$200	\$200
Extra Depth Surcharge - MAX	n/a	n/a	n/a	n/a	n/a	n/a	\$ 200.00	\$ 200.00	n/a	n/a	\$200	\$200
Weekend Surcharge - MIN	\$ 400.00	\$ 400.00	\$ 110.00	\$ 110.00	\$ 600.00	\$ 600.00	\$ 350.00	\$ 350.00	n/a	n/a	\$353	\$353
Weekend Surcharge - MAX	\$ 600.00	\$ 600.00	\$ 497.50	\$ 497.50	\$ 600.00	\$ 600.00	\$ 350.00	\$ 350.00	n/a	n/a	\$483	\$483
Holiday Surcharge - MIN	\$ 400.00	\$ 400.00	\$ 110.00	\$ 110.00	\$ 900.00	\$ 900.00	\$ 350.00	\$ 350.00	n/a	n/a	\$453	\$453
Holiday Surcharge - MAX	\$ 600.00	\$ 600.00	\$ 497.50	\$ 497.50	\$ 900.00	\$ 900.00	\$ 350.00	\$ 350.00	n/a	n/a	\$583	\$583
After Weekday Hrs Surcharge - MIN	\$ 250.00	\$ 250.00	n/a	n/a	n/a	n/a	\$ 150.00	\$ 150.00	n/a	n/a	\$150	\$150
After Weekday Hrs Surcharge - MAX	\$ 500.00	\$ 500.00	n/a	n/a	n/a	n/a	\$ 150.00	\$ 150.00	n/a	n/a	\$150	\$150

Appendix D - Precedent Case: Managing Cemetery Ornamentation in BC

SCRD is not alone in dealing with this problem. The City of Campbell River initiated a process to remove noncompliant features placed at its municipal cemetery. The City decided that the way to deal with the issue was to provide notice and a (nine month) grace period to allow people to remove all nonstandard items. The City committed to then removing all items that remained and storing them at a municipal site for pick up for an additional year. After this, the items were considered abandoned and discarded.

This initiative resulted in complaints and some angry families. The City however, decided to follow the lead of other municipal cemetery operators and simply weathered the period of discontent until people accept that the new cemetery regulations would be enforced in the future, with no exceptions.

SCRD can add new regulations to its bylaw concerning unauthorized grave adornments and adopt a similar strategy. Notice of its plan to update the cemetery bylaw – particularly concerning ornamentation could be listed on SCR D’s webpage, the local newspaper, social media sites and in a posting at Seaview Cemetery. It is very important that the timeline announced to the public be followed and that no exceptions are made. Possessions collected at the end of the grace period should be held for at least six months to allow families to reclaim them. In future, staff should be vigilant in removing all noncompliant items as soon as they appear.

The issue of, noncompliant edging, markers and grave covers may be more difficult to address due to the investment that may have been made to install these items. One approach would be for the SCR D to offer families the option of paying an annual fee to allow existing noncompliant items to remain on a year-by-year basis. Then, following a period of 5 to 10 years, the fee could be waived, and remaining installations could be allowed to remain. This would place these noncompliant features in the same category as other historic items, such as old fencing curbs and headstones that do not meet current bylaw but remain at the site and would at least allow the SCR D to collect a fee for their care and maintenance. The problem would lie in the challenge and expense of administering this strategy.

It is clear from the level of adornment at the Seaview Cemetery that families are used to this practice. In some cases, the practice may reflect dissatisfaction with the level of care being provided to their loved ones’ graves. A public education session may be needed that would clarify that families may purchase a right of interment, but do not actually own the gravesite or the niche occupied by their loved one.

Once site improvements are initiated at Seaview Cemetery, some families may appreciate that efforts are being made to improve the aesthetics and amenities of the site. Providing opportunities to contribute to the cemetery through events may also help people engage more appropriately with their cemetery.

Appendix E - Example: Standard operating Procedures Manual, Table of Contents

A L E O C O N T E N S

1	Administrative Procedures	Error! Bookmark not defined.
1.1	Sales Procedures – With Family.....	Error! Bookmark not defined.
1.2	Sales Procedures – With Funeral Home	Error! Bookmark not defined.
1.3	Interment Order Form – Liaison with Engineering and Public Works.....	Error! Bookmark not defined.
1.4	Administrative Procedures for Record-Keeping.....	Error! Bookmark not defined.
2	Field Work Operations Procedures	Error! Bookmark not defined.
2.1	Interment Checklist.....	Error! Bookmark not defined.
2.2	Casket Burial	Error! Bookmark not defined.
2.2.1	Pre-dig checklist for casket burials	Error! Bookmark not defined.
2.2.2	Digging the grave for casket interments.....	Error! Bookmark not defined.
2.2.3	Setting up for graveside funeral service for casket interments.....	Error! Bookmark not defined.
2.2.4	Closing the grave for casket interments	Error! Bookmark not defined.
2.2.5	Restoring the grave	Error! Bookmark not defined.
2.3	Cremation Burial	Error! Bookmark not defined.
2.3.1	Pre-dig checklist for cremation burial.....	Error! Bookmark not defined.
2.3.2	Digging a grave for cremation interment in a cremation plot.....	Error! Bookmark not defined.
2.3.3	Digging a grave for cremation interment in a casket plot.....	Error! Bookmark not defined.
2.3.4	Setting up for graveside funeral service	Error! Bookmark not defined.
2.3.5	Closing the grave	Error! Bookmark not defined.
2.3.6	Restoring the grave	Error! Bookmark not defined.
3	Monuments and Memorials	Error! Bookmark not defined.
4	Regular Cemetery Maintenance Procedures	Error! Bookmark not defined.
4.1	Softscape	Error! Bookmark not defined.
4.1.1	Lawns.....	Error! Bookmark not defined.
4.1.2	Trees and Shrubs.....	Error! Bookmark not defined.
4.2	Hardscape.....	Error! Bookmark not defined.
4.3	Snow Management.....	Error! Bookmark not defined.
4.4	Maintenance and Administrative Procedures	Error! Bookmark not defined.

Appendix A – Organizational Chart

Appendix B – Cemetery Site Plans

Appendix C – Sample Interment Right Contract

Appendix F - Introduction To Cemetery Bylaws

PROPOSED EFFECTIVE PRACTICES

The effective management, operation, and maintenance of modern, sustainable cemetery services are founded on an effective and enforceable bylaw. The cemetery bylaw, whether used by the cemetery operator, a client family, cemetery visitors, or an outside service provider, should be easy to understand, apply and enforce.

A good cemetery bylaw will be used to guide the cemetery operator's actions in the operation and maintenance of a cemetery (or cemeteries) under their ownership or control. By clearly setting out rights, rules, and regulations of a cemetery, the operator can mitigate their exposure to potential problems, conflicts, disagreements, or exposure to litigation. A strong¹⁸ cemetery bylaw is an essential tool in organizational risk management.

The cemetery bylaw can also be viewed as a 'legacy statement' as the bylaw is the 'starting point' from which operating policies and procedures are established to guide the long-term, day-to-day administration, provision of service, and maintenance in the cemetery. Given the long-term, successional 'life' of a cemetery, these are essential tools as responsibility transfers over the years to newer generations of management and staff.

A comprehensive, up-to-date, cemetery bylaw applied and enforced consistently will demonstrate to every cemetery user that the cemetery is being operated under standards of best practice, is applied equitably to all users, and ensures the cemetery is operated and maintained to a high standard of professional service and aesthetic appearance.

A strong cemetery bylaw is the foundation upon which the professional management and provision of service in a cemetery are made possible.

LAW ENFORCEMENT

Resolving a simple complaint, satisfying a Provincial inspector, or, in the worst case, dealing with legal action against the SCRD. A legal resolution will, first and foremost, be based upon an examination of "What does the bylaw say?" If a cemetery bylaw can be shown to be outdated, ambiguous, inconsistent with legislation, or 'silent' on critical cemetery management, operation, and maintenance matters, then this lack of a 'strong' bylaw may expose the cemetery and the SCRD to considerable legal risk and imposed financial settlements.

¹⁸ "Strong" is commonly used to describe legal or quasi-legal documents. Describing a document as 'strong' indicates a standard of writing is used that incorporates key criteria like directness, plain words, readability, good structure, relevance, tone, etc.

REGULATORY FRAMEWORK

The municipal cemetery operator has three key areas of accountability in the operation of cemeteries under their control, in equal measure, the municipality is directly answerable to the:

- **Cemetery Users** - The bereaved client families to which cemetery goods, services, and facilities are provided;
- **Municipal Taxpayers** – These are the community's residents, represented by the municipal mayor, Council and/or Elected Boards, through whom the community's assets are protected and ensured to be operationally sound, environmentally sustainable, and professional fiscal management are always followed, and
- **Provincial Regulators** – These are the legislative representatives, who through their oversight work to ensure cemeteries are operated in accordance with the law (including both the Act and the Regulations) and a transparent and equitable manner, with a special focus on consumer protection.

British Columbia has some of the most comprehensive and extensive legislation and regulation governing the bereavement care sector (cemeteries, crematoria, funeral service, transfer services, pre-sales, etc.) in North America. The primary documents containing legislative language and regulations governing cemeteries in the Province of British Columbia is:

- **Cemetery and Funeral Services Act¹⁹, ' (the Act)**, and the
- **Cremation, Interment and Funeral Services Regulation.²⁰**

In addition to these key documents related to the ownership, management, and operation of cemeteries some secondary acts and regulations can have a bearing on cemetery management and operation, including (but not limited to) those covering business administration, consumer protection, personal representatives and executors, workplace safety, etc.

Every cemetery operator, including SCRD's Elected Board, needs to ensure they are operating within the most current law (including the Act, the Regulations, and its most recent amendments) and that key cemetery management and operational personnel understand and have a working knowledge of the legislation and regulations governing cemeteries under their purview.

¹⁹ **Cemetery and Funeral Services Act**
https://www.bclaws.gov.bc.ca/civix/document/id/consol2/consol2/96045_01

²⁰ **Cremation, Interment and Funeral Services Regulation -**
https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/298_2004

Appendix G - Glossary of Terms

Definitions Source: Adapted from various sources by LEES+Associates.

AT-NEED	<ul style="list-style-type: none"> ▪ At the time of, or immediately following death. ▪ Usually refers to the time of purchase of funeral or cemetery services. 	CEMETERY SERVICES	<ul style="list-style-type: none"> ▪ The disposition of human remains by interment or cremation and includes the supply of goods incidental to the provision of such service but does not include the sale of lots.
BOOK OF MEMORIES	<ul style="list-style-type: none"> ▪ Plaque with a list of names of the deceased who typically are in areas not readily accessible. ▪ A type of memorial monument. 	COLUMBARIUM (plural: COLUMBARIA)	<ul style="list-style-type: none"> ▪ A structure, building, an area in a structure or building that contains, as an integral part of the structure or building or as a freestanding section, niches for the interment of cremated remains. ▪ Can be “Individual,” “Family” or “Community,” based on the number of niches, and how they are sold.
BURIAL	<ul style="list-style-type: none"> ▪ One form of interment. ▪ The placement of human or cremated remains in a grave. 	COMMEMORATION	<ul style="list-style-type: none"> ▪ A ceremony, service, or symbol of memory for a person/people, or event.
BURIAL LINER	<ul style="list-style-type: none"> ▪ Like a burial vault, however, unlike a vault, it only covers the top and sides of the casket 	COMMINGLING	<ul style="list-style-type: none"> ▪ The mixing of the cremated remains of more than one deceased person.
BURIAL PERMIT	<ul style="list-style-type: none"> ▪ A legal document issued by a regulatory authority authorizing the final disposition of human remains. 	CONTAINER	<ul style="list-style-type: none"> ▪ A self-contained receptacle or enclosure other than a casket, made of rigid cardboard, pressed wood, or other similar material that is of sufficient strength to hold and conveniently transport human remains but does not include a metal or fiberglass casket, receptacle, or enclosure made of plastic or a similar substance, or a pouch or bag.
BURIAL VAULT	<ul style="list-style-type: none"> ▪ A protective, sealable outer receptacle, into which a casket or urn is placed, and is designed to restrict the entrance of gravesite elements into the casket or urn. 	CREMATED REMAINS	<ul style="list-style-type: none"> ▪ The human bone fragments that remain after a cremation, including the residue of any other materials cremated with the human remains.
BYLAWS	<ul style="list-style-type: none"> ▪ The written regulations, rules, or laws governing the organization, management, and operation of a cemetery, mausoleum, columbarium, or crematorium. 	CREMATION	<ul style="list-style-type: none"> ▪ The irreversible reduction of human remains to bone fragments through the application of flame and intense heat; in some jurisdictions, this may include the repositioning or movement of the body during the process to complete the cremation; and the manual or mechanical reduction of the bone fragments after removal from the cremation chamber.
CAPASCRD	<ul style="list-style-type: none"> ▪ The maximum amount of cemetery inventory that a site can potentially contain, as defined by its geographic limits after all unused land is fully developed. 	CREMATION LOT	<ul style="list-style-type: none"> ▪ A space used or intended to be used, specifically for the interment of cremated remains. Typically, it is smaller than a full-sized lot.
CARE AND MAINTENANCE FUND (also known as PERPETUAL CARE FUND or CARE FUND)	<ul style="list-style-type: none"> ▪ An irrevocable trust fund established, held, and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum, or columbarium. 	CREMATORIUM	<ul style="list-style-type: none"> ▪ The building or part of a building that is fitted with approved appliances for the cremation of human remains and includes everything incidental or ancillary to it.
CASKET	<ul style="list-style-type: none"> ▪ A rigid container usually constructed of wood, metal, or similar material, ornamented and lined with fabric, designed for the encasement of human remains. 		
CASKET ENTOMBMENT	<ul style="list-style-type: none"> ▪ When a casket is interred in a mausoleum. 		

CREMORIAL	<ul style="list-style-type: none"> ▪ A memorial property or columbarium niche that contains cremated remains. 	GRAVE	<ul style="list-style-type: none"> ▪ One kind of lot. ▪ A portion of ground in a cemetery, used or intended to be used, for the burial of human remains or cremated remains.
CRIB GRAVE	<ul style="list-style-type: none"> ▪ A grave lot surrounded by a small picket fence. 	GRAVE LINER	<ul style="list-style-type: none"> ▪ A fiberglass or concrete structure that is installed over a casket once it has been placed in the grave.
CRYPT	<ul style="list-style-type: none"> ▪ One kind of lot. ▪ Typically, a space in a mausoleum that is used or intended to be used for the entombment of human remains. 	GRAVE MARKER	<ul style="list-style-type: none"> ▪ Can be in-ground (flat) or upright.
DEATH CERTIFICATE	<ul style="list-style-type: none"> ▪ A legal document certifying the vital statistics pertaining to the life and death of a deceased person. 	GREEN BURIAL	<ul style="list-style-type: none"> ▪ A more environmentally conscious alternative to “traditional burial.” Typically includes: <ul style="list-style-type: none"> a. no embalming; b. burial directly in the ground, without a grave liner or vault; c. a fully biodegradable burial container (casket or shroud); d. interment sites planted with indigenous ground cover, and e. no individual grave markers.
DIRECT (or IMMEDIATE) DISPOSITION	<ul style="list-style-type: none"> ▪ The final disposition of human remains without any formal viewing or visitation, ritual, rite, service, or ceremony. 	INTERMENT	<ul style="list-style-type: none"> ▪ Disposition by: <ul style="list-style-type: none"> f. burial of human remains or cremated remains in a grave; g. entombment of human remains in a mausoleum, crypt, or; h. inurnment of cremated remains in a columbarium niche.
DISINTERMENT (also known as EXHUMATION)	<ul style="list-style-type: none"> ▪ The removal of human remains, along with the casket or container or any remaining portion of the casket or container holding the remains, from the lot in which the remains had been interred. 	INVENTORY	<ul style="list-style-type: none"> ▪ Represents the total amount of currently developed and installed interment spaces available for sale, including grave lots, crypts, and columbaria niches.
DOUBLE DEPTH LOT	<ul style="list-style-type: none"> ▪ A lot dug at extra depth at the time of the interment of the first casket to allow for the accommodation of a second interment at regular depth. 	INTERMENT RIGHTS HOLDER	<ul style="list-style-type: none"> ▪ Also known as a “lot holder” in other parts of Canada, this is the person in whose name the right of interment in a lot is registered in the records of a cemetery and, where the interment has taken place, includes the person who has legally acquired ancillary rights to the lot.
EASEMENT	<ul style="list-style-type: none"> ▪ The right acquired, whether or not supported by a certificate, to interment in a lot. 	INURNMENT	<ul style="list-style-type: none"> ▪ One form of cremated remains interment. ▪ The process of placing cremated remains in a receptacle including, but not limited to, an urn and placing the urn into a niche.
ENTOMBMENT	<ul style="list-style-type: none"> ▪ One form of interment. ▪ The placement of human remains in a mausoleum crypt. 	LAWN CRYPT	<ul style="list-style-type: none"> ▪ A concrete or other durable and rigid outer receptacle that is installed in a grave before burial.
FAMILY COLUMBARIUM	<ul style="list-style-type: none"> ▪ See columbarium 		
FAMILY ESTATE LOTS	<ul style="list-style-type: none"> ▪ A family estate lot contains 6-12 lots together. 		
FAMILY VESSEL	<ul style="list-style-type: none"> ▪ A large urn for several cremated remains. Remains may be comingled or may be contained in smaller, individual urns, held within the larger vessel. 		
FLAT MARKER	<ul style="list-style-type: none"> ▪ A grave marker that is set flush with the ground. 		
FUNERAL SERVICES	<ul style="list-style-type: none"> ▪ The arrangements, care, and preparation of human remains for interment, cremation, or other disposition and includes the supply of goods incidental to the arrangements, care, and preparation, but does not include the sale of lots. 		

LEVEL OF SERVICE	<ul style="list-style-type: none"> ▪ Level of service refers to the degree of investment an operator gives to its cemetery’s site care, asset maintenance, and other key processes that support its operations, as well as the extent of interment and memorialization services provided. The level of service is measured on a scale of Basic (Legislative Minimum), Average (Common Practice), and Optimal (Best Practice). 	OSSUARY	<ul style="list-style-type: none"> ▪ A vessel for the interment of two or more cremated remains. ▪ Typically, the cremated remains are commingled.
LOT HOLDER	<ul style="list-style-type: none"> ▪ Also known as the “interment rights holder” in Ontario, this is the person in whose name the right of interment in a lot is registered in the records of a cemetery and, where the interment has taken place, includes the person who has legally acquired ancillary rights to the lot. 	OUTER CONTAINER	<ul style="list-style-type: none"> ▪ A receptacle, which is designed for placement in a lot to accept the placement of a casket or urn.
MAINTENANCE FUND (also known as CARE FUND or PERPETUAL CARE FUND)	<ul style="list-style-type: none"> ▪ A fund established for the upkeep and repair of a cemetery, mausoleum, or columbarium. 	PERPETUAL CARE FUND (also known as CARE FUND or MAINTENANCE FUND)	<ul style="list-style-type: none"> ▪ An irrevocable trust fund established, held, and administered in accordance with applicable law, with the income from the fund to be used for the upkeep and repair of a cemetery, mausoleum, or columbarium.
MAUSOLEUM (plural: MAUSOLEA)	<ul style="list-style-type: none"> ▪ A structure or building that contains interior or exterior crypts designed for the entombment of human remains. 	PRE-NEED	<ul style="list-style-type: none"> ▪ Any time before death. ▪ Usually refers to the time of purchase of funeral or cemetery services. ▪ “Pre-need planning” refers to the process of making arrangements and/or entering into contracts regarding future cemetery services for one or more persons who are still alive at the time.
MAUSOLEUM CRYPT	<ul style="list-style-type: none"> ▪ A chamber of a mausoleum of sufficient size for the entombment of human remains. 	REGISTRAR (Consumer Protection BC)	<ul style="list-style-type: none"> ▪ The person at Consumer Protection BC responsible for the administration and enforcement of applicable laws and regulations relating to cemetery and funeral services.
MEMORIAL	<ul style="list-style-type: none"> ▪ A product, meeting the bylaw standard of a cemetery, used, or intended to be used to identify a lot or to memorialize a deceased person interred or to be interred in a lot, including but not limited to: <ul style="list-style-type: none"> a. a marker, headstone, tombstone monument, plaque, tablet, or plate on a lot; or b. a tablet inscription, lettering or ornamentation on a crypt or niche front, or c. a tree, boulder, or other feature so identified; ▪ A ceremony, rite, or ritual commemorating the life of a deceased individual without the human remains present. 	SCATTERING	<ul style="list-style-type: none"> ▪ The irreversible dispersal of cremated remains over land or water or commingling in a defined area in a cemetery.
NICHE	<ul style="list-style-type: none"> ▪ One kind of lot. ▪ A space, usually within a columbarium, for placing a receptacle containing cremated remains. 	SCATTERING GARDEN	<ul style="list-style-type: none"> ▪ An area within a cemetery, usually providing an attractive natural or ornamental setting, dedicated to the scattering of cremated remains.
		UPRIGHT MARKER	<ul style="list-style-type: none"> ▪ A grave marker that is not flush with the ground is mounted on a footing and intended to be visible over the surrounding finished grade.
		URN	<ul style="list-style-type: none"> ▪ A receptacle for holding cremated remains.



