



## **CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE**

**Thursday, February 22, 2018  
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.**

### **AGENDA**

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**CALL TO ORDER:** 9:30 a.m.

#### **AGENDA**

1. Adoption of Agenda

#### **PETITIONS AND DELEGATIONS**

1. Derek Holmes, Land and Resource Manager, Burnco  
Regarding: McNabb Aggregate Project

#### **REPORTS**

- |   |                       |
|---|-----------------------|
| 2. General Manager, Planning and Community Development – BC Ferries Horseshoe Bay Terminal Redevelopment Engagement Plan<br><b>(Voting – All)</b> | Annex A<br>Pages 1-30 |
| 3. General Manager, Corporate Services / Chief Financial Officer – Hillside Development - Surplus Fund Options<br><b>(Voting – All)</b>           | Annex B<br>pp. 31-38  |
| 4. Senior Manager, Administration and Legislative Services – Mail Ballot Voting<br><b>(Voting – All)</b>  | Annex C<br>pp.39-41   |
| 5. Senior Manager, Administration and Legislative Services – Board Procedures Bylaw<br><b>(Voting – All)</b>                                      | Annex D<br>pp. 42-87  |
| 6. Financial Analyst – Gibsons and District Public Library Capital Projects Borrowing Update<br><b>(Voting – E, F, Gibsons)</b>                   | Annex E<br>pp. 88-91  |

- |   |                        |
|---|------------------------|
| 7. Manager, Information Technology / GIS – Information Technology Capital Plan Update<br><b>(Voting – All)</b>                          | Annex F<br>pp.92-96    |
| 8. General Manager, Corporate Services / Chief Financial Officer Rural Areas' Grant-in-Aid Timelines<br><b>(Voting – A, B, D, E, F)</b> | Annex G<br>pp. 97-98   |
| 9. Chief Administrative Officer– Solid Waste Long-Term Outlook<br><b>(Voting – All)</b>   | Annex H<br>pp. 99-114  |
| 10. General Manager, Corporate Services / Chief Financial Officer - Sechelt Landfill Closure Update <b>(Voting – All)</b>               | Annex I<br>pp.115-119  |
| 11. Manager, Solid Waste Services - Tipping Fee Review of Diverted Materials<br><b>(Voting – All)</b>                                   | Annex J<br>pp. 120-124 |
| 12. Manager, Solid Waste Services - Curbside Collection Services – Service Options<br><b>(Voting – All)</b>                             | Annex K<br>pp. 125-129 |

## COMMUNICATIONS

## NEW BUSINESS

## IN CAMERA

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (b) and (k) of the *Community Charter* – “personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity” and “negotiations and related discussion 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

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** Ian Hall, General Manager, Planning and Community Development

**SUBJECT:** BC FERRIES HORSESHOE BAY TERMINAL REDEVELOPMENT ENGAGEMENT PLAN

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### RECOMMENDATIONS

**THAT the report titled BC Ferries Horseshoe Bay Terminal Redevelopment Engagement Plan be received;**

**AND THAT Sunshine Coast Regional District (SCRD) respond to BC Ferries' questions relating to the Horseshoe Bay Terminal Redevelopment project recommending that:**

#### A. Participation:

- i. In addition to the currently-identified community stakeholders, BC Ferries should engage with the Skwxwu7mesh Nation, Sunshine Coast Regional Economic Development Organization, youth soccer or baseball, a social services provider (Sunshine Coast Community Services), the Sunshine Coast Seniors Planning Table.
- ii. That Directors \_\_\_\_\_ and \_\_\_\_\_ be confirmed as SCRD's representative for BC Ferries' Horseshoe Bay Terminal Redevelopment Project engagement activities.
- iii. That BC Ferries be invited to appear as a delegation to present the project at a Q2 2018 Committee Meeting.

#### B. Engagement Design:

- i. Efforts should be made to be age-inclusive in planning and delivering engagement.
- ii. Venues should be accessible for those who do not drive.
- iii. Childminding should be available.
- iv. Support project with clear public information about the process.
- v. Ensure opportunities are available to all community members to comment on all aspects of the project.
- vi. Consider integration with community events in both Gibsons and Sechelt, with possible additional activities in Roberts Creek, Halfmoon Bay and Pender Harbour.

#### C. Community Priorities:

- i. BC Ferries should review SCRD's Strategic Plan 2015-2018 and SCRD's Public Participation Framework.

- ii. Terminal design should focus on achieving frequent, reliable, on-time service.
- iii. Accessible, age-friendly design that works for pedestrians, cyclists and motor vehicle drivers should be foundational to enhancing terminal efficiency.

**AND THAT the recommendations be forwarded to the Regular Board Meeting of February 22, 2018.**

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## **BACKGROUND**

On January 30, 2018 BC Ferries commenced an engagement process related to the Horseshoe Bay Terminal Development Plan (TDP). Staff from BC Ferries contacted Sunshine Coast Regional District (SCRD) staff about the project and shared information which is attached to this report. A project web page is at [www.bcferrries.com/about/hsbvision](http://www.bcferrries.com/about/hsbvision). A Key Stakeholder update has been provided (Attachment A).