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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 28, 2022
AUTHOR: SCRD Senior Leadership Team
RE: **BUDGET PROJECT STATUS REPORT – JULY 2022**

RECOMMENDATION(S)

THAT the report titled Budget Project Status Report – July 2022 be received for information.

BACKGROUND

The Budget Project Status Report (BPSR) provides the Sunshine Coast Regional District (SCRD) Board updates on projects as approved through the 2022 Budget process and other major projects added throughout the year. The focus of the BPSR is to report on the status of the various projects and to ensure the projects are on time and on budget.

DISCUSSION

Staff have updated the report and welcome comments / questions on the progress being made on the listed projects,

The recently approved projects through the 2022 Budget are included in this report as well as carried-forward projects from prior years. Approved funding related to base budget increases are not included in the BPSR. Staff have added proposed completion dates wherever possible.

For 2022 BPSR, newly approved staffing positions have been added as there is correlation between project progress and resources. Once positions are created these will be marked as completed and become part of the overall Human Resourcing Plan. It has been identified that there is an opportunity to provide a comprehensive report on the SCRD’s Human Resourcing status. This report is being developed with intention to come to a future Committee of the Whole in 2022.

STRATEGIC PLAN AND RELATED POLICIES

The BPSR is a metric for reporting on projects that move the Strategic Plan and various other core documents forward.

CONCLUSION

The goal of the BPSR is to provide project status in a concise manner to the Board. The Administration is working to improve this process as we continue to use this tool.

Attachment – Budget Project Status Report – July 20, 2022

Attachment and Report Reviewed by:		
X - Budget Managers and Senior Leadership Team		
CAO	X – D. McKinley	

2022 BUDGET PROJECT STATUS REPORT

Last Revisions: July 20, 2022

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
1	CA	110	Reid	\$125,000	\$0	COVID-19 Restart Funding	2022	2023		All	All	General Government - Hybrid Meeting Solutions and Board Room Modifications (Other)	Contracted services to develop audio-visual options (including hardware, sound, cameras, electrical, space needs), pricing, and an implementation plan to facilitate a range of hybrid meetings (Board, Board Committees, Advisory Committees/Commissions, Public Hearings, Intergovernmental). The Board has further recommended the scope for the Hybrid Meeting Solutions project be broadened to incorporate costs for Boardroom furniture reconfiguration, including furniture replacement, which may be necessary to facilitate the installation of new AV hybrid technology in the Boardroom. RFP is under development.	Other	Started
2	CA	110	Buckley	\$125,145	\$0	Operating Reserves	2020	Dec-22		All	Regional	General Government - Website Redesign (Phase 2)	Contracted services to develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience. RFP completed and in Purchasing queue to send out for Tender. Project kicked-off April 26. Work is underway.	Carryforward	In Progress 50%
3	CA	110	Reid	\$25,000	\$0	COVID-19 Restart Funding	2022	Dec-22		All	All	General Government - Meeting Management Solutions (Other)	Software solution to bridge remote and in-person meeting rooms for hybrid Board and Committee meetings. In order for the virtual and physical domains to smoothly function together as a single meeting, a system is required to seamlessly manage both environments and their respective participants in real-time. Meeting management software streamlines the full cycle from report and agenda creation to electronic publishing to meeting video livestreaming and archiving. Software services are subject to an annual subscription fee. This budget request is for year-one implementation. Once implemented, annual subscription fees will apply and could be in the range of \$18,000 to \$20,000 per year.	Other	Not Started
4	CA	114	Perreault	\$40,143	\$0	COVID-19 Restart Funding	2022	Sep-22		All	Sechelt	Field Road Administration Building - Reception Centre Modification - COVID-19 (M-BC)	Temporary barriers were placed at the front reception desk to ensure protocols for health and safety were adhered to due to the COVID-19 pandemic. This was partly due to limited labour and supplies at the time to build and install a custom barrier. Due to the ongoing nature of the pandemic, a more permanent enclosure is proposed. There are also two work stations within the front reception that will also be redesigned for a more efficient workspace - material, supplies and labour. July 2022 - Design and quotes received. Awaiting scheduling for install. Office space has been split into two and a new quote for installing glass to other counter space has been requested.	Business Continuity	In Progress 50%
5	CA	115	Parker	\$8,000	\$0	Operating Reserves	2020			All	Regional	Human Resources - Certificate of Recognition (COR)	Delayed due to extended absence and impact on capacity. New resource hired March 2021 and commenced preliminary review in June 2021. Draft plan in place based on updated WSBC Inspection Report with a Q4 2022 timeline.	Carryforward	In Progress 25%
6	CA	117	Nelson	\$75,000	\$13,387	Reserves	2021			All	Regional	Information Technology - Electronic Document and Records Management System (EDRMS) Functionality Enhancements	Project implements advanced Content Server functionality that was not turned on during the initial system roll out, and increases digital enablement of business processes and electronic interaction with and between staff and the public. Awarded consulting contract to Cadence. Project kickoff meeting planned. Records enhancements to be implemented with migration to MS SharePoint for better alignment with MS Teams implementation.	Carryforward	In Progress 25%
7	CA	117	Nelson	\$105,000	\$63,078	COVID-19 Restart Funding	2021			All	Regional	Information Technology - Digital Collaboration Solutions	This request is for a 2-year increase in funding for IT operating and capital budgets to expedite online collaborative software tools, digital services, and related equipment/devices. The project includes a temporary 2-year internal resource - comprised of: a) Temporary staffing: 2021 (7months) b) Professional services consulting c) Hardware purchases d) Software purchases/subscriptions New Job Description posted in late June 2021. Project Initiation complete. Detailed planning phase underway. Backfill TFT staff position hired. Licenses purchased. MS Teams rolled out to early adopters. 100 Thin Clients procured and deployment in process. Phase 2 being procured and scheduled.	Carryforward	In Progress 50%
8	CA	117	Nelson	\$5,000	\$0	Operating Reserves	2021			All	Regional	Information Technology - Cyber Security Culture 2021	Support security culture development using cyber threat awareness training and testing for SCRD staff. Objective is to reduce risks related to external attack vectors which could capture login credentials and expose SCRD data to unauthorized third parties, potentially resulting in BC Privacy Commissioner investigations and ensuing reputational damage. Options research underway. Obtained market sounding quotations. Contract awarded to Telus Security. Project parked pending availability of staff resources.	Carryforward	In Progress 25%
9	CA	110 / 115 / 117 / 200-290 / 365 / 366 / 370 / 504 / 520 / 615 / 650	SLT	\$207,000	\$91,774	Taxation / Operating Reserves / Support Services / COVID-19 Restart Funding	2020			All	Sechelt	Field Road Space Planning - additional funding approved 2021 included	2020 Project was delayed due to COVID-19, health orders and WorkSafeBC requirements. The addition of the 2021 proposal is to undertake additional work to review and update the prior analysis to respond to COVID-19. This additional work is not a new direction; it is adapting and validating the previously-directed approach. Position space analysis classification summary completed, furniture assessment continuing. The project has been reframed as an Alternative Work Strategy to allow for flexible work for staff. The IT equipment, furniture and staff needs assessments have been completed with the implementation considerations as part of COVID-19 re-start for the corporation. The tender for Thin Clients that will enable staff to virtually host meetings is on the market and the camera, mics and furniture equipment has been predominately delivered and installed. Additional work stations installed, Field Road currently now has 98 stations.	Carryforward	In Progress 75%

2022 BUDGET PROJECT STATUS REPORT

Last Revisions: July 20, 2022

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
10	CA	111 / 113	Perreault	\$100,000	\$0	Operating Reserves	2021	Dec-22		All	Sechelt	Asset Management / Financial Services - Implementation of New (PSAS) Asset Retirement Obligation (ARO)	New staff resource job description posted in late June 2021. In 2021, the SCRCD implemented the new Public Sector Accounting Standard (PSAS) for Asset Retirement Obligations (ARO). Internal and external professional services will be needed to facilitate the implementation. Staff have begun project scoping and data collection for new standard. Continue to recruit for new Finance Resource to Assist with project (1 unsuccessful and 1 active recruitment underway). Internal work continues on project. Posting for new position issued in late April 2022. The project is partly being undertaken by Asset Management Staff at this time and making good progress. July 2022- Making good progress on project. Internal inventory of ARO has been completed and next steps are to engage environmental engineers to assess gaps. This is planned for Q3 2022. New Finance resource will also be starting in September to help with calculating new expenses.	Carryforward	In Progress 50%
11	CA	114 / 210 / 216 / 212 / 312 / 613 / 625	SLT	\$30,075	\$4,734	Taxation / Support Services	2020			Various	Various	SCRCD Corporate Recycling Program.	Field Road project started late 2021. Staff to reassess project and timelines as the COVID protocols change and once facilities are re-opened when closed. Request for Proposal for Corporate Recycling for facilities, including food waste, is at phased implementation.	Carryforward	In Progress 50%
12	CS	310	Walton	\$6,000	\$3,077	Operating Reserves	2021			B, D, E, F, DoS, SIGD, ToG	Sechelt	Public Transit - Building Improvements - Increased Safety (see additional approved in 2022)	Increased Safety and Security at Mason Road site (e.g. Security system, CCTV and improved external lighting). Requested a Privacy Impact Assessment (PIA) be completed for CCTV and security system on April 6, 2021. June 4 update, waiting for PIA to be completed for CCTV. Update August 12 - Quotes received for light pole installation. Will be unable to complete all the projects within the approved budget, but will move forward with the most critical item first (external parking lot lighting). Work anticipated to be completed in September 2021. CCTV and security project to be carried forward to 2022, additional budget request approved and included in 2022 Budget. Mar 22 update: Additional budget approved in March 2022. Project to commence in Q2. May 9 update: Light post installed, lights on back order until August. PIA for CCTV 50% complete. July 14 update: Light installed on May 24th and 100% functioning. Waiting for Legislative Services to review Privacy Impact Assessment before moving to RFQ for CCTV and Security.	Carryforward	In Progress 50%
13	CS	310	Walton	\$3,250	\$0	Operating Reserves	2022			B, D, E, F, DoS, SIGD, ToG	Sechelt	Public Transit - Security System and CCTV (LCHV)	The budget approved in 2021 for this project included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements Increased Safety) Mar 22 update: Additional budget approved in March 2022. Project to commence in Q2. April 8 Update: Light post installed on March 1st. Lights on back order until mid April. May 9 update: Light post installed, lights on back order until August. PIA for CCTV 50% complete. July 14 update: Light installed on May 24th and 100% functioning. Waiting for Legislative Services to review Privacy Impact Assessment before moving to RFQ for CCTV and Security.	Low Cost / High Value	In Progress 50%
14	CS	310	Walton	\$11,500	\$3,018	Taxation	2022			B, D, E, F, DoS, SIGD, ToG	Sechelt	Public Transit - Driver Orientation and Training (M-BC)	Over and above the qualifications for the position (i.e. Class 2 license), other things that drivers need to learn prior to their first official shift including but not limited to: safety procedures, routes, bus care, etc. This budget request is to provide a budget for the ~ 76 hours/driver training prior to their first shift alone. This initiative also requires criminal record checks for 4 drivers at \$70 per record check. Mar 22 update: This budget will be ongoing throughout the year as new drivers are recruited and trained in 2022. May 9 update: recruitment of new drivers occurring in Q2; training to be provided once hired. July 14 update: Hired two new drivers in June and they have completed 107 hours of training combined. We currently have a posting up with no end date for two more Drivers.	Business Continuity	In Progress 50%
15	CS	312	Walton	\$10,000	\$2,228.52	Capital Reserves	2020			All	Regional	Maintenance Facility (Fleet) - Fleet Loaner Vehicle	Update August 12 - New vehicles not expected until 2022, project carried -forward. Mar 22 and May 9 update: Still awaiting vehicle. July 14 update: Still awaiting vehicle.	Carryforward	In Progress 25%
16	CS	312	Walton	\$10,000	\$0	Operating Reserves	2020			All	All	Maintenance Facility (Fleet) - Electric Vehicle Maintenance	Project planning stage complete - RFQ for electric charges completed April 8 update: EV Charger installed; awaiting new vehicle so training can commence July 14 update: Fleet researching appropriate training courses and required tools.	Carryforward	In Progress 25%
17	CS	312	Walton	\$4,000	\$0	Operating Reserves	2021			All	Sechelt	Maintenance Facility (Fleet) - HVAC Maintenance Safety System	Additional safety system for fleet staff to perform HVAC maintenance on top of busses. Harness system purchases and installation to occur in Q2/3 2022. July 14 update: waiting for official engineer sign off on anchor point. Will purchase parts for project in Q2; installation still slated for Q3.	Carryforward	In Progress 25%

2022 BUDGET PROJECT STATUS REPORT

Last Revisions: July 20, 2022

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
18	CS	312	Walton	\$6,000	\$3,077	Operating Reserves	2021			All	Sechelt	Maintenance Facility (Fleet) - Building Improvements - Increased Safety (see additional approved in 2022)	Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). Privacy Impact Assessment (PIA) completed for CCTV and security system on April 6, 2021. Update August 12 - Quotes received - unable to complete all the projects within the approved budget, but will move forward with the most critical item first (external parking lot lighting). Work anticipated to be completed in September 2021. CCTV and security project budget to be carried forward to 2022, additional budget request approved in 2022 Budget. Mar 22 update: Additional budget approved in March 2022. Project to commence in Q2. May 9 update: Light post installed, lights on back order until August. PIA for CCTV 50% complete. July 14 update: Light installed on May 24th and 100% functioning. Waiting for Legislative Services to review Privacy Impact Assessment before moving to RFQ for CCTV and Security.	Carryforward	In Progress 50%
19	CS	312	Walton	\$131,250	\$0	MFA Loan	2022			All	Sechelt	Maintenance Facility (Fleet) - Garage Hoist Replacement (CM-RC)	Replace a hoist in garage which is at the end of life (2006) and does not meet current ALI certification standards. This hoist is used to service various fleet including buses, fire trucks, dump truck and backhoe. July 14 update: RFP to be completed in August. In discussion with BC Transit for possible financial contribution towards the hoist through the annual operating agreement.	Regulatory Compliance	In Progress 25%
20	CS	312	Walton	\$3,250	\$0	Operating Reserves	2022			All	Sechelt	Maintenance Facility (Fleet) - Security System and CCTV (LCHV)	The budget approved in 2021 for this project included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements Increased Safety) Mar 22 update: Additional budget approved in March 2022. Project to commence in Q2. May 9 update: Light post installed, lights on back order until August. PIA for CCTV 50% complete. July 14 update: Light installed on May 24th and 100% functioning. Waiting for Legislative Services to review Privacy Impact Assessment before moving to RFQ for CCTV and Security.	Low Cost / High Value	In Progress 50%
21	CS	345	Gagnon	\$669,736	\$0	Taxation	2018	Dec-22		B, D, E, F, and Islands	All	Ports Services - Ports 5 Year Capital Plan Repairs (Halkett Bay approach, West Bay float).	Mar 22 update: SCRD notified not successful in ICIP grant for ports capital renewal. Continued staff vacancy in Ports impacts capacity to move this work forward in 2021. Major inspections to be completed in 2022 which will further inform these capital projects. Staff will review capital plan for phased tendering of work, aligned with Board-approved plan or return to Board with additional information in Q3/4 2022. May 9 update: New Ports staff started and being oriented to portfolio. July 14 update: Ports team and contractor (who completes annual inspections) attended site visits of all the ports. After reviewing past inspections and relevant port documentation, Ports staff reconfirmed several priority projects including those identified in this project plan. Cost estimates are outdated therefore staff will obtain updated cost estimates for this work, prioritize and outline next steps and timelines in Q3/4.	Carryforward	Started
22	CS	345	Gagnon	\$25,000	\$0	Taxation	2021			B, D, E, F, Islands	F Islands	Ports Services - New Brighton Dock Study	Mar 22 update: Continued staff vacancy in Ports impacts capacity to move this project forward in 2021. Staff continue to update the Squamish Nation. Potential condition review or other study of New Brighton Dock on Gambier Island. Scope to be determined. Shifting work priorities with current staff to resource this project. Anticipate project commencement Q2. May 9 update: New Ports staff started and being oriented to portfolio. Delegation regarding dock at April CS Committee meeting. July 14 update: Continued discussions with Squamish Nation (Nch'ka'y Development Corporation). Will include New Brighton dock in the docks to have major inspections completed this year, to gain a better understanding of long term capital renewal impacts.	Carryforward	Not Started
23	CS	345	Gagnon	\$77,600	\$0	Taxation / Reserves	2020, 2021, 2022			B, D, E, F, and Islands	All	Ports Services - Ports Major Inspections	Mar 22 update: Continued staff vacancy in Ports impacts capacity to move these inspections forward in 2021. Currently shifting work priorities with current staff to resource this project. It is anticipated these inspections will be tendered in Q2 of 2022. May 9 update: New Ports staff started and being oriented to portfolio. July 14 update: Currently finalizing the award for the major inspections. It is anticipated that half of the ports can be completed in 2022 with the remaining in 2023. Additional funds may be required to complete all nine inspections. These inspections will be used to inform capital renewal planning.	Carryforward	Started
24	CS	400	Clarkson	\$25,000	\$33,731	Reserves	2018	Jul-22		All	D and E with Regional Impact	Cemetery - Business Plan	Mar 22 update: RFP to perform a comprehensive business and service review of SCRD Cemeteries awarded in Dec 2021 (including review of existing properties and infrastructure, developing options/recommendations for the future and a fees and charges comparison and review). Project commenced Jan 2022. Anticipated completion is end of Q2 2022. July 14 update: Project continues to advance as per schedule. Final report due July with presentation to the July 28 Committee of the Whole.	Carryforward	In Progress 75%
25	CS	615	Donn	\$6,000	\$1,917	Taxation	2021	Jul-22		B, D, E, F, DoS, SIGD, ToG	All	Community Recreation Facilities - Scheduling Software	Mar 22: Anticipate full implementation by end of Q3 2022. May 9 update: Project is underway however, due to ongoing staffing capacity challenges full implementation has been delayed until Q3/Q4. July 14 update: System soft launch has occurred to work out all the kinks, implementation on track for Q4. HR reviewing software parameters to ensure everything is aligned.	Carryforward	In Progress 50%

2022 BUDGET PROJECT STATUS REPORT

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Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
26	CS	615	Donn	\$16,000	\$9,000	Operating Reserves	2021	Jul-22		B, D, E, F, DoS, SIGD, ToG	Regional	Community Recreation Facilities - Programming Review	May 9 update: Project awarded in March and now underway with anticipated completion date in Q3 2022. Data collection and handover took longer than expected to produce and review. July 14 update: Public Engagement phase has been completed, analysis and review is underway.	Carryforward	In Progress 50%
27	CS	615	van Velzen	\$28,600	\$0	Taxation	2022	Jul-22		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation Facilities - Non-Annual Maintenance (Other)	Large maintenance items not covered through the base budget and not occurring annually, including refinishing the gym floor at SAC and some fascia repairs and exterior painting at GACC. Mar 22 update: Procurement process started, anticipated project completion Q3 2022. May 9 update: SAC gym floor refinishing awarded with anticipated completion by end of Q2. Procurement process started for GACC exterior painting. July 14 update: SAC gym floor refinishing completed, invoicing pending. GACC exterior painting RFP posted and closes July 13.	Other	In Progress 50%
28	CS	615	van Velzen	\$35,000	\$2,400	Taxation	2022	Sep-22		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation Facilities - Domestic Hot Water System (M-BC)	The control system for the domestic hot water tank at SAC requires an upgrade to control water temperatures. After numerous attempts to address the ongoing issue, an upgrade to the control system is required to avoid drastically fluctuating temperatures that could be a safety issue. May 9 update: Engineering design awarded, anticipate completion of design phase by end of Q2. July 14 update: Design phase completion delayed, anticipated to be completed early Q3. Construction tendering planned to commence in Q3.	Business Continuity	In Progress 25%
29	CS	615	van Velzen	\$60,000	\$0	Taxation	2021	Sep-22		B, D, E, F, DoS, SIGD, ToG	DoS, ToG	Community Recreation Facilities - Fall Protection Systems Upgrades - Phase One	December 2019 fall protection audits were completed at GACC, GDAF, SAC and SCA and recommendations were noted. Based on estimated total project costs and staff capacity to complete projects, staff recommended a phased approach to completing upgrades. Projects are prioritized based on a risk assessment with priority given to highest risk areas. Projects designated for phase one include GACC roof access ladders and hatch upgrades, SAC roof access ladders and hatch upgrades, SAC fall protection anchor points for surge tank maintenance, SAC fall protection anchor points for mechanical room floor hatch used to lift heavy equipment from lower mechanical room and SCA fixed ladder in mechanical room to access ammonia sensor located above mechanical equipment. Mar 22 update: Project procurement scheduled to start Q2 2022, anticipated project completion by end of Q3 2022. July 14 update: Project procurement started, tender documents being reviewed in preparation for posting.	Carryforward	Started
30	CS	615	van Velzen	\$26,500	\$0	COVID-19 Restart Funding	2022	Sep-22		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation Facilities - Water Management Plan Implementation (M-BC)	During the restart of recreation facilities after an extended closure due to COVID, domestic water system water management plans were highly recommended by the Health Region. Plans developed in 2021, to implement the ongoing safety recommendations in the plan. Mar 22 update: Procurement for services to implement plans scheduled to start Q2 2022, anticipated completion of implementation Q3 2022. July 14 update: Project Procurement started, tender documents being drafted.	Business Continuity	Started
31	CS	615	van Velzen	\$11,736	\$0	Taxation	2020	Sep-22		B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt	Sunshine Coast Arena Refrigeration Plant Regulatory Items	Installation of an additional ammonia sensor complete. Extend ammonia relief vent line extension not started. No change to progress but budget now shows as \$11,736 and expended zero dollars so far in 2021. October 8 update: Refrigeration engineer reviewing vent stack extension requirement with Technical Safety BC. Jan 11, 2022 Update Carry Forward remaining funds for vent stack extension, decision on requirement for project to move forward from engineer and Technical Safety BC is pending. No date for decision at this time but anticipated by late Q1 2022. Mar 22 update: staff are working with TSBC Safety Officer to schedule site visit for review, possible Q2 2022 site visit but no firm date at this time. May 9 update: No confirmed date for TSBC Safety Officer to visit site. July 14 update: No change.	Carryforward	In Progress 25%
32	CS	615	van Velzen	\$105,000	\$0	Taxation	2022	Dec-22		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation Facilities - Health and Safety Requirements (CM-HSER)	After a risk assessment and review of WorksafeBC regulations, two emergency showers and an additional eye wash station are required at SAC. Mar 22 update: Procurement scheduled to start Q3 2022, anticipated project completion Q4 2022. July 14 update: Project Procurement started, tender documents being reviewed in preparation for posting.	Safety Requirement	Started
33	CS	615	van Velzen	\$250,000	\$0	Reserves	2019	Dec-22		B, D, E, F, DoS, ToG, SIGD	Sechelt	Community Recreation Facilities - Sechelt Aquatic Centre Facility Projects	Various projects identified. Currently reassessing wall panel conditions to develop a scope of work for repair based on current conditions. Quotation requested and received for additional testing to determine current status of wall panel condition. Scope of work being finalized. Revised quotation for additional testing to also include development of updated scope of repairs based on testing results requested. Revised quotation received. Consideration of grant application to be recommended Q4 2020. Grant Applications were submitted. Two grant applications submitted for wall panel project both still under review. September 3 update: Received confirmation that one grant submission was not successful. October 8 update: Second grant submission is still under review. Project is on hold until grant funds are secured. (Panel Drying and Fire Alarm system). Mar 22 update: Second grant application unsuccessful. Will look for 2022 grant opportunities. If grants continue to be unsuccessful, will discuss further for 2023 budget planning and make recommendations on how to proceed. May 9 update: Continue with above mentioned timelines. July 14 update: Possible new grant opportunities identified.	Carryforward	Started

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34	CS	615	van Velzen	\$173,027	\$0	MFA 5-Year / Taxation	2021	Jun-24		B, D, E, F, DoS, SIGD, ToG	DoS	Community Recreation Facilities – Sechelt Aquatic Centre (SAC) Fire Sprinkler System Repair or Replacement	On December 31, 2020 the fire sprinkler system at the Sechelt Aquatic Center developed a leak and a contractor was called in to repair the leak. Upon disassembly of the sprinkler piping to repair the leak it was discovered that there is significant microbiologic corrosion in the piping which has compromised sprinkler pipe walls leading to pinhole leak(s) and reducing the flow capacity of the piping. As per Board resolution, this work will commence in 2022 with a phased approach. Additional budget to complete project is a part of the 2022 Capital Renewal Plan. Mar 22 update: Procurement of engineering design for phased replacement pending. Due to timing, Phase 1 construction anticipated to start Q2 2023. May 9 update: Tender documents for engineering design submitted for review and posting. July 14 update: RFP for engineering design closed, evaluation of submissions scheduled for July 12.	Carryforward	Started
35	CS	615	van Velzen	\$2,198,750	\$58,369	Capital Renewal Fund	2022			B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Community Recreation - Capital Renewal Plan	May 9 update: SAC replacement pumps (4) received in Q1, all ordered pumps are now onsite. Tender posted and closed for SCA and GDAF door replacements, no bids received. Procurement has entered into negotiations with a supplier for this project. Construction RFP posted for SCA roof modified bitumen, closes May 9th. RFP posted for SAC packaged roof top units 3, 4 and 5, closes May 5th. GDAF packaged roof top unit construction procurement delayed due to additional roof structural assessment requirements for dehumidification unit. SCA dehumidifier electric deferred to 2023, current location not suitable for engineered support platform. Other options will need to be explored. July 14 update: Negotiations for SCA and GDAF door replacements unsuccessful, project being retendered in two parts with modified scope. SCA roof modified bitumen awarded and project on track for August completion. No bids received for SAC packaged roof top units 3, 4 and 5. Procurement has entered into negotiations with a supplier. GDAF packaged roof top additional structural assessment completed, construction tender documents drafted and awaiting final design work from engineer. GACC Audio System Component Replacement RFP posted, closes July 13. SCA Community Room Flooring Replacement RFP posted, closes July 21.	Carryforward	In Progress 50%
36	CS	615	Shay	\$50,000	\$0	BC Hydro Rebate (Grant)	2022			All	Sechelt / Gibsons	Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities (BSCG)	Class C design for decarbonizing three biggest carbon emitting recreation facilities (SAC, GACC, SCA). Contracts signed. GACC and SAC work has begun. SCA work will begin in July.	Board Strategic and Corporate Goals	In Progress 25%
37	CS	625	Donn	\$400	\$200	Taxation	2021	Jul-22		A	A	Pender Harbour Fitness and Aquatic Centre - Scheduling Software	Anticipate full implementation by end of Q3 2022. May 9 update: Project is underway however, due to ongoing staffing capacity challenges full implementation has been delayed until Q3/Q4. Jul 14 update: System soft launch has occurred to work out all the kinks, implementation on track for Q4. HR reviewing software parameters to ensure everything is aligned.	Carryforward	In Progress 50%
38	CS	625	Donn	\$4,000	\$3,000	Operating Reserves	2021	Jul-22		A	A	Pender Harbour Fitness and Aquatic Centre - Programming Review	Project awarded. Anticipated completion date for project is end of Q3 2022. May 9 update: Project underway with anticipated completion date in Q3. Data analysis and programming statistics took longer than expected to produce and review. Next step is the public engagement phase. Jul 14 update: Public Engagement phase has been completed, analysis and review underway.	Carryforward	In Progress 50%
39	CS	625	van Velzen	\$1,750	\$0	COVID-19 Restart Funding	2022	Sep-22		A	A	Pender Harbour Fitness and Aquatic Centre - Water Management Plan Implementation (M-BC)	During the restart of recreation facilities after an extended closure due to COVID, domestic water system water management plans were highly recommended by the Health Region. Plans developed in 2021 to implement the ongoing safety recommendations in the plan. Mar 22 update: Procurement for services to implement plans scheduled to start Q2 2022, anticipated completion of implementation Q3 2022. July 14 update: Project Procurement started, tender documents being drafted.	Business Continuity	Started
40	CS	625	Donn	\$10,000	\$2,856	Reserves	2022			A	A	Pender Harbour Fitness and Aquatic Centre - Non Annual Maintenance Items - Water Storage Solutions (CM-RC)	In 2022, during the annual maintenance period, the pool will be drained at the PHFAC. As the pool serves as the fire suppression for the building, on site storage of water is required. May 9 update: Project is underway and on track however, this item was missed during the budget process and will require a financial plan amendment prior to proceeding with purchasing and coordination on site with the School District. Jul 14 update: Storage pools have been purchased and are on site. Fencing and other materials still to be ordered/rented. Meeting with SD and the Pender Harbour Volunteer Fire Department occurred to coordinate placement. Work will commence in August.	Regulatory Compliance	In Progress 75%
41	CS	625	Donn	\$10,000	\$0	Operating Reserves	2022			A	A	Pender Harbour Fitness and Aquatic Centre - Storage Container (M-BC)	PHAFAC requires an external container (sea-can) to store equipment and facility parts. Previously had been sharing an old storage container with the SD, however the SD is replacing this container with a much smaller one, and the needs of PHAFAC have increased. May 9 update: This project requires a building permit and further coordination with the School District prior to working through the purchasing requirements and delivering to site. Project progressing with anticipated completion later in Q4. Jul 14 update: Work has not commenced further due to staff capacity limitations.	Business Continuity	Started

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42	CS	625	Donn	\$12,000	\$0	Operating Reserves	2022			A	A	Pender Harbour Fitness and Aquatic Centre - Non Annual Maintenance Item - Natorium Ceiling Painting (Other)	The natorium ceiling is in desperate need of repainting and should be done when the pool basin is drained. The pool is drained every 2-3 years, so 2022 provides the appropriate timing for this work. May 9 update: Project is underway and on track with materials and supplies ordered. Staff expect that this project will be ready for completion during the annual maintenance closure in Q3. Jul 14 update: Supplies have been ordered and work will commence in August.	Other	In Progress 25%
43	CS	625	Donn	\$12,000	\$0	Operating Reserves	2022			A	A	Pender Harbour Fitness and Aquatic Centre - Pool Basin Painting (Other)	Pool basin painting occurs every 2-3 years in alignment with the pool being drained. This painting helps prolong the lifespan of the asset and also creates a more vibrant pool atmosphere. Mar update: Budget approved in 2022, anticipate project commencement in Q2. May 9 update: Project is underway and on track with materials and supplies for this work having been ordered. Staff expect that this project will be ready for completion during the annual maintenance closure in Q3. Jul 14 update: Supplies have been ordered and work will commence in August.	Other	In Progress 25%
44	CS	650	Clarkson	\$20,000	\$0	Taxation	2022	Aug-22		A, B, D, E, F	Various	Community Parks - Community Led Improvement Project Support (Other)	Community groups are eager to provide capital funding for park improvements and also enter into partnership agreements for the ongoing operations/stewardship of parkland and assets. This supports the planning of the potential projects and includes such costs as public consultations, surveys, cost estimates, etc. Planning includes working through details such as capital and ongoing operating costs as well as roles and responsibilities of the parties involved. Specifically, in 2022, the two current community ideas for projects that require further exploration include a pathway around Katherine Lake and improvements / enhancements to Dan Bosch Park. Mar 22 update: Staff work with community groups to outline roles and responsibilities and determine a project plan, which will include community discussions regarding proposed projects. May 9 update: Working on Nation works permits and authorizations. Project Charter being drafted. July 14 update: Nation works permit applications for both projects submitted. Community engagement sessions regarding the proposed projects to occur in the fall 2022.	Other	Started
45	CS	650	Clarkson	\$50,000	\$0	Taxation / Operating Reserves	2022	Sep-22		A, B, D, E, F	Various	Community Parks - Archeological and Environmental Studies (M-BC)	With protocols and shared decision making processes, more due diligence in archeological assessments, management plans and other studies are becoming common practice. This project will allow Parks to move forward on protective mitigation strategies for Bakers Beach and tenure renewal on Ocean Beach Esplanade, which require AMP's and further assessments, but also provides an ongoing base budget for these types of studies that are now becoming requirements of lease renewals, re-investment in to park spaces, etc. May 9 update: Staff preparing works permit applications and service agreements for Archeological Impact Assessment (AIA) and Site Alteration Permit (SAP) through Nation's Rights & Titles. Anticipate submission late May 2022. Jul 14 update: Contract finalized with shishah and In Situ for Baker Beach Park AIA and planning. Contract with Słwrgwú7mesh for OBE in development.	Business Continuity	Started
46	CS	650	Clarkson	\$15,000	\$249	Operating Reserves	2021	Oct-22		A, B, D, E, F	B, D, E, F	Community Parks - Suncoaster Trail (Phase 2) Community trail project	Multi-year, phased and strategic approach to completion of the Suncoaster Trail (Halfmoon Bay to Gibsons/Langdale) based on the Final Trail Concept Design approved by the Board. Further information about phases and a supporting funding plan provided through the budget process. Mar 22 update: Progressing 2021 on this project was delayed due to COVID-19 and staff capacity. Discussions and planning to resume in Q2. May 9 update: Staff met with regional trail partners and First Nations representatives to discuss progressing the project in the late summer. Target is to support community-led trail project connecting SCRCD and DoS sections of Suncoaster Phase 2 route. Nation works authorizations underway May 2022. Jul 14 update: Project continues within targets and timelines. Project scope includes decommissioning a steep fall-line trail, re-routing a sustainable grade switch back trail, rebuilding two sections of boardwalk. Project funds will support any archeological related costs, the acquisition of materials, and staff time organizing the event. Staff will play a lead role in construction relying heavily on volunteers.	Carryforward	Started
47	CS	650	Clarkson	\$35,000	\$1,037	Capital	2019	Oct-22		A, B, D, E, F	All	Community Parks - Capital Asset Renewal	Mar 22 update: Concrete repairs at Coopers Green Park Boat Ramp delayed in 2021 due to staff capacity, however expected to commence in Q2 2022 and be completed by the end of Q3. July 14 update: progress delayed due to staff capacity, will not commence until later in Q3.	Carryforward	In Progress 25%
48	CS	650	Clarkson	\$40,000	\$0	Operating Reserves	2021	Dec-22		A, B, D, E, F	F	Community Parks - Bike Park / Pump Track Development at Sprockids Park	Continue to work with community group - partnership opportunity with Coast Mountain Bike Trail Association. Project partnerships and efficiencies being explored. Mar 22 update: Met with partner CMBTA in Q1 and discussed preliminary next steps. RFP for consultation services slated for development mid Q2. May 9 update: Partner CMBTA has undergone some changes to directorship. Staff met with partner in late Q1 and discussed preliminary next steps. RFP for consultation services slated for development mid Q2 2022. Anticipate tender late summer 2022. July 14 update: Staff working with community partners CMBTA on development of scope of the project.	Carryforward	Started

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49	CS	650	Gagnon	\$3,088,020	\$44,443	ICIP Grant / Various	2021			A, B, D, E, F	B	Community Parks - Coopers Green Hall Replacement / Upgrade	Architect revising design to meet net zero readiness and completing energy modelling. Detailed design and development of construction documents in Q1 2022. Updating geotechnical work and surveys. Monthly meetings with community association to develop operating business plan and budget. Mar 22 update: Design complete, with the exception of the septic, which is delayed waiting for permits. Currently awaiting updated Class B estimate. Update for Board anticipated early Q2. Electoral Area Services Committee report on May 19 updated the Board and direction received. July 14 update: additional construction budget approved in May. Working to complete tender documents by fall 2022.	Carryforward	Started
50	CS	650	Gagnon	\$62,263	\$19,989	Gas Tax	2016			A, B, D, E, F	B	Community Parks - Coopers Green Park - Hall and Parking Design Plans	Approval from Mot11 for parking on road right of way received in 2016. Application for parking variance approved by Board of Variance (2016-Sep-30). Working with civil engineer to complete a table top study to update the site plan to include considerations for traffic flow, parking, active transportation. Plan to include cost estimates and phasing. Anticipate a report to update the Board in Q1 2022. Mar 22 update: desk top study currently underway but not complete. Still anticipate an update in Q2. May 9 update: Still in progress. Jul 14 update: No change.	Carryforward	In Progress 50%
51	CS	650	Gagnon	\$300,000	\$0	Capital Reserves	2020			A, B, D, E, F	Sechelt	Community Parks - Building (Replacement / Upgrade)	Project Brief in development. Options for consideration given pandemic response and guidelines. Mar 22 update: On hold until further exploration of Mason Yards planning is complete. July 14 update: No change.	Carryforward	Started
52	CS	665	Gagnon	\$75,000	\$0	Capital Reserves	2021			B, D, E, F	D	Bicycle and Walking Paths - Lower Road Retaining Wall Repair Resolution #079/21 from March 11, 2021	Engineered mitigation of a retaining wall adjacent to a bike lane. Consultant provided Geotechnical report with design/construction options. Staff to meet with stakeholders and review the options in Q2. July 14 update: Staff working with Fortis and Engineer to finalize construction design, determine scope of impact, riparian considerations, archaeological and environmental sensitivities, as well as an updated cost estimate.	Carryforward	Started
53	CS	680	Clarkson	\$22,000	\$0	Operating Reserves	2020	Oct-22		A, B, D, E, F	Regional	Dakota Ridge Snowmobile Replacement and UTV Repair	Replacement of snowmobile unit 417 and repair of UTV unit 506 proceed with funding of up to \$29,000 from Dakota Ridge [680] operating reserve; UTV repairs complete. Snowmobile procurement underway; supply chain delays in 2020-2021. Mar 22 update: Further supply chain delayed this project in 2021. Staff continue to work with Purchasing to explore options in order to expedite delivery of equipment. Expected Q4 2022. May 9 update: Deposit has been made on the new snowmobile. Supply chain delays will mean that new unit is not delivered and paid for fully until Q2 2023. July 14 update: No change.	Carryforward	In Progress 75%
54	CS	680	Clarkson	\$33,500	\$0	Operating Reserves	2020	Oct-22		A, B, D, E, F	D	Dakota Ridge Recreation Service Area - One-Time Minor Capital - Upgrades and Renewal	One-time minor capital expenses to build a new roof on storage shed, new covered area on warming hut, signage upgrades, new visitor entry stairs, a new pass printer, and a new pull-behind grooming attachment. Parks planning and operations working on the design, purchase and install of minor capital items in Q2 2021. Mar 22 update: staff capacity and other priorities delayed this project in 2021. Project planning will continue and staff anticipate completion in late Q3. May 9 update: New grooming drag has been purchased and ordered. Expect delivery summer 2022. New kiosk signage and storage shed will be underway early summer 2022. July 14 update: There was an error in the May 9 update as the grooming drag has not been ordered. Progress on these projects is delayed due to staffing capacity.	Carryforward	In Progress 25%
55	CS	114 / 310 / 312 / 365 / 366 / 370 / 650	Perreault / Shay / Gagnon	\$70,000	\$0	Operating and Capital Reserves / Grant	2022	Dec-22		All	Sechelt / Gibsons	Various Functions - Corporate Electric Vehicle (EV) Charging Stations (Phase 2) (BSCG)	Phase 2 involves: • electrical system assessments of Mason Road and Field Road sites; • electrical system upgrades of the Field Road site which could involve a new subpanel on the IT building with conduit from the main electrical room or separating the Search and Rescue (SAR) building from the Field Road building and SAR. Discussions started for greater integration with other Field Rd and Mason Rd planning and retrofit work.	Board Strategic and Corporate Goals	Started
56	CS	310 / 312	Walton	\$10,500	\$0	Reserves	2022			All	Sechelt	Public Transit / Maintenance Facility (Fleet) - Pressure Washer Replacement (CM-IAF)	The pressure washer, heavy duty equipment used for daily cleaning of fleet, has reached the end of its useful life July 14 update: RFQ closed May 20th with no successful bidders. A 2nd RFQ created and sent on June 30. Purchase and install proposed for Q3 or Q4.	Imminent Asset Failure	In Progress 25%
57	CS	310 / 312 / 370 / 650	Gagnon	\$75,000	\$0	Operating Reserves	2022			All	Sechelt	Various - Mason Rd Lease Renewal and Site Plan Implementation (0.20 FTE Temporary Project Manager) (M-BC)	Negotiation of the lease renewal at Mason Yards with Crown and First Nations as well as expansion options, especially for likely Transit service expansion. Proposal for an internal staff member for project management (including contract management and coordination internally and with other agencies) and procuring a consultant to support the implementation of the initiative. May 9 update: request to renew current lease for Mason Yards submitted to province. In discussions to partner with BC Transit to complete a master plan strategy for transit infrastructure long term needs. This will inform planning for Mason Yards. July 14 update: Working collaboratively with BC Transit to complete a transit expansion plan for Mason yards. RFP issued. Work will include considerations for long term site planning for parks and utilities.	Business Continuity	Started
58	IS	281	Walkey	\$5,000	\$0	Reserves	2022	Dec-22		A	A	Greaves Road Waste Water Plant - Septic Field Repairs (CM-IAF)	A 2020 feasibility study identified that the west septic field at Greaves WWTP has severe root intrusion and clogging in 2 of 4 laterals that will be addressed. Trees within 3m to 5m will be removed to prevent further root intrusion. To be completed in by Q4 2022	Imminent Asset Failure	Not Started