At this stage, BC Ferries has requested feedback on the TDP engagement plan, framed around specific questions:

1. Which key stakeholders would you recommend we reach out to?
2. How do we ensure that engagement is inclusive?
3. Are there other enhancements you might suggest to ensure engagement is effective?
4. Are there community plans that you know of that may impact the use or desired function of the terminal?
5. Are there other community engagement activities that we may wish to integrate or partner with?
6. What are the top three opportunities you see for the redevelopment of the Horseshoe Bay Terminal?

This report presents project information and seeks direction to respond to BC Ferries.

Forwarding of recommendation to the Regular Board Meeting of February 22, 2018 will enable timely response in advance of a workshop planned by BC Ferries for February 27, 2018.

## **DISCUSSION**

### Horseshoe Bay TDP Project Overview

The goal of the project is to accommodate future needs and growth (25-year planning horizon) and to promote efficiency in the terminal area. The footprint of the terminal will remain as it is. Greater efficiency will support passenger service/operating enhancements such as making hourly service feasible.

The redevelopment of the terminal is a 9-year project: 2018 (planning); 2019-2021 (rezoning and detailed design); 2022-2027 (construction).

Attachment B provides project background information.

### Engagement Process

BC Ferries has designed an engagement process to inform and consult terminal users and those affected by the proposed redevelopment.

Attachment C provides an overview of the engagement program.

### *Key Stakeholders*

BC Ferries has identified the following groups/communities as key stakeholders:

- Sunshine Coast
- Nanaimo
- Bowen Island
- West Vancouver
- Horseshoe Bay (Community) Terminal Liaison Committee
- Translink

The inclusion of the Sunshine Coast on this list recognizes the critical role that ferries and the Horseshoe Bay terminal play in Coast life. Engagement is planned with all local governments in key stakeholder communities

### *Sunshine Coast Engagement Plan*

Details provided to staff, beyond those included in the background information are:

- February 27<sup>th</sup>: Sunshine Coast visioning workshop (Invitation dated February 8, 2018 provided as Attachment D)
- April or May:
  - Invitation-based workshops on the Sunshine Coast with identified individuals/group representatives (input requested on participants, as discussed below). Workshops would review and validate vision
  - Broad, online public engagement
- Beyond these engagements, some flexibility in process is planned for in able to accommodate findings in early stages.
- BC Ferries has already planned to seek input from:
  - SCRD (the topic of this Staff Report)
  - TraC
  - Southern Sunshine Coast FAC Chair
  - Northern Sunshine Coast FAC Chair
  - Sunshine Coast Tourism
  - Sechelt and District Chamber of Commerce
  - Gibsons and District Chamber of Commerce
  - School District 46 (Sunshine Coast)
  - Sunshine Coast Minor Hockey

SCRD Response to Questions on BC Ferries TDP Engagement Plan

BC Ferries has posed 6 questions to SCRD about the proposed TDP Engagement Plan. Staff's recommended response is presented below.

1. Which key stakeholders would you recommend we reach out to?

SCRD's Strategic Plan includes priorities related to collaboration with the shíshálh and Skwxwu7mesh Nations, supporting sustainable economic development and facilitating community development. SCRD is guided by values of collaboration, equity and respect and equality.

SCRD has a Public Participation Framework which assists with identifying local stakeholders and can be shared to BC Ferries to assist with the Horseshoe Bay Terminal Redevelopment project.

BC Ferries has invited SCRD participation in the engagement process (2 representatives requested; 3 may be accommodated). Confirming SCRD representative(s) as participants in the process would support SCRD's priority to enhance board structure and processes and promote transparency. The appointed Director(s) will attend the workshop on February 27, 2018.

As well, BC Ferries indicated a willingness to appear as a delegation to present the project to the SCRD Board.

**Recommended Response:**

In addition to the currently-identified community stakeholders, BC Ferries should engage with the Skwxwu7mesh Nation, Sunshine Coast Regional Economic Development Organization (SCREDO), youth soccer or baseball, a social services provider (Sunshine Coast Community Services), the Sunshine Coast Seniors Planning Table.

BC Ferries should review SCRD's Public Participation Framework.

Two Directors should be confirmed as SCRD's representatives for engagement activities.

Staff will work with BC Ferries to arrange a delegation presentation about the project to a second quarter 2018 Committee meeting.

2. How do we ensure that engagement is inclusive?

SCRD's public participation experience shows success with engagement activities that are accessible to all ages, to those with mobility disadvantages and to those who don't drive. This includes choice of venue, time of day (case specific) and providing childminding/child activities.

**Recommended Response:**

Efforts should be made to be age-inclusive in planning and delivering engagement.

Venues should be accessible for those who do not drive.

Childminding should be available.

3. Are there other enhancements you might suggest to ensure engagement is effective?

BC Ferries has recognized the critical role that ferries play in Sunshine Coast life. In anticipation of broad public interest clear, proactive, broad communication about the project and process are likely to enhance effectiveness. Remaining open to new directions related to vision during the public/online questionnaire phase would strengthen inclusion.