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59	IS	350	Rosenboom	\$188,905	\$0	MFA 5-Year / Taxation	2021	Jul-22		All	Regional	Regional Solid Waste - Power Supply Repair Sechelt Landfill including Interim Operating Costs	The propane generator used to supplement the solar-based power system for the Sechelt Landfill failed mid-February 2021. The site is currently using a diesel generator on a temporary hook up until a new generator is procured and installed. Power is required for the scale, computer and telephone for example. Development of RFP and SRW for connection to BC Hydro grid has been initiated.	Carryforward	In Progress 25%
60	IS	350	Rosenboom	\$175,000	\$90,990	Taxation	2020	Dec-22		All	Regional	Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phase 1)	Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at July ISC meeting. RFP for feasibility study for one additional site and second opinion on landfill siting options did not result in securing contractor. Alternative procurement process has been initiated and contract with contractor currently being finalized. First result expected in Q3 2022.	Carryforward	In Progress 50%
61	IS	350	Rosenboom	\$27,000	\$0	User Fees	2022	Dec-22		All	Regional	Regional Solid Waste - Pender Harbour Transfer Station Food Waste Drop-Off (BSCG)	Providing a food waste drop-off at the Pender Harbour Transfer Station is one of the initiatives of the SCRD's Regional Organics Diversion Strategy. Conduct a 2 year pilot from Q3 2022 to June 30, 2024. This ensures one full year of the program and data collection prior to a decision on the continuation that needs to be made in Q3 2023. RFP currently being finalized.	Board Strategic and Corporate Goals	In Progress 25%
62	IS	350	Rosenboom	\$96,000	\$0	Eco-Fee	2022	Dec-22		All	A	Regional Solid Waste - Pender Harbour Transfer Station Site Improvements - Phase I (M-BC)	The site inspection by an engineer in 2021 included that significant upgrades are required to this site. Phase 1 will include the urgent upgrades and the design for Phase 2.	Business Continuity	Not Started
63	IS	350	Rosenboom	\$89,165	\$0	Taxation	2022	Dec-22		All	Regional	Regional Solid Waste - Regulatory Reporting for Sechelt Landfill (CM-RC)	Mandatory Ministry of Environment reports to be prepared by the SCRD's contracted engineering firm.	Regulatory Compliance	Not Started
64	IS	350	Rosenboom	\$67,571	\$0	Taxation	2022	Dec-22		All	Regional	Regional Solid Waste - Staffing - Manager Special Solid Waste Projects - 0.6 FTE (BSCG)	Additional senior project-management resources required to manage the development and construction of a new long-term waste disposal option, the design and construction of the partial (Stage H+) and final closure of the Sechelt Landfill and other capital projects for the solid waste and other divisions.	Board Strategic and Corporate Goals	Not Started
65	IS	350	Rosenboom	\$2,500,000	\$0	Landfill Closure Reserve Fund	2021	Dec-22		All	Regional	Regional Solid Waste - Sechelt Landfill Stage H+ Closure	The Design, Operation and Closure Plan (DOCP) requires that the landfill be progressively closed as it reaches its final height. In areas that will no longer receive waste. Stage H+ represents an area that has reached its fill capacity based on height and now requires closure. Project to be initiated in Q1 or Q2 2022.	Carryforward	Not Started
66	IS	350	Rosenboom	\$100,000	\$0	Eco-Fee	2021	Dec-22	Dec-22	All	Regional	Regional Solid Waste - Waste Composition Study	Conduct a waste composition study of residential garbage collection, drop-off bins at Pender Harbour Transfer Station and Sechelt Landfill and commercial garbage delivered to the Sechelt Landfill. Study would occur at two points in 2021 and will support the evaluation of the implementation of new organics diversion services and guide the SWMP update (incl. waste disposal post landfill closure). Delayed until 2022. RFP is anticipated to be issued Jan 2022. Waste composition study underway. The first of two audits is currently taking place this spring, with the second in October. A summary report, with recommendations, will follow.	Carryforward	In Progress 50%
67	IS	350	Rosenboom	\$150,000	\$0	Taxation	2021	Jul-23		All	Regional	Regional Solid Waste - Future Solid Waste Disposal Option Study (Phase 2)	Development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station. Scope will depend on findings Phase 1.	Carryforward	Not Started
68	IS	350	Rosenboom	\$150,000	\$453	Eco-Fee	2021	Dec-23		All	Regional	Regional Solid Waste - Solid Waste Management Plan Update	RFP was awarded in Jun 2022. Work will begin Summer 2022, for engagement in early 2023.	Carryforward	Started
69	IS	351	Rosenboom	\$5,000	\$0	Taxation	2021	Mar-22		All	A	Regional Solid Waste - Generator Replacement for Pender Harbour Transfer Station	Purchase and installation of a new generator for the Pender Harbour Transfer Station as current generator is failing. Generator is used as back-up power for the site. Procurement initiated and bids are currently being reviewed.	Carryforward	In Progress 25%
70	IS	351	Rosenboom	\$10,000	\$0	Taxation	2021	Mar-22		All	A	Regional Solid Waste - Traffic Control Lights for Pender Harbour Transfer Station	Installation of traffic control lights for Pender Harbour Transfer Station to increase safety for customers and staff at site. Project to be completed in coordination with site improvement project.	Carryforward	Not Started
71	IS	352	Rosenboom	\$29,500	\$0	MFA 5-Year	2021	Jul-22		All	Regional	Regional Solid Waste - Forklift for Sechelt Landfill	Purchase of a used forklift for loading the mattress trailer at the Sechelt landfill to full capacity thereby reducing possible injury to staff not having to manually load the truck and full trailers reduce shipping costs and lowers transportation-related GHG emissions. This is the recommended loading measure by WorkSafeBC. Estimated timing Q2 or Q3 2022	Carryforward	In Progress 25%
72	IS	352	Rosenboom	\$150,000	\$0	Taxation	2021	Dec-22		All	Sechelt	Regional Solid Waste - Biocover Feasibility Study - Phase 2	Phase 2 Study to be initiated to determine the feasibility of utilizing a Biocover during the final closure of the Sechelt Landfill instead of traditional fill as cover. Staff have been working on securing materials for the study. RFP will be issued in Q2 2022.	Carryforward	Started
73	IS	365	Walkey	\$125,000	\$0	Gas Tax	2020	Jul-05		A	All	North Pender Harbour Water Service - Emergency Generator	The purchase of a generator for the North Pender system to provide emergency backup energy to operate the Garden Bay Pump Station. The engineering specifications for the purchase and installation of this generator has been combined in a tender with the Garden Bay Feasibility study and will be awarded in May, 2022. Completion of specifications expected in Q4 2022. This engineering will enable a tender to be issued for the purchase and installation of the generator.	Carryforward	In Progress 25%
74	IS	365	Walkey	\$20,000	\$0	Operating Reserves	2021	Oct-21		A and SIGD	A	North Pender Harbour Water Service - Garden Bay Pump Station - Treatment Improvements (Phase 1)	The Garden Bay Water Treatment facility is a Class 2 facility that utilizes UV treatment and chlorination for disinfection of water drawn from Garden Bay Lake. As per the Canadian Drinking Water Quality Standards and the Canadian Council of Ministers of the Environment guidelines, surface water treatment facilities should achieve less than 1 NTU (nephelometric turbidity units) for turbidity leaving the facility. Prolonged periods of warm weather resulting from the changing climate is causing more frequent turbidity and organics level spikes in Garden Bay Lake and increasing the likelihood for non-compliance with regulatory standards. While such non-compliance are currently still rare, staff recommend that a feasibility study be commissioned to review engineering solutions to address this increasing risk in a timely manner. The study will evaluate the feasibility of treatment systems that will be capable of reducing turbidity and organics. Completed studies such as these are advantageous when applying for future Provincial or Federal grant programs. A tender has been issued for this work and the study should be completed by Q4 2022.	Carryforward	In Progress 25%

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Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
75	IS	365	Walkey	\$5,000	\$0	Operating Reserves	2020	Dec-21		A and SIGD	A	North Pender Water System - Confined Space Document Review	A qualified professional is required to review and update the SCRCD Confined Space Documents. Staff to develop tender documents to begin this process. RFQ in draft currently.	Carryforward	Started
76	IS	365	Walkey	\$145,000	\$107,762	Reserves	2019	Sep-22		A and SIGD	A	North Pender Harbour Water Service - Garden Bay UV Reactor Purchase	Drinking Water Regulations require that treatment facilities should have redundancy in major treatment steps. The UV reactor has been installed and is in use. Minor items required for completion. Still awaiting delivery of parts.	Carryforward	In Progress 75%
77	IS	365	Misiurak	\$75,000	\$0	Operating Reserves	2020	Dec-23		A and SIGD	A	North Pender Harbour Water Service - Water Supply Plan	Intent of project is the development of water system model in support of development Water Supply Plans. RFP is currently posted and contract award is anticipated for September 2022.	Carryforward	Not Started
78	IS	365	Misiurak	\$850,000	\$0	Capital Reserves / Gas Tax	2022	Dec-23		A and SIGD	A	North Pender Harbour Watermain Replacement (M-BC)	Replacement of the existing 100 mm asbestos cement water main on Panorama Drive with a 200 mm ductile iron water main. This section was selected for replacement as means of improving system reliability and improving fire protection to the more than 70 homes that front Panorama Drive. It has also been subject to several leaks of the past years, resulting in disruption to service and response from SCRCD Utilities staff. Project will be initiated late Q4 2022	Business Continuity	Not Started
79	IS	365	Edbrooke	\$7,500	\$0	Operating Reserves	2022	Dec-23		A and SIGD	Regional	North Pender Harbour Water Service - Public Participation - Water Supply Plan Development (BSCG)	In Q2 2022 staff have engaged with the public on the development of a region-wide Water Strategy and will report back to the community and Board early 2023 with a draft Water Supply Strategy	Board Strategic and Corporate Goals	In Progress 50%
80	IS	366	Walkey	\$5,000	\$0	Operating Reserves	2020	Oct-21		A	A	South Pender Water System - Confined Space Document Review	A qualified professional is required to review and update the SCRCD Confined Space Documents. Staff developing tender documents to begin this process. RFQ to be issued in Q2 2022.	Carryforward	Started
81	IS	366	Walkey	\$50,000	\$10,000	Gas Tax	2021	Dec-21		A	A	South Pender Harbour Water Service - Upgrades - Phase 2	Additional funds are required to complete some previously identified upgrades at the South Pender Harbour Water Treatment Plant including online turbidity instrumentation replacement, completion of weir automation and other upgrades that are necessary but not able to be funded utilizing Phase 1 (2020) funding balances.	Carryforward	In Progress 50%
82	IS	366	Walkey	\$80,000	\$0	MFA 5-Year	2021	Dec-21		A	A	South Pender Harbour Water Service - 2021 Vehicle Purchases	Annual replacement of aged vehicle(s). #436 truck is 12 years old, has high mileage and rust is becoming an issue. Replace with truck with similar capabilities. Vehicle ordered, expected delivery in Q4 2022.	Carryforward	In Progress 75%
83	IS	366	Walkey	\$108,000	\$0	Gas Tax	2021	Feb-22		A	A	South Pender Harbour Water Service - Dogwood Reservoir: Engineering and Construction	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure. This project will include the modelling analysis of the need of replacement options and/or demolition is required. Depending on the results of the modelling analyses the scope of this project will either temporarily line the existing reservoir or fully demolish and remove the existing structure. Modelling needs to be completed.	Carryforward	Not started
84	IS	366	Misiurak	\$149,500	\$106,659	Gas Tax	2021	Dec-22		A	A	South Pender Harbour Water Service - McNeil Lake Dam Upgrades	Preliminary construction tendering documents were provided to the SCRCD in mid May from the consultant and are under review. The dam safety improvements will consist of replacing the stop logs with a lifting device, reinstating low level outlet operation, increasing the height of the maintenance walkway above flood lake level, installing new public access signage, a water level gauge and new dam security gate.	Carryforward	In Progress 50%
85	IS	366	Walkey	\$50,000	\$39,135	Capital Reserves	2020	Dec-22		A	A	South Pender Harbour Water Service - Treatment Plant Upgrades	Replacement of treatment system components for more efficient operation of the water treatment plant. Delays in delivery of parts, to be completed in Q3 2022.	Carryforward	In Progress 75%
86	IS	366	Misiurak	\$75,000	\$0	Operating Reserves	2020	Dec-22		A	A	South Pender Harbour Water Service - Water Supply Plan	Development of water system model in support of development Water Supply Plans. RFP is being finalized and will be posted in Q3 2022.	Carryforward	Not Started
87	IS	366	Misiurak	\$600,000	\$0	Capital Reserves / Gas Tax	2022	Jun-23		A	A	South Pender Harbour Watermain Replacement (M-BC)	Continuation of 2018 work, and would replace the existing 150 mm asbestos cement diameter water main with a 200 mm diameter main on Francis Peninsula Road from Pope Road to Rondeview Road. This section was selected for replacement as means of improving system reliability and improving protection in that portion of the South Pender Water Service Area. Project will be initiated late Q4 2022.	Business Continuity	Not Started
88	IS	366	Misiurak	\$525,000	\$180	Reserves	2022	Nov-23		A	A	South Pender Harbour Water Service - McNeil Lake Dam Safety Improvements - Construction (CM-RC)	Preliminary construction tendering documents were provided to the SCRCD in mid May from the consultant and are under review. The dam safety improvements will consist of replacing the stop logs with a lifting device, reinstating low level outlet operation, increasing the height of the maintenance walkway above flood lake level, installing new public access signage, a water level gauge and new dam security gate. Construction deferred until 2023 due to delays in obtaining permits and competing workload priorities.	Regulatory Compliance	In Progress 50%
89	IS	366	Edbrooke	\$7,500	\$0	Operating Reserves	2022	Dec-23		A	Regional	South Pender Harbour Water Service - Public Participation - Water Supply Plan Development (BSCG)	In Q2 2022 staff have engaged with the public on the development of a region-wide Water Strategy and will report back to the community and Board early 2023 with a draft Water Supply Strategy.	Board Strategic and Corporate Goals	In Progress 50%
90	IS	370	Walkey	\$200,000	\$11,789	Operating Reserves	2020	Sep-21		A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	The Chapman Creek Water Treatment Plant produces residuals that need to be dewatered and disposed of. An RFP for short and long term planning has been awarded in May 2022 with the goal to have short term options completed by Q4 2022. On going testing and analysis is taking place.	Carryforward	In Progress 25%
91	IS	370	Walkey	\$22,500	\$0	Operating Reserves	2020	Dec-21		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Confined Space Document Review- Regional Water System	A qualified professional is required to review and update the SCRCD Confined Space Documents. Staff to develop tender documents and RFQ is in draft.	Carryforward	Started
92	IS	370	Walkey	\$210,000	\$0	MFA 5-Year	2021	Dec-21		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - 2021 Vehicle Purchases	Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet. 1) Vehicle #438: 2008 Ford F250 2WD Truck w/ Service Body Truck is 12 years old and approaching end of useful live and increasing repair cost anticipated, 2) Vehicle #474: 2012 Ford F350 Flat Deck Truck. Out of commission and 3) Vehicle #477: 2012 Ford F150 4X4 Truck. These vehicles have been ordered and will arrive in Q4, 2022.	Carryforward	In Progress 75%
93	IS	370	Walkey	\$46,500	\$0	Short Term Debt	2020	Dec-21		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Utility Vehicle Purchase	Tender documents have been generated and will be advertised in Q2 2022.	Carryforward	Started

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94	IS	370	Walkey	\$250,000	\$6,924	Capital Reserves	2020	Jan-22		A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Chapman Water Treatment Plant UV Upgrade	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redundancy. Engineering tender has been awarded and preliminary drawings and estimates conclude that the budget is very undervalued and staff will be bringing a new budget proposal forward to budget 2023 for the installation and construction phase.	Carryforward	In Progress 25%
95	IS	370	Walkey	\$175,000	\$111,622	Reserves	2021	Jul-22		A, B, D, E, F and DoS	Regional	Regional Water Service - Edwards Lake Siphon	Pipe is fused. Has not been deployed. Archaeological and ecological assessments in support for regulatory approvals underway with permit issuance to follow in summer 2022.	Carryforward	In Progress 25%
96	IS	370	Misiurak	\$2,076,511	\$141,931	Reserves	2020	Aug-22		A, B, D, E, F and DoS	B, D, E, F, DOS	Regional Water Service - Chapman Water Treatment Plant Chlorination System Upgrade	Construction began in November 2021 and has progressed as expected. The contractor has ordered all the long lead time items and the construction of the foundation is scheduled to occur in August followed by the remainder of the work in the coming months with project completion scheduled for completion in December 2022.	Carryforward	In Progress 50%
97	IS	370	Walkey	\$74,125	\$764	Capital Reserves	2021	Aug-22		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Chapman and Edwards Lake Communication System Upgrade	Installation of a radio repeater to improve the reliability and create redundancy in the communication system with the lake level monitoring and control systems for Chapman and Edwards Lake. System will also allow for video monitoring of infrastructure at the lakes. Testing equipment for potential install.	Carryforward	Started
98	IS	370	Edbrooke	\$35,000	\$3,892	Operating Reserves	2020	Aug-22		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Water Supply and Conservation Public Engagement 2020 (including Water Summit)	Ongoing Water Public Participation including website updates, advertisements (print and digital), and Let's Talk water events to engage the community on new projects, such as the Church Road well field and Phase 3 water meter installations. Staff are currently developing summer outreach campaigns and communications, and incorporating capital projects into planned spring water engagements.	Carryforward	In Progress 50%
99	IS	370	Misiurak	\$375,000	\$286,318	Operating Reserves	2020	Sep-22		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Groundwater Investigation - Phase 2 (Part 2) - Langdale Well Field Development and Maryanne West Park	Additional scope added and well siting currently underway. Long-term monitoring at Langdale site to continue until Q3 2022.	Carryforward	In Progress 75%
100	IS	370	Edbrooke	\$46,500	\$0	Short Term Debt	2020	Sep-22		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Vehicle Purchases - Strategic Infrastructure Division	ONLY 1 VEHICLE PURCHASE. Procurement process underway, and staff are working to overcome ongoing supply chain challenges. Bids received in early 2022 for fully electric passenger vehicles were considerably higher than budgeted amounts. Staff will reissue the RFP in Q2 2022.	Carryforward	In Progress 50%
101	IS	370	Walkey	\$250,000	\$0	Capital Reserves	2020	Sep-22		A, B, D, E, F, and DoS	A	Regional Water Service - Cove Cay Pump Station Rebuild and Access Improvements	The pump station rebuild has been paused due to staffing levels. The goal is to start this project in Q4 2022.	Carryforward	Not started
102	IS	370	Misiurak	\$1,178,070	\$0	Capital Reserves	2020	Sep-22		A, B, D, E, F, F Islands and DoS	F	Regional Water Service - Reed Road and Elphinstone Road Water Main Replacement	Work is included in construction tender of Church Road project and is currently in progress.	Carryforward	Started
103	IS	370	Walkey	\$29,092	\$5,000	User Fees	2020	Sep-22		A, B, D, E, F and DoS	Regional	Regional Water Service - Summer Student (4 months) - Water Asset Inventory Update	Development of Water Supply Plans Assessment Management Plans or update of the asset inventory databases (GIS and AutoCAD) for the Regional Water System. (VALUE IS NOW \$29,092 being carried forward) Posted and receiving resumes. A student has been hired and will be working with the Utilities team until September completing assigned tasks.	Carryforward	In Progress 50%
104	IS	370	Rosenboom	\$50,000	\$0	Operating Reserves	2020	Dec-22		A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Chapman Creek Environmental Flow Requirements Update	Request for an amended EFN (combination of 200 l/s, 180 l/s and 160 l/s) have been submitted to FLNRORD for their review. Submission to DFO will be initiated at later point.	Carryforward	In Progress 75%
105	IS	370	Rosenboom	\$25,000	\$15,793	Reserves	2020	Dec-22		A, B, D, E, F and DoS	Regional	Regional Water Service - Implementation of shisháħ Nation Foundation Agreement	Resolution 266/19 No. 7 - Foundation Agreement, Current focus on transfer D 1592	Carryforward	In Progress 75%
106	IS	370	Edbrooke	\$25,000	\$0	User Fees	2019	Dec-22		A, B, D, E, F and DoS	Regional	Regional Water Service - Water Sourcing Policy	Project scoping based on current water supply source development status is underway.	Carryforward	Started
107	IS	370	Walkey	\$75,000	\$0	Reserves	2022	Dec-22		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Valve Stems for Selma 2 Isolation (CM-IAF)	Selma 2 reservoir is the main reservoir for the Regional Water System. Replacement of the main isolation valves and stems is required to isolate the reservoir for cleaning, entering the service water chamber to pull service water pumps and in the event of a watermain break between the reservoir and zone 1. Project on hold due to staff vacancies. Project will begin in Q3 or 4 2022.	Imminent Asset Failure	Not Started
108	IS	370	Misiurak	\$8,270,000	\$3,175,168	Capital Reserves / Long Term Loan	2020	Dec-22		A, B, D, E, F, F Islands and DoS	F	Regional Water Service - Groundwater Investigation - Phase 4B - Church Road Construction	Water License issued by the Province in December 2021. Contract awarded in January. Groundbreaking occurred on March 8, 2022. Construction began in March. Construction is underway. Due to material supply issues, commissioning of the project will not occur until December 2022 at the earliest.	Carryforward	In Progress 50%
109	IS	370	Edbrooke	\$20,000	\$0	Operating Reserves	2021	Feb-23		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Water Supply Plan: Public Participation Regional Water System	In Q2 2022 staff have engaged with the public on the development of a region-wide Water Strategy and will report back to the community and Board early 2023 with a draft Water Supply Strategy.	Carryforward	In Progress 50%
110	IS	370	Misiurak	\$240,500	\$189,255	Capital Reserves	2021	Feb-23		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Chapman and Edwards Dam Improvements	Consultant 90 percent design and draft tender under review. .	Carryforward	In Progress 75%
111	IS	370	Misiurak	\$360,000	\$275,035	Operating Reserves	2020	Mar-23		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Regional Water Reservoir Feasibility Study Phase 4	First Nation Consultation complete. Consultant preparing completion schedule for geotechnical work. Geotechnical work expected to occur late summer 2022, with results of study to the Board in late Q4 2022.	Carryforward	In Progress 75%
112	IS	370	Misiurak	\$350,000	\$2,362	Capital Reserves / Gas Tax / DCC	2021	Mar-23		A, B, D, E, F, F Islands and DoS	F	Regional Water Service - Eastbourne Groundwater Development	Field siting of the preferred locations for the two primary wells completed in early July. Drilling of test well to be completed in upcoming months.	Carryforward	In Progress 25%
113	IS	370	Misiurak	\$50,000	\$11,605	Reserves	2018	Apr-23		A, B, D, E, F and DoS	E	Regional Water Service - Chaster Well Upgrades (Well Protection Plan - Phase 2)	Final drawings provided by consultant and are under review with anticipated tendering in Q4 2022.	Carryforward	In Progress 50%
114	IS	370	Misiurak	\$70,000	\$0	Capital Reserves	2021	Apr-23		A, B, D, E, F, F Islands and DoS	E	Regional Water Service - Reed Road Pump Station Zone 4 Improvements	Preliminary design started. Construction anticipated for 2023.	Carryforward	Started
115	IS	370	Misiurak	\$213,000	\$0	Operating Reserves	2021	Jun-23		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis	RFP being finalized for posting in Q3 2022	Carryforward	Started
116	IS	370	Walkey	\$225,000	\$0	MFA 5 YR Loan	2022	Jun-23		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Single Axle Dump Truck Replacement (M-BC)	Replacement single axle Dump Truck (1996) is required due to the condition, mechanical and maintenance history and mileage. The vehicle has been tendered.	Business Continuity	In Progress 25%

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117	IS	370	Walkey	\$100,000	\$0	Reserves	2022	Jun-23		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Trout Lake Re-chlorination Station Upgrade (CM-IAF)	The Trout Lake re-chlorination station is aged and needs an upgrade. The work will involve the demolition and removal of existing roof along with engineering and installation of the replacement roof by contracted resources. A review of the best and most efficient way of replacing the current piping and chlorination assets will also be engineered and upgraded. Project on hold due to staff vacancies. The goal is to initiate this work in Q4 2022.	Imminent Asset Failure	Not Started
118	IS	370	Walkey	\$200,000	\$0	MFA 5 YR Loan	2022	Jun-23		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Vehicle Purchases (M-BC)	This project is to purchase four (4) vehicles for the following purposes: • Two (2) new Fully Electric Vehicles to support staffing requirements (incl. the purchase of EV that was deferred as part of 2021 Budget process); • Two (2) replacement vehicles of vehicles #465 (2012) Escape and #491 (2013 F150) is required due to high mileage and increasing maintenance costs. Electric vehicles tendered.	Business Continuity	In Progress 25%
119	IS	370	Misiurak	\$200,000	\$73,802	Reserves	2018	Aug-23		A, B, D, E, F and DoS	B, D, DOS	Regional Water Service - Exposed Water Main Rehabilitation	Repainting of the Chapman, and Sechelt Inlet Road Segments Completed. Remaining unexpended funds to be used to fund other waterline segments in 2023.	Carryforward	In Progress 50%
120	IS	370	Edbrooke	\$30,000	\$180	Operating Reserves	2020	Sep-23		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Bylaw 422 Update	Reviewing potential proposals for changes to Bylaw 422. Phase 1 was completed in Q1 2022, to update the water conservation regulations, some definitions and provisions. Phase 2 will be scoped and initiated in Q2 2022, for broader bylaw modernization.	Carryforward	In Progress 25%
121	IS	370	Misiurak	\$783,000	\$270	Reserves	2022	Nov-23		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Chapman Lake Dam Safety Improvements - Construction (CM-RC)	Complete the tendering and construction of the dam safety improvements which will consist of strengthening the face and the base of the dam by adding steel reinforcement into adjoining bedrock, increasing the height of the maintenance walkway above flood lake level, installing a log boom upstream, new public access signage, a water level gauge and new dam security gate. Permitting is taking longer than anticipated. Construction deferred until 2023.	Regulatory Compliance	In Progress 25%
122	IS	370	Misiurak	\$625,000	\$285	Reserves	2022	Nov-23		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Edwards Lake Dam Safety Improvements - Construction (CM-RC)	Complete the tendering and construct the dam safety improvements which will consist of replacing the stop logs with a sluice gate and a lifting device, increasing the height of the maintenance walkway above flood lake level, installing a log boom upstream, new public access signage, a water level gauge and new dam security gate. Permitting is taking longer than anticipated. Construction deferred until 2023.	Regulatory Compliance	In Progress 25%
123	IS	370	Misiurak	\$1,377,600	\$0	Capital / Operating Reserves	2021	Dec-23		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Groundwater Investigation Round 2 Phase 3	Langdale: Test well drilling of the pilot holes completed in June . Production size test well drilling began in July with productivity testing to be completed in August. Maryanne West: monitoring plan development plan scheduled to be initiated in Q4 2022.	Carryforward	Started
124	IS	370	Edbrooke	\$47,250	\$0	Grant (?)	2022	Dec-23		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Staffing - Water Sustainability Technician - 0.5 FTE (BSCG)	Water Sustainability Technician to focus on leak resolution in the Sechelt area, as meters are installed. The position will also be responsible for supporting education and outreach efforts, patrols, responding to inquiries and complaints.	Board Strategic and Corporate Goals	Not Started
125	IS	370	Misiurak	\$375,000	\$0	Operating Reserves	2022	Dec-23		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources (BSCG)	In order to explore the potential of new sites in 2022/2023 the following approach is recommended: - Update 2017 desktop study with most recent information and analytical tools. - Drilling of smaller wells for increased understanding of factors such as aquifer types, depth, composition - Drill, test and analyze up to 3 additional test wells to confirm their potential water supply potential, (estimated at \$100,000 each) - Contingency allowance Given the current workload for the Capital Project Division it's anticipated that this project could be initiated late 2022/early 2023 for completion late 2023.	Board Strategic and Corporate Goals	Not Started
126	IS	370	Rosenboom	\$7,250,000	\$0	Long Term Loan	2020	Dec-23		A, B, D, E, F, F Islands and DoS	Sechelt and SIGD	Regional Water Service - Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	AAP successful to secure the electoral approval for the Long-Term Loan for this project. Resource planning to be completed in Q3 2022 with project kick-off to follow.	Carryforward	Started
127	IS	370	Misiurak	\$125,000	\$5,852	Operating Reserves	2021	Dec-24		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Feasibility Study Surface Water Intake Upgrades Gray Creek	Consultant has ordered the flow monitoring equipment and is waiting for the units to arrive from the factory and once received will follow with installation.	Carryforward	Started
128	IS	382	Misiurak	\$5,964	\$0	Operating Reserves	2020	Dec-22		E	E	Woodcreek Park Waste Water Treatment Plant - Inspection Chamber Repairs	To be completed in Q4 2022	Carryforward	Started
129	IS	382	Misiurak	\$968,591	\$0	Operating Reserves / Gas Tax	2021	Dec-23		E	E	Woodcreek Park Wastewater Treatment Plant - Collection System Designs	On October 22, 2020 a grant application was submitted in support of the construction phase upgrades to the treatment plant and collection system. In April 2022, the SCR D was notified of the successful grant selection by the Province in the amount up to \$769,000. At the June 23, 2022 Board meeting, the Board formally approved staff's recommendation to enter into a contract with the Federal Government for this grant in the amount of \$769,000 of which the SCR D's match would be up to \$200,000 funding from the following sources: \$25,000 capital reserves, \$75,000 operating reserves and \$100,000 short term debt if needed. Project to be initiated in Q4 2022.	Carryforward	Started
130	IS	386	Walkey	\$20,000	\$6,150	Operating Reserves	2020	Aug-21		A	A	Lee Bay Wastewater Treatment Plant - Collection System Repairs	During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs. Staff workload has delayed further work on this project.	Carryforward	In Progress 25%
131	IS	387	Walkey	\$25,000	\$25,000	Operating Reserves	2020	Dec-21		B	B	Square Bay Waste Water Treatment Plant - Infiltration Reduction (Started 2019 - 2020 portion)	Repairs and upgrades to the collection system to reduce infiltration - proceeding. Further analysis of various sections of collection system is underway. Phase 2 two sections of the collection system identified with infiltration were repaired on Susan Way drastically reducing the infiltration of groundwater. More inspections of the collection system during rain events will take place to identify more areas for attention.	Carryforward	In Progress 25%

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Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
132	IS	387	Walkey	\$20,000	\$0	Operating Reserves	2021	Dec-22		B	B	Square Bay Waste Water Treatment Plant - Square Bay Infiltration Reduction	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. Review of as built drawings underway. Work delayed due to staff vacancies.	Carryforward	In Progress 25%
133	IS	388	Walkey	\$261,000	\$0	Operating Reserves / Gas Tax / Loan	2022	Dec-23		F	F	Langdale Waste Water Plant - Remediation Project (M-BC)	The Langdale WWTP system is currently operating in a bypass capacity, and residential sewage is being transferred to the YMCA treatment facility adjacent to the WWTP site. This project consist of 2 phases: Phase 1 is the completion of a legal agreement with the YMCA for the combined long term management of the YMCA facility and Phase 2 consist of the decommissioning and demolition of the existing facility and the construction of a new and permanent tie in to YMCA WWTP. ICIP Grant proposal has been submitted. Removal of the building is required to improve safety for staff, this work will take place in July, 2022. Further construction work will await the conclusion of the grant application process.	Business Continuity	Started
134	IS	392	Walkey	\$30,000	\$775	Operating Reserves / Gas Tax	2021	Dec-21		D	D	Roberts Creek Co-Housing Waste Water Treatment Plant - Treatment System and Regulatory Enhancements	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. The Co-Housing representatives have indicated that the community members fully support this budget proposal and the use of the service areas reserves for this purpose. Pumped out all tanks and completed inspection from top. Identified trash to 9.0 pipe is at bottom of trash tank and needs to be raised and media in 9.0 has 'dropped' and needs to be secured back in place. Uncovered 9.0 and 4.5 in preparation for inspection/entry/repair, found lid for 9.0 broken and will need to be replaced. Pumps spec'd for filters and quotes received. Ordering underway for materials and supplies to complete changes and upgrades. Work is ongoing and plant modifications are expected to be completed in July 2022. Permitting changes and infiltration repairs to follow.	Carryforward	In Progress 75%
135	IS	393	Walkey	\$35,000	\$0	Reserves	2022	Mar-23		A	A	Lillies Lake Waste Water Plant - System Repairs and Upgrades (CM-RC)	Lily Lake WWTP is out of compliance under the Municipal Wastewater Regulation due to poor effluent quality. Several repairs and upgrades have been identified to address the current performance issues. Preliminary workplan investigation underway.	Regulatory Compliance	Started
136	IS	394	Walkey	\$7,500	\$4,161	Reserves	2022	Sep-22		A	A	Painted Boat Waste Water Plant - Flow Meter (CM-RC)	As per the Municipal Wastewater Regulation wastewater treatment plants must monitor and totalize flow through the treatment plant. Purchase the meter, excavation for the installation as well as the required wiring and programming. Staff have met on site for preliminary workplan investigation. Flow meter has been ordered.	Regulatory Compliance	Started
137	IS	365 / 366	Misurak	\$40,000	\$0	Operating Reserves	2022	Aug-23		A and SIGD	All	North and South Pender Harbour Water Service - Water Distribution Model and Technical Analysis (BSCG)	In preparation of the Comprehensive Regional Water Plan (2013) the SCRCD had a consultant prepare a hydraulic model of the distribution systems within the Regional Water system. These models have been used by the consultant to perform analyses for small areas when asked by the SCRCD or developers. The model is not up-to-date and hence is not able to perform system wide analyses as required for development of a new Strategic Water plan for the water systems within the Regional Water system. Public participation will be conducted as part of the development of each of those plans and a budget would be required to fund any expenditures associated with such public participation. Regional Water Service was approved in 2021 - this is for North and South Pender Harbour Water Services. RFP is currently posted and contract award is anticipated for September 2022.	Board Strategic and Corporate Goals	Started
138	IS	365 / 366 / 370	Walkey	\$202,500	\$0	User Fees	2022	Jun-22		A, B, D, E, F, F Islands, SIGD, and DoS	Regional	Water Service- Staffing - Utility Crew - 3.0 FTE Staffing Increase	In support of expanding water supply systems (including Church Rd), ongoing regulatory compliance, improved asset management and support for capital projects additional field staff area required. 1 FTE Utility Technician II 1 FTE Utility Technician I/ Operator 1 (casual) 1 FTE Utility Operator II One full time position has been posted and filled. A casual posting will go out soon.	Business Continuity	In Progress 50%
139	IS	365 / 366 / 370	Edbrooke	\$50,000	\$0	Operating Reserves	2021	Dec-22		A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Metering Program: Development of Customer Relationship Management Tool	Development of software to allow for: 1) on-line tool linked to MySCRCD, 2) automatization of leak-detection and notification process and 3) improved customer support by staff. This work is paused due to staff shortage with the IT division.	Carryforward	In Progress 25%
140	IS	365 / 366 / 370	Walkey	\$150,000	\$0	User Fees	2022	Dec-22		A, B, D, E, F, F Islands, SIGD, and DoS	Regional	Water Service- Utility Crew - 2 New Vehicles plus aftermarket vehicle modifications (M-BC)	This budget is for two new vehicles in support of the newly hired utility services staff. To be tendered in Q2,2022.The generation of the tender documents for the vehicles is underway.	Business Continuity	In Progress 50%
141	IS	365 / 366 / 370	Edbrooke	\$40,000	\$0	Operating Reserves	2022	Jun-23		A, B, D, E, F, F Islands, SIGD, and DoS	All	Water Service - Water Rate Structure Review (Phase 1) (BSCG)	The SCRCD begin reviewing potential rate structure options, with the assistance of a consultant, based on water use and water conservation, and seek input from the public. User-based pricing would support water conservation by raising customer awareness about water use, and detecting and resolving leaks quickly, and in general, is widely supported by the public compared to a flat rate to increase equity. Report presented for initial discussion in WASAC in March 2022. Staff have incorporated questions about volumetric rates into the Water Strategy engagement in Q2 2022. RFP will be issued in Q3 2022.	Board Strategic and Corporate Goals	Started
142	IS	365 / 366 / 370	Misurak	\$225,000	\$0	Operating Reserves	2022	Dec-23		A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources (BSCG)	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River demand. Project to be initiated in Q4 2022.	Board Strategic and Corporate Goals	Not Started

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143	IS	365/ 366 / 370	Edbrooke	\$60,000	\$11,858	User Fees	2020	Dec-22		All	Regional	Metering Program 2: Water Meter Data Analytics	This work is paused due to staff shortage with the IT-division.	Carryforward	Started
144	IS	381 - 395	Walkey	\$30,000	\$0	Operating Reserves	2022	Oct-21		A, B, D, E, F	A, B, D, E, F	Wastewater Treatment Plants (Various) - Public Participation (BSCG)	Staff are preparing.	Board Strategic and Corporate Goals	In Progress 25%
145	IS	383 / 384 / 385 / 388 / 393	Walkey	\$20,000	\$0	Operating Reserves	2021	Dec-23		A, B, E, F	A, B, E, F	Wastewater Treatment Plants (Various) - Outstanding Right of Way	Wastewater plants and collection lines often cross private property to allow for correct alignment. Infrastructure on private land needs to be maintained and operated by the SCRd and need legal Statutory Right of Way (SROW) or easements are required. Through the Asset Management Plan development and further investigation of a number of wastewater plants and collection systems have been identified as missing these documents for various reasons. All outstanding ROW issues have been identified and staff will be communicating with property owners. Square Bay removed as per Board direction. Resolution of other ROWs is on hold due to staff vacancies.	Carryforward	In Progress 25%
146	PD	135	Shay	\$15,000	\$0	Operating Reserves	2022			All	Regional	Corporate Sustainability Services - Green House Gas (GHG) Quantification (BSCG)	External consultants, specializing in emissions quantification, to support quantifying GHG emissions reductions of projects and potential carbon offsets.	Board Strategic and Corporate Goals	Not Started
147	PD	136	Shay	\$63,000	\$0	Taxation	2022			All	Regional	Regional Sustainability Services - Community Climate Plan Development (BSCG)	Development of community climate plan, including BARC membership (building adaptive and resilient communities) at \$20,000, public participation at \$20,000 and \$23,000 for summer student (0.33 FTE). Student halfway done contract. Education and engagement activities started.	Board Strategic and Corporate Goals	In Progress 25%
148	PD	200	Treit	\$50,000	\$0	Capital Reserves	2021			A, B, D, E, F	A, B, D, E, F	Bylaw Enforcement - Bylaw Vehicle	Purchase additional vehicle for bylaw department. RFQ closed, working on award.	Carryforward	In Progress 50%
149	PD	210	Michael	\$25,000	\$0	Capital Reserves	2021	Sep-22		E, F and ToG	E, F and ToG	Gibsons and District Volunteer Fire Department - Hazardous Materials Response Trailer	Trailer for the storage and transportation of hazardous materials response equipment. Scope being developed for RFQ. RFQ closed, working on award/proceeding. PO issued, expected delivery Q3 2022.	Carryforward	In Progress 50%
150	PD	210	Michael	\$150,000	\$0	Capital Reserves	2021	Dec-22		E, F and ToG	E, F and ToG	Gibsons and District Volunteer Fire Department - Emergency Generator	Backup power generation for both fire halls. Q1 2022 examining grant opportunities, synergy with other electrical projects. Meeting with solar association to determine energy requirements/solar feasibility Q3, 2022.	Carryforward	Started
151	PD	210	Michael	\$50,000	\$0	Recovery Fund	2021	Dec-22		E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - CRI FireSmart Economic Recovery Fund - Firehall Roof Replacement	RFP scope being developed.	Carryforward	Started
152	PD	210	Michael	\$10,400	\$0	Capital Reserves	2022	Dec-22		E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - Capital Plan Projects - High Priority (M-BC)	Non-critical (unfunded) Capital plan projects from fire department 20 year capital plan. Flooring and hot water tank replacement.	Business Continuity	Not Started
153	PD	210	Michael	\$35,000	\$0	Operating Reserves	2022	Dec-22		E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - Wildfire Preparedness Gear and Equipment (LCHV)	Wildland gear for volunteer firefighters - specialized wildland coveralls and equipment for volunteer firefighters for local or Provincial wildfire events when staff or volunteers elect for deployment in other fire jurisdictions.	Low Cost / High Value	Not Started
154	PD	210	Michael	\$100,000	\$0	Capital Reserves	2021	Jun-23		E, F and ToG	E, F and ToG	Gibsons and District Volunteer Fire Department - Rescue Truck Upgrade	End of life upgrades to rescue truck to extend service life. Awaiting delivery of new engine 1 prior to starting this project. Will be initiated in late 2022.	Carryforward	Not Started
155	PD	210	Michael	\$585,000	\$0	MFA Equipment Loan	2022	Jun-25		E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - Capital Plan Projects - Fire Truck Replacement (M-BC)	Replacement of frontline engine to meet Fire Underwriters Survey (FUS) requirements. Proposal to keep apparatus for reserve/wildfire deployment. Minor operating budget adjustment for maintenance, insurance and fuel. RFP scope being developed.	Business Continuity	Started
156	PD	212	Higgins	\$350,000	\$40,422	Capital Reserves	2020	Jun-22		D	D	Roberts Creek Volunteer Fire Department - Engine #1 Replacement	Truck at builder and progressing. Delivery Q3.	Carryforward	In Progress 75%
157	PD	212	Higgins	\$75,000	\$8,555	Operating Reserves	2021	Sep-22		D	D	Roberts Creek Volunteer Fire Department - Training Structure	Expected Completion Q3 2022. Project progressing. Requesting budget increase to complete.	Carryforward	In Progress 50%
158	PD	212	Higgins	\$8,500	\$0	Capital Reserves	2022			D	D	Roberts Creek Fire Protection - Capital Plan Projects (M-BC)	Capital plan projects from fire department 20 year capital plan. Ventilation exhaust fan and electrical control panel. Consulting with Electrical Contractor before proceeding.	Business Continuity	Started
159	PD	212	Higgins	\$30,000	\$0	Operating Reserves	2022			D	D	Roberts Creek Fire Protection - Wildfire Preparedness Gear and Equipment (LCHV)	Rescue / Wildland Personal Protective Equipment. PO being issued.	Low Cost / High Value	Started
160	PD	216	Daley	\$250,000	\$0	Taxation	2022			B	B	Halfmoon Bay Fire Protection - Fire Hall #2 Redevelopment Project (M-BC)	RFP prepared and working through process to post.	Business Continuity	Started
161	PD	216	Daley	\$175,900	\$0	MFA Equipment Loan	2022			B	B	Halfmoon Bay Fire Protection - Self Contained Breathing Apparatus (M-BC)	SCBA Compressor awarded, RFP for SCBA units closes July 15th.	Business Continuity	Started
162	PD	216	Daley	\$206,100	\$0	Capital Reserves	2022			B	B	Halfmoon Bay Fire Protection - Capital Plan Projects (M-BC)	Car 1 RFP was awarded to HUB. Fire Hall Lighting upgrade was completed.	Business Continuity	Started
163	PD	218	Helyar	\$11,500	\$0	Donation	2021			A	A	Egmont Fire Protection - Egmont Fire Truck - Donation	Working on documentation for future transfer of truck to SCRd.	Carryforward	In Progress 25%
164	PD	220	Treit	\$128,000	\$39,309	Capital Reserves	2020			All	Regional	Emergency Telephone 911 - Radio Tower Capital Project Consulting Services	Waiting for authorization agreement to be signed. Ongoing work by Planetworks Consulting.	Carryforward	In Progress 25%
165	PD	220	Treit	\$25,000	\$9,817	Taxation	2018			All	Regional	Emergency Telephone 911 - 911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications). Letter of Authorization with Planetworks Consulting to be signed. Currently working with ISED to acquire new frequencies.	Carryforward	In Progress 50%
166	PD	220	Treit	\$46,600	\$0	Capital Reserves	2020			All	Gibson	Emergency Telephone 911 - Gibsons Radio Tower	Signal Testing has been completed. Contract has been awarded to install equipment.	Carryforward	Started
167	PD	220	Treit	\$268,900	\$6,650	Capital Reserves	2020			All	Sechelt	Emergency Telephone 911 - Chapman Creek Radio Tower	Waiting for second geotech report. RFP for tower construction has been developed. Geotech report is complete. Development Permit Application is in progress. Development permit being processed.	Carryforward	In Progress 25%
168	PD	220	Treit	\$141,400	\$16,626	Capital Reserves	2020			All	Regional	Emergency Telephone 911 - 911 Emergency Communications Equipment Upgrade	Signal Testing has begun. Agreement with Telus to be signed. Roberts Creek project is complete. More upgrades to follow on various other towers.	Carryforward	In Progress 25%
169	PD	220	Treit	\$10,020	\$0	Taxation	2022			All	Regional	Emergency Telephone 911 - Dispatch Levy (CM-HSER)	E-Comm 9-1-1 Dispatch Levy fee is increasing	Safety Requirement	Not Started
170	PD	220	Treit	\$22,000	\$0	Taxation	2022			All	Regional	Emergency Telephone 911 - Project Support - 911 Towers (M-BC)	Continuing project support (one-time) for mandatory tower renewal projects; continuing casual Fire Chief support.	Business Continuity	Not Started
171	PD	222	Treit	\$24,635	\$12,198	Grant / Operating Budget	2020			All	Regional	Sunshine Coast Emergency Planning - Emergency Operations Centre / Mass Communications Project	Currently training with system. System is now live with continued advertising to encourage residents to register for notifications. Final report will be submitted prior to March 31. Final report for grant has been submitted.	Carryforward	In Progress 75%
172	PD	222	Treit	\$20,000	\$0	Reserves	2019			All	Regional	Sunshine Coast Emergency Planning - Contracted Services for Statutory, Regulatory and Bylaw Review	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties. RFP is being developed.	Carryforward	Started

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173	PD	222	Treit	\$17,000	\$4,490	Operating Reserves	2021			All	Sechelt	Sunshine Coast Emergency Planning - Trailer Removal	Removal and disposal of trailer at Mason Road, formerly used as secondary Emergency Operation Centre location. Waiting for electrician to move electrical service on September 7. Electrical service has been moved. RFP for removal to be issued in Q1 of 2022. There were no responses to the RFP so alternate routes are being examined to remove the trailer.	Carryforward	Started
174	PD	222	Treit	\$176,278	\$0	FireSmart Economic Recovery Fund	2021			All	Regional	Sunshine Coast Emergency Planning - CRI FireSmart Economic Recovery Fund - FireSmart Home Assessment	Contracting two FireSmart Coordinators. RFP has closed and two contractors have been selected. Outreach initiated Q1 2022. Waiting for website with assessment request forms to go live. Program is underway with promotion and assessments being completed.	Carryforward	In Progress 50%
175	PD	222	Treit	\$110,000	\$0	FireSmart Economic Recovery Fund	2021			All	Regional	Sunshine Coast Emergency Planning - CRI FireSmart Economic Recovery Fund - Smart Projects for Critical Infrastructure	FireSmart treatments around SIGD Longhouse and wastewater plant. Service Agreement with SIGD is being developed. Service Agreement has been provided to SIGD.	Carryforward	In Progress 25%
176	PD	222	Treit	\$11,660	\$0	FireSmart Economic Recovery Fund	2021			All	Regional	Sunshine Coast Emergency Planning - CRI FireSmart Economic Recovery Fund - Development that Leads to Employment	Training courses managed by the SIGD. Service Agreement with SIGD is being developed. Service Agreement has been provided to SIGD.	Carryforward	In Progress 25%
177	PD	222	Treit	\$25,000	\$0	CEPF Grant	2022			All	Regional	Sunshine Coast Emergency Planning - Evacuation Route Planning	CEPF 100% Grant-funded development of evacuation route(s), with area of work selected based on risk analysis. Grant of \$25,000 has been received for evacuation route planning see resolution #104/22 Recommendation #8.	Other	Started
178	PD	500	Jackson	\$50,000	\$10,540	Operating Reserves	2020			All	Regional	Regional Planning Services - Regional Growth Framework - Baseline Research	Planned for late 2020 initiation. Coordination with member municipalities will be part of next steps. Project brief developed and shared with member municipalities and First Nations. Tendered. In evaluation process. Kick off meeting with consultant (MODUS) and intergovernmental/regional project team anticipated late Q3/early Q4. Project underway. Project update planned for mid Q1 2022. Policy report coming Q2 as next step. As reported in Q2 departmental report, report delayed. Update coming in next quarter.	Carryforward	In Progress 50%
179	PD	504	Jackson	\$86,001	\$0	MRDT revenue	2021			A, B, D, E, F	B, D, E, F	Regional Planning Services - Regional Housing Coordinator	RFP prepared, in coordination with District of Sechelt for related work. Release early in Q1 2022 planned. RFP closed, in award process. Contract provided to proponent for signing. Kelly Foley is selected contractor, work initiated in Q2.	Carryforward	In Progress 50%
180	PD	504	Jackson	\$43,990	\$25,705	Reserves	2017			A, B, D, E, F	B, D, E, F	Rural Planning - Zoning Bylaw 310	Consulting contract and other project costs to assist with review/drafting of new zoning bylaw. Consultant has provided the final draft and completed the work within the scope of their project proposal. Staff are reviewing the draft and refining. Focused time being applied to this project to finish draft. As reported in December 2021, introduction and public information planned for Q1 2022. First reading May 12, 2022. Public Information Meetings being planned. PIMs completed, second reading report being prepared.	Carryforward	In Progress 75%
181	PD	504	Hall	\$203,050	\$0	UBCM grant	2021			A, B, D, E, F	B, D, E, F	Rural Planning Services - Planning Enhancement Project	RFP in development. Input from member munis to be sought. Posting for incremental staff resource (grant-funded) posted and closed, selection process underway.	Carryforward	Started
182	PD	504	Hall	\$180,000	\$0	Taxation	2022			A, B, D, E, F	Regional	Rural Planning Services - Planning Enhancement (M-BC) - additional	Annual investment in operating budget to support OCP renewal/harmonization, zoning bylaw alignment to OCPs, technical studies, while protecting (or enhancing) development processing and customer service levels. Proposed to be ongoing. Grants, if received, can offset taxation the following year. 2022 funding recommended to be pro-rated at 50% \$180,000 with \$360,000 ongoing from taxation including a 0.5FTE. Position posted.	Business Continuity	Not Started
183	PD	210, 212, 216, 218	Treit	\$10,000	\$0	Reserves	2018			A, B, D, E, F and ToG	Various	Fire Department Records Management Software	VFD Document System - Fire Pro 2 Software Package. Draft project initiation brief developed. Fire Chiefs, IT and RMS team meeting in Q4. On basis of needs assessment, RFP for new software solution being developed. RFP posted. Project is moving forward.	Carryforward	In Progress 25%

COMPLETED

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1	CA	110	Reid	\$80,600	\$0	Taxation	2022		May-22	All	All	General Government - Information and Privacy Coordinator (Other)	New resource for the Administration and Legislative Services department to ensure capacity for SCRD statutory responsibilities with respect to public access to information and protection of privacy. The addition of this resource also supports the transition to a digital/electronic service business model for the SCRD and acknowledges the increasing service expectations of the public with respect to accessing local government records and online information services. Budget request is 0.75 FTE in year-one (2022), and 1.0 FTE for subsequent years. Amount includes 24.96% for benefits and \$5,000 overhead for software licenses, equipment, etc. The Information and Privacy Coordinator role has been filled. Start date: May 9, 2022	Other	Completed
2	CA	117	Nelson	\$20,000	\$0	Support Services	2022		Mar-22	All	Regional	Information Technology - Online Engagement Software-Annual Subscription-Let's Talk SCRD (BSCG)	Annual subscription renewal for Bang the Table which is the online community engagement platform tool for Let's Talk SCRD. Procured in 2020 and fully implemented in early 2021, the Let's Talk online platform has proven to be an effective tool in support of the Board's strategic priority for public engagement. Annual subscription fees apply and are increased annually per the Consumer Price Index (CPI). The Budget request is for the 2022 subscription amount (not including taxes).	Board Strategic and Corporate Goals	Completed
3	CA	131	Reid	\$30,000	\$0	Operating Reserves	2021	Jan-22	May-22	A, B, D, E, F	A-F, Islands, SD46	Electons / Electoral Area Services - Ballot Tabulators	Contracted services to provide vote tabulating machines for 2022 local government election. Scope of work for procurement process under development. Automated voting machines have been procured and services agreement executed.	Carryforward	Completed

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4	CA	110 / 130	Reid	\$83,987		Taxation	2022		Feb-22	All	Regional	General Government - Executive Assistant (Other)	Board requested new resource that will primarily focus on supporting advocacy efforts as set out in the Board's Strategic Plan. The role will facilitate communication between the Regional District, various Provincial ministries and other local governments and relevant agencies in relation to advocacy initiatives being pursued by the SCR.D. It will also provide administrative support for rural area directors as well as for the Office of the CAO and other General Government functions. This is 0.75 FTE in year-one (2022), and 1.0 FTE for subsequent years. Amount includes 24.96% for benefits and \$5,000 overhead for software licenses, equipment, etc.	Other	Completed
5	CA	114 / 310 / 312 / 370 / 650	Perreault/Shay	\$40,000	\$9,782	CARIP	2021	Mar-22	May-22	All	Sechelt	Electric Vehicle (EV) Charging Stations-Field Rd and Mason Rd (Phase 1)	Phase 1 to meet immediate needs for EV charging is underway. Business process flow completed and approved. Installation complete and awaiting final billing. Staff training and integration into business processes will follow.	Carryforward	Completed
6	CS	310	Walton	\$87,667	\$0	Taxation	2022			B, D, E, F, DoS, SIGD, ToG	Sechelt	Public Transit - Transit Superintendent (1.0 FTE) (M-BC)	Recruit a second Transit Superintendent to address safety and support for drivers during operating hours, reduce overtime of current supervisory staff, address current capacity challenges, and support future expansion opportunities Mar 22 update: Recruitment process has commenced. May 9 Update - New Superintendent started on April 17. Completed	Business Continuity	Completed
7	CS	313	van Velzen	\$25,000		Short Term Debt	2020		Mar-22	All	All	Building Maintenance Services - Vehicle	Procurement process planned for end of Q3. Deferred to Q4. Mar 22 update: Project completed in 2021, a vehicle that was no longer needed by Bylaw was transferred to building maintenance. Requested funding not required	Carryforward	Completed
8	CS	615	van Velzen	\$4,000	\$2,160	Taxation	2021	Mar-22	Mar-22	B, D, E, F, DoS, ToG, SIGD	All	Community Recreation Facilities - Building Water Systems Management Plan	Potential contractor delays due to flooding, potentially completed by December 2021. Jan 11, 2022 Update, plans received from consultant Jan 4th. Staff review and invoicing pending, anticipated completion of staff review by Jan 21, 2022. Mar 22 update: Draft plans reviewed by staff and returned to contractor for revisions. Anticipated project completion end of Q1 2022. May 9 Update Project Completed.	Carryforward	Completed
9	CS	615	van Velzen	\$27,643	\$24,077	Operating Reserves	2020	Apr-22	Apr-22	B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt	Community Recreation Facilities - Capital - Classified as "non-critical" in Asset Management Plan	Replace failing or end of life non critical capital components. SCA parking lot lighting replacement, SAC sound baffle replacement and re-hang lights still remain to be completed. RFP for SAC Baffles and Lights has now been completed and will be going to tender. SAC Baffles and Lights tender process completed, contract signing in progress. Project on track for completion Sept 2021. SCA parking lot lighting not started. September 3 Update: SAC Baffles and Lights completed. SCA parking lot lighting tender process started, anticipated project completion Q4 2021. October 7 Update: SCA parking lot tender documents submitted to procurement for review September 1. Tender posting pending. Due to procurement delay Q4 project completion unlikely. Carryforward to 2022. Jan 11, 2022 Update SAC Sound Baffle and Re Hang Lights Project Completed, one invoice for \$3500 pending, waiting for PO amendment. SCA Parking Lot Lighting Project Awarded, completion anticipated by Q2 2022. Mar 22 update: SAC Sound Baffle and Re Hang Lights Project Contract and PO amendment completed, one invoice for \$3500 pending. SCA Parking Lot Lighting, contractor has ordered materials project on schedule for Q2 2022 completion. May 9 update: SCA parking lot lighting completed, invoicing pending. One invoice for sound baffle project still to be received, supplier has been contacted again to submit invoice. July 14 update: SCA Parking Lot Lighting Complete. Final invoice received for sound baffles.	Carryforward	Completed
10	CS	625	van Velzen	\$1,000	\$214	Operating Reserves	2021	Mar-22	Mar-22	A	A	Pender Harbour Fitness and Aquatic Centre - Building Water Systems Management Plan	Potential contractor delays due to flooding, potentially complete by December 2021. Jan 11, 2022 Update, plans received from consultant Jan 4th. Staff review and invoicing pending, anticipated completion of staff review by Jan 21, 2022. Mar 22 update: Draft plans reviewed by staff and returned to contractor for revisions. Anticipated project completion end of Q1 2022. May 9 Update Project Completed.	Carryforward	Completed
11	CS	625	Donn	\$10,000		Taxation	2020		Mar-22	A	A	PHAFC Annual Fitness Equipment Replacement	October 8 update: Staff have identified which item is to be replaced and have received budgetary quotes for its replacement. Purchasing has been engaged to confirm which procurement instrument is appropriate. Mar 22 update: PO Issued, enroute, invoice submitted. Project complete.	Carryforward	Completed
12	CS	650	Clarkson	\$70,000	\$0	MFA 5-Year	2021	Mar-22	Apr-22	A, B, D, E, F	All	Community Parks - Equipment Purchase- (Sports Fields) - New Cab Tractor	2020 inspections indicated this asset for retirement. Failure is possible and would require urgent response but staff consider this as asset stewardship rather than imminent failure based on condition. May 9 Update: Project Complete. Equipment has been delivered, field tested and incorporated into regular operations. Project variance requires updates on Business world to reflect actual expenditures to date.	Carryforward	Completed
13	CS	650	Clarkson	\$15,500	\$0	Taxation	2022	May-22	May-22	A, B, D, E, F	A	Community Parks - Katherine Lake and Lions Field Water Service Operations (M-BC)	The water systems at Katherine Lake and Lions Field are currently operated by Parks staff, there is expertise required for various annual tasks. This has historically been provided by the SCR.D Utilities staff and charged back to Parks. Due to capacity challenges, Utilities are not able to continue with this service, therefore this service will require a contractor. May 9 update: Project complete, and contract awarded to Swens Contracting Ltd. (aka Pristine Parks Inc.).	Business Continuity	Completed
14	CS	650	Clarkson	\$38,231	\$0	Taxation	2022	May-22	May-22	A, B, D, E, F	Regional	Community Parks - Parks Labourers (M-BC)	Addition of parks labourers to assist in maintaining current service levels in parks, especially in the peak seasons. May 9 update: Project Complete. Job posting expired mid-April and candidate evaluations completed. Positions offered for a late May 2022 start date.	Business Continuity	Completed
15	CS	650	Clarkson	\$91,266	\$0	COVID-19 Restart Funding	2022	May-22	May-22	A, B, D, E, F	Regional	Community Parks - Temporary Parks Backfill (M-BC)	One year temporary position to address backlog of parks annual tasks and projects that accumulated during 2021 due to staff vacancies. May 9 update: Project Complete. Job posting expired mid-April and candidate evaluations completed. Positions offered for a late May 2022 start date.	Business Continuity	Completed

2022 BUDGET PROJECT STATUS REPORT

Last Revisions: July 20, 2022

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
16	CS	650	Clarkson	\$26,700	\$12,755	Operating Reserves	2021	Dec-22	Apr-22	A, B, D, E, F	Various	Community Parks - Priority Repairs to Community Halls	Strategic priority repairs related to asset stewardship and community resilience. Projects identified and prioritized through condition assessments including minor capital and small energy efficiency projects that do not fit within capital plan. May 9 update: Project completed.	Carryforward	Completed
17	CS	310 / 312 / 313 / 320 / 345 / 400 / 615 / 625 / 630 / 650 / 665 / 667 / 670 / 680	Gagnon	\$41,500	\$0	Taxation	2022		Jul-22	All	All	Community Services - Administrative Assistant (1.0 FTE) (Other)	The Community Services Administrative Assistant will provide critical support to the General Manager, Community Services and work cooperatively with other department administrative supports. Mar 22 update: Budget approved in March. Recruitment to begin in Q2. May 9 update: Position posted, interview to occur later in May. July 14 update: Successful candidate started in July.	Other	Completed
18	IS	150	Edbrooke	\$89,836	\$89,836	Healthy Watershed Initiative Grant	2021	Mar-22	May-22	All	Regional	Feasibility Studies (Regional) - Water Service - Regional Watershed Management Plan (formerly project: Watershed Management Action Plan Development)	Development of a business case for the feasibility of a new regional watershed protection service. Engagement and draft reports are complete. Staff will present the results at March ISC. Anticipated project completion is March 2022.	Carryforward	Completed
19	IS	350	Rosenboom	\$40,000		User Fees	2022	Dec-22	Mar-22	All	Regional	Regional Solid Waste - Sechelt Landfill Cover Material Base Budget Increase (CM-RC)	Additional budget for the costs and trucking of cover material to the Sechelt Landfill site.	Business Continuity	Completed
20	IS	350	Rosenboom	\$125,000		Taxation	2022	Dec-22	Mar-22	All	Regional	Regional Solid Waste - Gypsum Testing and Abatement (BSCG)	This budget proposal is intended to have the operating budget for this service to reflect the current expenditures associated with testing and the abatement of two loads of gypsum containing asbestos. These costs are estimated at \$125,000. The remainder of the additional revenue received due to the tipping fee increase (\$180,300) is proposed to be transferred to [350] Landfill Operations Operating Reserves should there be more than two loads of gypsum that need to be abated within a given year.	Business Continuity	Completed
21	IS	350	Rosenboom	\$7,500		Taxation	2022	Dec-22	Mar-22	All	Regional	Regional Solid Waste - Waste Reduction Initiatives Program (LCHV)	Program to provide funding to community groups, non-profit societies, charitable organizations and school groups to implement projects that contribute to waste reduction and diversion.	Business Continuity	Completed
22	IS	350	Rosenboom	\$5,000		Taxation	2022	Dec-22	Mar-22	All	Regional	Regional Solid Waste - Islands Clean-up (LCHV)	Expansion of the Islands Clean-up program to include Hardy Island as part of the Nelson Island Clean up event day.	Business Continuity	Completed
23	IS	350	Rosenboom	\$7,500		Taxation	2022	Dec-22	Mar-22	All	Regional	Regional Solid Waste - Home Composter Rebate (LCHV)	The Home Composter Rebate Program is an initiative of the SCRDR's Regional Organics Diversion Strategy to assist with providing options to divert food waste and other compostable materials from the landfill.	Business Continuity	Completed
24	IS	350	Rosenboom	\$100,000	\$0	Taxation	2022	Dec-22	May-22	All	Regional	Regional Solid Waste - Sechelt Landfill Closure/Post Closure Funding (M-BC)	Increase of the annual contribution to the Closure/Post Closure reserve fund for the Sechelt Landfill to address current underfunding of the landfill closure/post closure liability for this site based on an anticipated closure date of 2025. Additional fund included in 2022-2028 Financial Plan	Business Continuity	Completed
25	IS	352	Rosenboom	\$67,900	\$6,932	Taxation	2021	Mar-22	May-22	All	Regional	Regional Solid Waste - Sechelt Landfill Monitoring Well Installation	As per the Operating Certificate, the SCRDR is required to monitor groundwater conditions in and around the Sechelt Landfill. The SCRDR samples water via 18 wells multiple times throughout the year. A recent Hydrogeological Assessment recommended installation of 4 new wells and decommissioning 2 old wells. Work completed early May 2022.	Carryforward	Completed
26	IS	370	Walkey	\$25,000	\$16,361	Capital Reserves	2020	Jun-21		A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Chapman Water Treatment Plant Hot Water Upgrade	Design completed purchasing of equipment underway. Removal of existing equipment completed	Carryforward	Completed
27	IS	384	Walkey	\$18,000	N/A	Capital Reserves / Gas Tax	2021	Jul-21	Jul-22	B	B	Jolly Roger Waste Water Treatment Plant - Headworks Improvements	Both Wastewater Plants headworks need to be upgraded with new stainless steel trash screens and other related improvements. Screens have been replaced and pumps have arrived.	Carryforward	Completed
28	IS	385	Walkey	\$9,000	N/A	Capital Reserves / Gas Tax	2021	Jun-22	Jul-22	B	B	Secret Cove Waste Water Treatment Plant - Headworks Improvements	Both Wastewater Plants headworks need to be upgraded with new stainless steel trash screens and other related improvements. Screens and pumps have been replaced.	Carryforward	Completed
29	IS	365 / 366 / 370	Walkey	\$40,000	N/A	Operating Reserves	2021	Jun-21	Jul-22	A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Metering Program: Leak Correlator	Purchase Leak Correlator equipment and required staff training as per Board direction received following December 17, 2020 staff report. A unit has been purchased and training has been completed.	Carryforward	Completed
30	IS	365 / 366 / 370	Walkey	\$75,000	\$0	User Fees	2022	Jul-22	Jul-22	A, B, D, E, F, F Islands, SIGD, and DoS	Regional	Water Service - Staffing - Utilities Engineering Coordinator - 1.0 FTE (M-BC)	A new position Utilities Engineering Coordinator is proposed to be responsible for the day to day oversight of engineering the staff within the Utilities Services Division. The workload of this team has increased significantly and is impacting progress on other priority work, including maintaining regulatory compliance, addressing imminent Asset Failures and improving the asset management for the water and wastewater infrastructure. The posting has been filled.	Business Continuity	Completed
31	IS	365 / 366 / 370	Edbrooke	\$33,000	\$13,650	User Fees	2021	Jul-22	Jun-22	A, B, D, E, F, F Islands and DoS	Regional	Water Service - Water Metering Program: Neptune 360 - Software and Hardware	Neptune 360 Software will increase staff efficiency for collecting and managing water meter data. Staff have begun using Neptune 360 to collect water meter data.	Carryforward	Completed
32	PD	136	Shay	\$20,000	\$10,000	Operating Reserves	2021			All	Regional	Regional Sustainability Services - Building Adaptive and Resilient Communities	ICLEI Building Adaptive and Resilient Communities Project underway. Climate Impact Statement completed. Vulnerability survey and risk assessment workshop being prepared for Community Project Team. Preparations underway for stakeholder and community at large public participation to validate risk and vulnerability assessments. Starting this summer, another phase (BARC Milestone 3) will start under new project. Milestone 2 final report to be presented at May 26 CoW meeting. Outreach activities will follow.	Carryforward	Completed
33	PD	136	Shay	\$50,000	\$0	Operating Reserves	2021			All	Regional	Regional Sustainability Services - Community Emissions Analysis	Quantification and verification support for community energy and emissions inventory. Holistic inventory following the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories. First draft of inventory received. Completing revisions and starting work on forecasting scenarios. Final Report to be presented at CoW May 26. Outreach activities will follow.	Carryforward	Completed
34	PD	210	Michael	\$25,082	\$0	Taxation	2022	Jul-22		E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - Deputy Fire Chief (0.4 FTE) (BSCG)	Increase to current 0.80 FTE Deputy Fire Chief. With a full complement of 45 volunteer firefighters and three support staff, increased call volume and climate change challenges, a full time Deputy Fire Chief is required to support the Gibsons and District Volunteer Fire Department. To be posted Q2. Position filled.	Board Strategic and Corporate Goals	Completed
35	PD	210	Michael	\$37,500		Taxation	2022		Mar-22	E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - Capital Renewal Plan Funding (M-BC)	The 20 year capital plan demonstrated that an additional \$75,000 of capital reserve contributions per year is necessary to maintain existing critical fire department assets (including equipment). Increase to 2022 base budget complete, additional increase scheduled for 2023.	Business Continuity	Completed

2022 BUDGET PROJECT STATUS REPORT

Last Revisions: July 20, 2022

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
36	PD	216	Daley	\$500,000	\$0	Capital Reserves / ST Loan	2020	Jul-21	May-22	B	B	Halfmoon Bay Volunteer Fire Department - Tanker (Tender) Replacement	Delivered in April	Carryforward	Completed
37	PD	216	Daley	\$45,000	\$0	Taxation	2021		May-22	B	B	Halfmoon Bay Volunteer Fire Department - Firehall #2 Redevelopment	Completed and final report received in April	Carryforward	Completed
38	PD	216	Daley	\$48,000	\$0	Taxation	2022		May-22	B	B	Halfmoon Bay Fire Protection - Capital Renewal Plan Projects (M-BC)	Capital plan funding increase was approved	Business Continuity	Completed
39	PD	222	Treit	\$37,625	\$0	Taxation	2022	Jul-22	Jul-22	All	Regional	Sunshine Coast Emergency Planning - Emergency Management Coordinator (BSCG)	Currently, the 0.4 FTE Emergency Management Coordinator is combined with the 0.6 Deputy Fire Chief. One full time employee is filling both positions and it is believed that both departments would benefit tremendously from dedicated resources. Job description has been developed and posted. N. Hughes started as Emergency Management Coordinator on July 25.	Board Strategic and Corporate Goals	Completed
40	PD	222	Treit	\$25,000		Taxation	2022		Mar-22	All	Regional	Sunshine Coast Emergency Planning - Establish Reserve for Future Emergency Events (M-BC)	There are currently almost no operational reserves at this time to draw from for emerging operational projects or to respond to emergencies. It is recommended that an operational reserve be established with a starting annual contribution of \$25,000 for 2022 and ongoing. This value will be re-assessed as events unfold. Completed as part of 2022 adopted budget.	Business Continuity	Completed
41	PD	520	Whittleton	\$52,733	\$0	User Fees	2022		May-22	All	All	Building Inspection Services - Building Clerk (1.0 FTE) (Other)	Building Inspection Services Additional FTE for Building Clerk to respond to increased service demand. Posted, selection completed successfully.	Other	Completed

CANCELLED PROJECTS

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete

DEFERRED PROJECTS

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	% Complete
1	CA	150	Reid									Feasibility (Regional) - Feasibility for Establishment of Community Social Service (CF-2021)	Initiate a feasibility study for the establishment of a new contribution service for Community Social Services. Project was deferred at 2022 Budget to 2023.		Deferred

Open Projects by Year	
2016	1
2017	1
2018	6
2019	5
2020	45
2021	60
2022	65
TOTAL	183

% Complete Summary	
Not Started	27
Started	54
In Progress 25%	44
In Progress 50%	41
In Progress 75%	17
Completed	41
Deferred	1
Cancelled	0
TOTAL	225

DEFINITION	
12.0%	Work has not been started for project.
24.0%	Work is in preliminary stages.
19.6%	Up to 25% progress
18.2%	Up to 50% progress
7.6%	Up to 75% progress
18.2%	100% Finished
0.4%	Project was deferred by motion.
0.0%	The project listed as cancelled was determined as a) not required by Board or b) the project evolved into a new project and is referred to in status column (line number)

Policy Codes Key	
SP	- Strategic Plan
WE	- We Envision
ITSP	- Integrated Transportation Study Plan
CRWP	- Comprehensive Regional Water Plan
PRM	- Parks and Rec Master Plan
SARP	- Chapman Creek Watershed Source Assessment Response Plan
EVDF, HMBF, RCF, GF	- Fire Departments (strategic plans)
PDTNP	- Parks Division Trail Network Plan
TFP	- Transit Future Plan
AAP	- Agricultural Area Plan
AMP	- Asset Management Plan
ZW/S	- Zero Waste / Sustainability

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – July 21, 2022

AUTHORS: Dean McKinley, Chief Administrative Officer
Christine Armitage, Executive Assistant

SUBJECT: BOARD CONSTITUENCY EXPENSE POLICY AMENDMENTS

RECOMMENDATION(S)

THAT the report titled **Board Constituency Expense Policy Amendments** be received for information;

AND THAT direction be provided with respect to the proposed amendments to the **Board Constituency Expense Policy**.

BACKGROUND

At the regular Board Meeting of October 14, 2021, the following resolution was adopted:

273/21 **Recommendation No. 5** Review of Constituency Expense Policy

The Corporate and Administrative Services Committee recommended that the Constituency Expense Policy be amended as follows:

In the last sentence of paragraph three, strike out “The cell phone ...” and replace with “Devices not purchased...”;

AND THAT the Constituency Expense Policy be brought back to a future Committee outlining options and the financial implications of implementing a monthly stipend to support internet, cellular phone and data expenses for Directors over and above the existing constituency expense allowance.

DISCUSSION

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

- Providing definitions for ‘SCRD’ business and ‘Constituency’ business;
- Defining ‘devices’ and eligibility for reimbursement;
- Clarification of eligible ‘Constituency business’ related expenses;

- A proposed monthly stipend for homme related phone or internet costs (this would be a taxable benefit);
- Clarification on provision, maintenance and support of devices.

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, as well as a monthly stipend for internet, cellular phone and data expenses.

CONCLUSION

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

ATTACHMENTS:

- A – Constituency Expenses Policy – OLD
- B – Draft Updated Constituency Policy

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

Sunshine Coast Regional District

BOARD POLICY MANUAL

Section:	Finance	5
Subsection:	Expense Accounts	1800
Title:	Constituency Expenses	2

POLICY

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

Constituency expenses must be incurred as a result of SCR D business and the duties of the office of the Director. These expenses include but are not limited to:

- Phone charges, printing supplies, advertising local issues for their area, support for producing newsletters and travel expenses in support of local issues.

In addition, the SCR D will provide each Director with a tablet and a cell phone complete with plan at the beginning of the term. These devices will remain the property of the SCR D; however, Directors may purchase the devices at a depreciated cost at the end of their term. The cell phone must be returned to the SCR D at the end of a Director's term.

Directors may purchase a printer/scanner device using constituency funds. If the printer costs less than \$250 and is purchased greater than two years before the end of the term, the device will be written off. Otherwise, the device will be depreciated and offered to the Director at the depreciated cost.

Claims for constituency expenses should be submitted on a monthly basis. 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.

REASON FOR POLICY

To provide clarification regarding the budget for constituency expenses.

AUTHORITY TO ACT

Retained by the Board.

PROCEDURE**1. Scope of Policy**

Applies to all Directors of the SCR D.

2. Responsibility

Directors

- To be familiar with this policy and to ensure that this policy is followed when submitting expense claims.

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

General Manager of Corporate Services or Treasurer

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

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



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**” - business that pertains to the political activities of a Director, including acting on behalf of constituent interests within the electoral area.

“**SCRD Business**” - pertains to the business of the Regional District and requires an operational decision or Board consideration for action or decision.

4. POLICY

4.1 Constituency expenses are the costs incurred by a Director while conducting constituency business. 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.
- Postage.
- Constituency office expenses.
- Printing supplies.
- Advertising costs.
- Support for producing newsletters.
- Travel expenses in support of constituency issues.
- Constituency events, excluding alcohol.



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

4.4 Alternatively, upon request the SCRDR 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 SCRDR; however, Directors may purchase the devices at a depreciated cost at the end of their term. Devices not purchased must be returned to the SCRDR at the end of a Director's term.

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

4.6 Claims for constituency expenses should be submitted on a monthly basis. 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 SCRDR.
- 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



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

TO: Committee of the Whole – July 28, 2022
AUTHOR: Sherry Reid, Corporate Officer
 Anne Rathbone, Corporate Records Administrator
SUBJECT: **PROPOSED DIRECTOR EMAIL MANAGEMENT POLICY**

RECOMMENDATION(S)

THAT the report titled Proposed Director Email Management Policy be received for information;

AND THAT the Proposed Director Email Policy be approved as amended or presented.

BACKGROUND

Directors are provided SCRD email accounts for the duration of their elected term(s). SCRD email accounts are subject to specific guidelines and standards in accordance with the SCRD’s Records and Information Management (RIM) Program as well as legislative requirements set out in the *Freedom of Information and Protection of Privacy Act (FOIPPA)*.

DISCUSSION

The purpose of this report is to bring forward a Board policy to clarify responsibilities and provide guidance on the management of Director emails.

The proposed Director Email Management Policy (Attachment A) provides guidance to support alignment with FOIPPA and SCRD corporate records requirements. The policy differentiates between electronic constituency correspondence and corporate records which are subject to separate rules and requirements. The policy also establishes a records retention schedule for Director emails that aligns with the timing of elected terms and formalizes the exemption of constituency correspondence from the SCRD’s corporate email retention policy, which forms part of the SCRD’s Records and Information Management Program.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

The Director Email Management Policy clarifies Director responsibilities and provides guidance on the management of electronic constituency correspondence to support FOIPPA and SCRD corporate records requirements. Staff recommend approving the proposed policy as amended or presented.

ATTACHMENTS

Attachment A – Proposed Director Email Management Policy

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



Section:	Administration	BRD1
Subsection:	Board - General	0530
Title:	Director Email Management	7

1. PURPOSE

The purpose of this policy is to guide records management of SCRD issued Director email addresses in order to:

- 1.1. Clarify the distinction between electronic constituency correspondence and corporate records;
- 1.2. Clarify that Director email accounts are exempt from the SCRD’s corporate email retention policy; and,
- 1.3. Clarify that Director email accounts (and all emails held within the account) will be deleted from SCRD email servers once the Director no longer serves in elected office on the SCRD Board.

2. SCOPE

This policy applies to all SCRD Board members issued SCRD email accounts and any email correspondence addressed to those individual accounts. In particular, this policy applies to those emails addressed to an individual SCRD director.

3. DEFINITIONS

In this policy the following definitions will apply:

“**constituency correspondence**” means electronic correspondence or email addressed to an individual Director that pertains to the political activities of a Director, including acting on behalf of constituent interests within the electoral area, or to matters related to Directors’ election contributions, campaigning and campaign issues.

“**corporate record**” means electronic correspondence or email addressed to any Director, Officer, or employee of the Regional District, or to the SCRD Board that pertains to the business of the Regional District and requires an operational decision or Board consideration for action or decision.

“**Regional District**” means Sunshine Coast Regional District.

4. POLICY

- 4.1 For the length of their term, every Director will be provided with a Sunshine Coast Regional District (SCRD) email account. The email account will remain active and continue without

interruption over multiple terms and until such time that the Director no longer serves in elected office on the Board of the Regional District.

- 4.2** Emails addressed and sent to a Director's SCRD email address are constituency correspondence if:
- 4.2.1 they relate to a Director acting on behalf of a constituent or representing their specific interests within the electoral area.
- 4.2.2 they relate to a Director's political campaign, activities or election.
- 4.3** Emails deemed constituency correspondence are exempt from the SCRD's corporate email retention policy and as such will be managed as the Director deems appropriate.
- 4.4** Emails addressed and sent to a Director's SCRD email address are corporate records regardless of who they are addressed to, if:
- 4.4.1 they pertain to subject matter of an operational nature that requires action or decision by an SCRD Officer, employee or contractor.
- 4.4.2 they relate to the business of the Regional District and require Board consideration for action or decision.
- 4.5** Emails deemed to be a corporate record will be forwarded to the SCRD's Corporate Officer or designate as soon as possible upon receipt.

5. EXCEPTIONS

- 5.1** Email correspondence addressed to any Regional District Director that is also copied to board@scrd.ca or any SCRD RT ticket system is exempt from this policy as those emails will be managed in accordance with corporate records and information management policies.
- 5.2** Where email correspondence is addressed to multiple directors, or all directors individually, it will be forwarded to the Corporate Officer or designate to determine correspondence routing.
- 5.3** Email correspondence where an individual director is copied, as opposed to being addressed as the primary recipient, is exempt from this policy as those emails will be managed by the intended recipient.

6. AUTHORITY TO ACT

Retained by the Board. The Corporate Officer or designate is delegated the authority to review and evaluate Director emails as necessary to determine their classification as constituency correspondence or corporate record.

7. REFERENCES (Bylaws, Procedures, Guiding documents)

- *Sunshine Coast Regional District Records and Information Management Bylaw No. 674, 2013*
- 1-0530-3-Correspondence Board Policy

Approval Date:		Resolution No.	
Amendment Date:		Resolution No.	
Amendment Date		Resolution No.	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of The Whole – July 28, 2022

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: Contracts Between \$50,000 and \$100,000 From April 1, 2022 to June 30, 2022

RECOMMENDATION

THAT the report titled Contracts between \$50,000 and \$100,000 from April 1, 2022 to June 30, 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 152 contracts/purchase orders were issued during the time period April 1, 2022 to June 30, 2022 with 6 valued between \$50,000 and \$100,000.

	Supplier	Account Code	Awarded	Budget
1.	XCG Consultants Ltd.	350 – Regional Solid Waste	\$71,796.00	Operating
	2235001 Waste Composition Study			
2.	Northwest Hydraulic Consultants Ltd.	370 – Regional Water	\$89,658.00	Operating
	2137019 Gray Creek Water Treatment Feasibility Study			
3.	Solution Based Contracting Ltd.	352 – Sechelt Landfill / 351 – Pender Harbour Transfer Station	\$85,335.00	Operating
	2135204 Drywall Testing and Asbestos Abatement			
4.	WSP Canada Inc.	370 – Regional Water / 366 – South Pender Harbour Water Services	\$65,000.00	Operating
	2237002 On-Call Dam Safety Response & Inspection Services			
5.	Sperling Hansen Associates Inc.	350 – Regional Solid Waste	\$85,152.00	Operating
	2235004 Landfill Feasibility Study			
6.	Electrogas Monitors Ltd.	216 – Halfmoon Bay Fire Protection	\$51,346.09	Capital
	2221603 Compressor and Storage Bank			

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/CFO	X-T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 28, 2022

AUTHOR: Michelle Goetz, Accounts Payable Technician

SUBJECT: **DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES FOR PERIOD ENDING JUNE 30, 2022**

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending June 30, 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 six month period ending June 30, 2022 is \$6,271 leaving a remaining budget of \$14,029.

The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$4,256 leaving a remaining budget of \$30,288.

Figures are based on expense reports submitted up to July 8, 2022 for the six month period ended June 30, 2022 and a breakdown by Electoral Area is provided below.

Electoral Area	Constituency Expense	Travel Expense (Excluding GST)
Director Area A	\$ 2,141	\$ 2,009
Director Area B	869	781
Director Area D	2,224	129
Director Area E	302	645
Director Area F	511	436
Director DOS (2)	224	256
Director TOG	-	-
Director SIGD	-	-
YTD Totals	\$ 6,271	\$ 4,256

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 is scheduled to be included on the July 28, 2022 Committee of the Whole agenda along with this report.

CONCLUSION

The 2022 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$54,844. For the period ending June 30, 2022, the total amount posted to Constituency and Electoral Expenses is \$10,527 leaving a remaining budget of \$44,317.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – July 28, 2022

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

SUBJECT: CORPORATE AND ADMINISTRATIVE SERVICES – SEMI ANNUAL REPORT FOR JANUARY TO JUNE 2022

RECOMMENDATION(S)

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

BACKGROUND

The purpose of this report is to provide an update on activity in the Corporate and Administrative Services (CAS) Divisions for the first half of 2022 (January 1 to June 30, 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](#):

- 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	Q1/Q2/Q3 /Q4	In Progress and on schedule. Election services agreements with Islands Trust and School District No. 46 have been signed.
Privacy Program	Develop to address the new legislative requirements (Bill 22) relating to privacy impact assessments, the new privacy breach notification rules, and the duty for public bodies to develop and implement privacy management programs	Q2/Q3/Q4	Development of a privacy management program is underway. Basic privacy training is currently provided when onboarding new staff.
Develop open data portal	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	Q2/Q3/Q4	<p>The RFP and procurement process to secure contracted services to develop options and pricing that will expand audio-visual capabilities for the SCRD (including hardware, sound, cameras, electrical, space needs) to facilitate a range of hybrid meetings for Board, Board Committees, Advisory Committees / Commissions, Public Hearings, and Intergovernmental meetings has been delayed due to capacity issues resulting from competing priorities.</p> <p>The scope for the Hybrid Meeting Solutions project also incorporates 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
			The project scope for the above project is in early stages of development and will require input from the IT division as well as Legislative Services.
Meeting Management Software	Implement meeting management software to support hybrid meetings	Q2/Q3/Q4	A software solution to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings has been identified. Implementation is pending 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	Q1/Q2/Q3	Board Policy Review Committee established. Inaugural meeting scheduled for July 20.
Bylaw review	Exempt Employee Bylaw, Fire Protection, Planning Procedures, Bylaw Enforcement, Development Cost Charges, Water Rates and Regulations	Q1/Q2/Q3 /Q4	Work is underway and ongoing. Directors' Remuneration, Freedom of Information, and Election Procedures bylaws have been repealed and replaced with newly drafted bylaws. A significant bylaw enforcement amendment for a land alteration offence has been completed. Work on bylaw review has been 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.	Q1/Q2/Q3	Outstanding records management issues with Content Server have been completed. Work to develop enhanced functionality for users is under development.
Converged 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 early adopters. Implementation of SharePoint is likely to 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	Q1/Q2/Q3 /Q4	In progress. First draft completed and pending review.

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.	Q1/Q2/Q3 /Q4	Historical Board minutes and bylaws - 5% complete; Historical building permits and water system microfiche – 98% 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.	Q1/Q2/Q3 /Q4	35% Since April, the communications team has been engaged in a complete overhaul of the SCRD's corporate website. The initial work has involved the development of a new site map and web interface which is service delivery focused with community members ease of use of the website top of mind. It is anticipated that this project will be completed by the end of 2022 / beginning of 2023.
Produce SCRD Annual Report	Complete production of the SCRD's Annual Report and ensure it is distributed via the SCRD's social media channels.	Q2	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.	Q1/Q2/Q3 / Q4	Ongoing. In Q2 a significant increase of traffic was seen to the site due to initiatives including the Water Strategy and Recreation Programming Survey.
2022 Educational campaigns	To effectively educate the community on SCRD programs and initiatives	ongoing	Ongoing. In Q1 and Q2 a number of campaigns were launched including information on new waste disposal regulations, a campaign prior to the first test of the Voyent Alert system in addition to engagement activities on recreation, water, planning bylaws and climate action.
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	Q1/Q2	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 Q1 and Q2, five informational 'doodly' videos were produced which ranged in topic from education on the upcoming election to local government awareness week.
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 shishálh 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	-	-	22 to date

*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	-	-	42 to date
2021	17	22	37	49	125

Visits to www.scrd.ca

Year	Q1	Q2	Q3	Q4	Annual Total
2022	50,494	53,521			104,015 to date
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			4,632 to date
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 Scheduled for Disposition	Records Dispositioned	% Compliance*
2021	7626	6652	87%
2020	5577	3859	69%
2019	1487	1068	72%

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

Records 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	5	95%	132	89%**
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 is for the most part attributable to the requested information not being within SCRD’s custody and control, or that the record or information never existed.

EMERGING ISSUES

ELECTRONIC DOCUMENT AND RECORDS MANAGEMENT SYSTEM (EDRMS) CONVERSION TO SHAREPOINT – In conjunction with the introduction of Microsoft 365, Sharepoint and Teams to improve staff collaboration, and in light of Information Services (IT) strategic direction to move corporate software systems to the cloud, as well as the proprietary nature of the Content Server system, the Records and Information Management division is preparing to embark on a project to configure and implement SharePoint as an EDRMS and retire Content Server.

Information Requests (FOI)

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

Summary of Information Requests by Volume			
	Total Requests for Records	Average Volume per Package Released (average page count)	Total Volume of Records Released (page count)
2022 (as at June 30)	13	53	689
2021	20	109	2177

Asset Management [111]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
1. Comprehensive Regional Water System Asset Management Plan	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	Well-developed draft capital plan is complete. Resource availability of the Utility Department has impacted that ability to complete final review of capital plan and to move forward with engagement and Asset Management Plan development. Reassessment of the anticipated timeline is required.
2. North Pender Water Systems Asset Management Plan(s)	a. Review user rates/parcel tax b. Instigate Community Engagement Early c. Prepare long-term financial plans d. Publish Asset Management Plan	Q1 - Ongoing	Well-developed draft capital plan is complete. Resource availability of the Utility Department has impacted that ability to complete final review of capital plan and to move forward with engagement and Asset Management Plan development.
3. South Pender Water Systems Asset Management Plan(s)	a. Review user rates/parcel tax b. Instigate Community Engagement Early c. Prepare long-term financial plans d. Publish Asset Management Plan	Q1 - Ongoing	Well-developed draft capital plan is complete. Resource availability of the Utility Department has impacted that ability to complete final review of capital plan and to move forward with engagement and Asset Management Plan development.
Provide Project Management Services	Assist other departments with project management	Ongoing	AM staff have assisted with the Management of the Coopers Green Hall Project and have provided PM support to other projects/staff on an ad hoc basis.
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. Anticipated to be restarted Q3/Q4 dependent on resourcing.

Core Service/Project	Goal	Timeline	Progress
Capital Plan Review	Provide support for annual review/presentations of existing capital plans	Q1-Q4	Ongoing on schedule. Various stages of completion across departments.
Asset Retirement Obligations	Support Departmental ARO tasks	Q1-Q3	Progress on ARO registry development on schedule.
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	Ongoing. Parks capital planning progressing well, anticipate preliminary 20-year capital plan produced by Q4 2022. Ports function has recently increased capacity and efforts to update existing asset registry and develop capital plan underway. Emergency 911 no significant progress.
Support Public Engagement	Provide support to develop and implement resident engagement	Ongoing	Ongoing with Waste Water AM Plans for 2022.
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.
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	Ongoing

EMERGING ISSUES

Staff capacity within other departments has forced AM to pivot efforts to other targets.

Finance [113]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Financial Planning	<p>Administer the Financial Planning Process</p> <p>Adopt the 2022-2026 Financial Plan</p> <p>Prepare the budget book and Government Finance Officers Association (GFOA) award submission</p>	Year Round	<p>Financial Plan Bylaw adopted February 24, 2022.</p> <p>Budget de-brief and process amendments approved in March 2022.</p> <p>Final Budget book submitted in May 2022 to GFOA and available on SCR D website.</p>
Statutory Reporting	<p>Complete Statutory Processes for Year end</p> <ul style="list-style-type: none"> • Transfer outstanding utility billing levies to taxes • Complete parcel tax process and requisition • Complete ad valorem requisition • Local Government Data Entry (LGDE) filing • Statement of Financial Information (SOFI) filing 	Q1-Q2	<p>Transfer outstanding utility bill levies to taxes completed January 12</p> <p>Transfer outstanding utility billing levies to tax completed January 12.</p> <p>Parcel tax process and requisition completed March 1</p> <p>Ad valorem tax requisition completed April 8</p> <p>LGDE and SOFI filed on May 12</p>
Financial Audit	<p>Adoption of the annual financial statements</p> <ul style="list-style-type: none"> • Prepare and Finalize 2021 Financial Statements • Yearend audit for 2021 <p>Interim audit for 2022</p>	Q1-Q2, Q4 (2022 interim)	<p>Yearend audit commenced on March 7 and concluded with the approval of the 2021 Financial Statements on April 28.</p> <p>2022 Interim audit is tentatively scheduled for December.</p>
Financial Reporting	<p>Complete interim financial reporting</p> <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	<p>2021 Yearend Final Surplus/Deficits - February 24 Corporate and Administrative Services Committee.</p> <p>2022 Quarter 2 Variance – July 21 Finance Committee</p>

Core Service/Project	Goal	Timeline	Progress
			2022 Quarter 3 Variance – Scheduled for October Finance Committee
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 Enterprise Resource Planning (ERP) Management Reporting Tools	2022-2023	This project has yet to be initiated.
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.
Public Sector Accounting Standards	Implementation of new accounting standard - Asset Retirement Obligation <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	<ul style="list-style-type: none"> • Completed in 2021 • Internal assessment, review is complete with • Scope of work being developed to engage environmental engineers to be tendered in Q3 2022
Finance Operations	Complete a structural review and resourcing assessment for Financial Services Operations	2022	Informal preliminary assessments and discussions have been ongoing. Formal project initiation and engagement is planned to begin in August for completion no later than September 30.

Core Service/Project	Goal	Timeline	Progress
Finance Operations	Continuous Improvement Initiatives		
	<ul style="list-style-type: none"> Business World ERP software continuous improvement team 	Ongoing	Business World, Tempest and ActiveNet continuous improvement teams have been mostly inactive for the first 6 months of 2022 and have been impacted by ongoing resourcing challenges and competing organizational priorities. Review and update of finance procedure documentation is ongoing. Progress has been made on the Procure to Pay process review and improvement project. Solutions to improve the 3 way match workflow and requisitioning process are expected to be implemented by the beginning of August. Capital asset acquisition and disposal business process review has not been initiated.
	<ul style="list-style-type: none"> Tempest software continuous improvement team 	Ongoing	
	<ul style="list-style-type: none"> ActiveNet recreation software continuous improvement team 	Ongoing	
	<ul style="list-style-type: none"> Review and update of Finance procedural documentation 	Ongoing	
<ul style="list-style-type: none"> Procure to Pay business process review and improvement project 	2022		
Capital asset acquisition and disposal business process review		2022-2023	

STATISTICS / KEY PERFORMANCE INDICATORS

of Invoices and Payments Issued

Year	January to June		July to December		Totals	
	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments
2022	1,845	2,682			1,845	2,682
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

*\$ Value of Utility Accounts with Balances Outstanding December 31 (*2022 as at June 30)*

	2022* (at June 30)	2021	2020	2019	2018	2017
\$ Outstanding	1,074,510	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	12.1%	5.1%	5.4%	6.1%	5.4%	5.5%

EMERGING ISSUES

The Manager, Financial Planning which was approved by the Board in 2021 which has been difficult to recruit, will be starting in mid-September.

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, incorporation of Job Evaluation Committee (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 Pacific Blue Cross (PBC) updates.	Q1, 2022	Completed Q1, 2022.

Core Service/Project	Goal	Timeline	Progress
Health and Safety	Joint 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 Gibbons and Area Community Centre (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.
	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.

Core Service/Project	Goal	Timeline	Progress
	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 Emergency Operation Centre (EOC) training records against resources in Unit 4 (Business World).	Q3, 2022	
	Website Redesign	Q4, 2022	Initial review with Communications completed Q1, 2022.
	Unit 4 self-serve enhancement.	Postponed	Postponed until further notice.
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 WorksafeBC (WSBC) to occur.
	JHS Committee Effectiveness Review.	Q1, 2022	Completed.
	Violence in the Workplace (VITW) Annual Review.	Q3, 2022	
	Lone Worker Review.	Q3, 2022	

Core Service/Project	Goal	Timeline	Progress
	North American Occupational Safety and Health (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.
	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.

Core Service/Project	Goal	Timeline	Progress
	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	Q3, 2022	
	Diversity, Equity Inclusion training/committee.	Q3, 2022	Existing course audited in 2021 and being explored for SCR D 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	
	Due Diligence Training for Supervisors, JHSC.	Q4, 2022	
	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					81 ytd	1,030 ytd
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	50.68	63.16%	36.84%	72 (YEAR TO DATE)	MGR SOL WST; MGR FIN PLAN; UTIL ENG TECH; SR UTIL TECH, CAP PROJ COORD.; TRANSIT; LGUARD;
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 Status	Division	Union or Exempt	Total
2022 ytd	11/29/2021	5/24/2022	0	Casual	Recreation Admin	Union	2
2021	8/10/2020	1/3/2021	0	Regular Full Time	Planning	Union	8
	11/3/2020	2/25/2021	0	Regular Full Time	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	Regular Part Time	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	7/8/2019	1/17/2020	0	Regular Full Time	Administration	Exempt	3
	12/10/2019	1/28/2020	0	Regular Full Time	Water/Utilities	Union	
	11/14/2019	2/7/2020	0	Regular Full Time	Finance	Exempt	
2019	3/26/2018	2/18/2019	0	Regular Full Time	Asset Management	Union	3
	1/11/2019	7/22/2019	0	Casual	Building Maintenance	Union	
	2/4/2019	8/19/2019	0	Casual	Recreation Admin	Union	

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 (to end of Q2)	30	0	30
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					25 ytd	270 ytd
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

Composition of SCRD – Existing active positions can change daily based on whether there is an incumbent currently filling the role.

	June 2021 Composition	January 2022 Composition	June 2022 Composition
System Status by Type	Active		
C - Casual	99	94 (6 are exempt)	91 (2 exempt)
G – Grand-parented Casual	1	1	1
P - Part-Time (Regular)	14	15 (2 are exempt)	20 (2 exempt, 1 exempt non-management)
R - Full-Time (Regular)	210	202 (34 exempt, 3 exempt non-management)	214 (39 exempt, 5 exempt non-management)
S - Student	5	1	3
V - Volunteers	*221	*221	*222 (Firefighters)
Total	550	534	551

*Denotes total number of Firefighters in system but a record clean-up is needed as actual number is likely about 120 based on benefit information.

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	1		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							15 ytd	9 ytd
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

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%

	2022 YTD	2021	2020	2019	2018
WSBC INSPECTION REPORTS	4	4	15	10	9
ORDERS WRITTEN	1	2	7	0	0

	INCIDENT REPORTS	INCIDENT INVESTIGATION REPORTS (EIIR)
2022 YTD	5	10
2021	10	16

EMERGING ISSUES

Q2 Inspection Report by WorkSafeBC – SCRD placed into a Program and Committee Evaluation (**PACE**) Program. Initial review and plan due by July 15, 2022 followed by ongoing bi-weekly reporting to WSBC. Review of Health and Safety Program, identification of deficiencies, plans to address and updates will involve divisional leadership and staff.

Housing Shortage. Two applicants recently declined job offers due to housing challenges and one existing full-time regular staff resigned due to same.

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	On-going
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	In progress
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	In progress
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

Core Service/Project	Goal	Timeline	Progress
Insurance Management	Fleet Insurance Process Improvement project	Q2-22	On-going
Inventory Asset Management	Support the development of the scope for Corporate Fleet strategy.	Q3/Q4-22	Not started
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 – assessment in progress
Risk Management	Develop Enterprise Risk Management Framework and implication plan (Carried over from 2021)	Q3-22	In progress
Risk Management	Supply Chain Business Impact Assessment for Business Continuity Plan for Purchasing and Risk Management	Q2-22	In progress
Risk Management	Develop templates and training plan	Q2/Q3 22	In progress
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		340
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	
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		44

of Support Request Tickets

	January to June	July to December	Total
2022	796		796
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 Technology [117]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Hybrid meetings AV upgrades for Board room and multiple other venues	Allow meeting attendance participation in-person and remotely.	Ongoing	Upgraded the AV solution in Arbutus Room to allow hybrid attendance. 13 workstations have deployed thin clients with AV processing capabilities that allow participation in web meetings.
Cybersecurity Awareness culture campaign	Implement based line knowledge and trained awareness of emerging cybersecurity risks and techniques to mitigate by all staff	Postponed	Procured solution. Postponed to 2023 due to lack of IT resources.
WildFire assessment request webpage form	Establish an online digital web form to allow residents to apply for WildFire assessments	Complete	Established Firesmart Assessment online request form and request tracking system.
1. Content Server – CI	Content Server enhancements	Postponed	Postpone until migration to MS SharePoint
2. Licensing compliance strategy and purchases	Reduce user licensing to be compliant with number of purchased system licenses.	Complete	Records reduced user licenses to be in compliance with vendor contract.
3. Integration of other Business System		Paused	Changing custom duplicate integration feature to using file shares to attach documents in

Core Service/Project	Goal	Timeline	Progress
attached documents to Content Server	Allow applications to attach unstructured documents to structured record, with mirroring in Content Server EDRMS (Records Managements) system		business systems through MS SharePoint, records system without complex custom integration.
Water Meter Data Analytics and CRM project support services	Support extract-transform-load routines for project to load metered data from Tempest into new Neptune360 cloud-base software solution.	Complete	Provided data extracts to project leads to validate meter data ready for conversion into Neptune 360.
Scheduling Software – Recreation Aquatics project support services	Support Recreation staff time scheduling and pay time integration with Business World Payroll processes.	Ongoing	Participate on project team meeting to complete Privacy Impact Assessment and configuration in new solution.
Sechelt Landfill removal and replacement – project support and networking services.	Enable networking connectivity for new location.	Completed.	Provided 4G Moneris terminal as backup credit card payment solution. Completed cabling. Brought all systems live.
	Enable uninterrupted power supply for new workstations and PacWeigh (weigh-scale) billing, and credit card payment system	Ongoing.	Improve connectivity for Moneris payment system (replace wireless radio relay from SAC with Starlink satellite procured).
Research, procure, build, Converged Collaboration platform including software and hardware upgrades	Acquire licenses for MS Office 365, MS Teams, and MS Sharepoint records integrations and implement for all staff. Procure AV-enabled hardware and webcams for participating in online meetings (Thinclients, webcams, monitors).	2022 - 2023	Purchased licenses for all staff and implemented MS Teams and Office 365 for selected Early Adopter staff. Purchased 100 thinclient devices and rolled out 15 to early adopters.
Telephony Systems Evolution: replace CS1000 PBX phone system	Replace aging phone system with open source dial plan and phone tree system. Upgrade desk phones to SIP enabled units	Postponed to 2023	Emerging direction to align phone system with MS Teams Phone solution. Replace: AVAYA phones with a blend of modern IP desksets, softphones and cellular options, Call plan with Cloud-based services, new voice menu (IVR) and voice mail solution in MS Teams phone.

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^		
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.*

**Ticket statistics do not include AWS office reconfigurations (project-based scope).*

EMERGING ISSUES

Loss of 3 key IT resources has slowed advancement on major refactoring projects. Housing challenges have been cited as reason in 2 staff resignations.

GIS / Civic Addressing [506 / 510]

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
SCRD adoption of ParcelMap BC parcel fabric and update business integrations	Achieve highest data accuracy in our cadastral parcel fabric, efficient maintenance and alignment with other agency datasets.	Assessment Complete. Postponed to 2023.	Completed internal review of ParcelMap BC (PMBC) parcel adoption and implications. Assessed that we would not gain significant time savings or data accuracy by adopting PMBC parcels at this time. Current partnership with PMBC and process of leveraging their data to streamline our parcel maintenance is successful and should continue. Reassess next year.
Support Parks Asset Management Data Collection (Field Maps)	Enable Parks department with data collection tools and manage data for asset management planning.	Ongoing	Successful implementation of data collection layers and app configuration for parks staff to build asset database and track maintenance issues. Ongoing refinement of Field Maps app in consultation with users. New staff training upcoming in Q3.
Public Development Permits App	Develop web app highlighting active development applications for the public.	In Progress (Q2-Q4)	Integration between parcels and Prospero folders in Tempest has been set up. Map design and Dashboard development is underway in consultation with Planning staff.
Water Service Area Interactive Map	Upgrade online Water Service Area Map with interactive features and information about service areas.	In Progress (Q1-Q3)	Developed in consultation with infrastructure staff and Sustainable Initiatives team. Final testing and launch planned for Q3.
New Project: "Who You Gonna Call?" Address Lookup App	Reduce common public enquiries with address lookup app for residents to quickly find local government or ministry providing services in their area (e.g. Planning, Building, Water, Roads, Garbage, Property Tax)	In Progress (Q2-Q4)	Consultation with Communications Team and front counter staff underway. Draft version of app is developed. Testing and refinement in Q3.
Town of Gibsons Support Services – Open Data Portal	Create Open Data Portal for Town of Gibsons spatial data, reducing staff time dedicated to sharing data with public and consultants.	Complete	Open Data Portal Hub site complete, map services published for Gibsons planning and utilities data.

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		
2021	194	196	390
2020	150	241	391
2019	239	200 (not including 150 renumberings)	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		
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		
2021	98	80	178
2020	34	70	104

EMERGING ISSUES

Geocortex Essentials, the platform for the SCRD Property Viewer web map, is moving towards deprecation by VertiGIS and ESRI. Planned retirement is the end of 2023. We will need to transition our main public and staff web map to VertiGIS' new platform: VertiGIS Studio or look for alternative functionality in our existing ESRI suite of applications over the next year.

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