**Recommended Response:**

Support project with clear public information about the process.

Ensure opportunities are available to all community members to comment on all aspects of the project.

4. Are there community plans that you know of that may impact the use or desired function of the terminal?

Staff have reviewed Official Community Plans (OCPs) and the Integrated Transportation Study to identify possible interfaces; no specific plans or policies are impacted. At the regional level, SCRD's Strategic Plan for 2015-2018 presents community vision, mission, priorities and values. Terminal redevelopment should contribute to these priorities and values.

**Recommended Response:**

BC Ferries should review SCRD's Strategic Plan 2015-2018.

5. Are there other community engagement activities that we may wish to integrate or partner with?

The Sunshine Coast has a wide variety of community events that could provide engagement opportunities, such as community festivals, Canada Day, etc. If community events are contemplated as part of the engagement plan, BC Ferries should consider integration with events in both Gibsons and Sechelt, with possible additional activities in Roberts Creek, Halfmoon Bay and Pender Harbour.

**Recommended Response:**

Consider integration with community events in both Gibsons and Sechelt, with possible additional activities in Roberts Creek, Halfmoon Bay and Pender Harbour.

6. What are the top three opportunities you see for the redevelopment of the Horseshoe Bay Terminal?

SCRD's previous advocacy related to BC Ferries service on Route 3 (Horseshoe Bay – Langdale) has identified the importance of frequent, reliable, on-time service. Achieving

this would contribute to SCRD's strategic priorities and values and should be the priority for terminal redevelopment. Staff suggest that establishing additional terminal services should be a secondary concern. Accessible, age-friendly design that works for pedestrians, cyclists and motor vehicle drivers should be foundational to enhancing terminal efficiency. Further comments can be provided through the workshop process.

**Recommended Response:**

Terminal design should focus on achieving frequent, reliable, on-time service. Accessible, age-friendly design that works for pedestrians, cyclists and motor vehicle drivers should be foundational to enhancing terminal efficiency.

*Consultation and Timeline for Next Steps*

Staff will convey recommendations to BC Ferries. The Director(s) representing the SCRD will attend the Horseshoe Bay Terminal Development workshop on February 27.

A project website is at [www.bcferrries.com/about/hsbvision](http://www.bcferrries.com/about/hsbvision).

**STRATEGIC PLAN AND RELATED POLICIES**

The recommendations to BC Ferries support SCRD's Strategic Priorities of Support Sustainable Economic Development, Enhance Collaboration with the shíshálh and Skwxwu7mesh Nations, Facilitate Community Development and Enhance Board Structure and Processes.

**CONCLUSION**

BC Ferries is planning for the redevelopment of the Horseshoe Bay Terminal. Planning in 2018 will set the stage for detailed design and construction that will conclude in 2027.

BC Ferries has requested feedback on their proposed engagement plan and staff have prepared a series of recommendations to be conveyed in response.

Forwarding of recommendation to the Regular Board Meeting of February 22, 2018 will enable timely response in advance of a workshop planned by BC Ferries for February 27, 2018.

**Attachments**

Attachment A: BC Ferries Key Stakeholder Update

Attachment B: Project Background Slides

Attachment C: Engagement Program Overview

Attachment D: Invitation to February 27, 2018 Workshop

Reviewed by:			
Manager		Finance	
GM	X – I. Hall	Legislative	
CAO	X – J. Loveys	Other	



January 30, 2018

## Horseshoe Bay Terminal Engagement – A vision for the future

### Key facts and messages

We want to ensure we keep you up-to-date on the Horseshoe Bay Terminal Visioning engagement process. To assist you with the development of briefing notes for elected officials and staff, and to help answer any questions that may come from your community, we are pleased to provide you with the information below. This information includes key project facts and messages about the Horseshoe Bay Terminal redevelopment process and the associated plans for community and customer engagement.

For questions related to this information or the project in general, please contact Carrie McIntosh, Senior Consultant with Context Research and Project Manager for the Horseshoe Bay Terminal engagement program at 250.818.2872 or [cmcintosh@contextresearch.ca](mailto:cmcintosh@contextresearch.ca).

### The Horseshoe Bay (HSB) terminal engagement process

- Stakeholder and community input is important to BC Ferries and will help shape plans to redevelop the HSB terminal.
- BC Ferries is embarking on an extended engagement effort between now and fall 2018 to better understand the important role the HSB terminal plays in the lives and travel experiences of community members and customers, and to gather input on what communities and customers envision for the future of HSB terminal.
- BC Ferries is engaging employees, stakeholders, communities, and First Nations in the Sunshine Coast, Bowen Island, West Vancouver, and Nanaimo to build a vision for the future Horseshoe Bay terminal.
- There will be multiple opportunities for stakeholders, communities, and First Nations to tell us about their vision for the future HSB terminal, both in person and online.
- BC Ferries is currently engaging with key stakeholder groups, and is planning broader community workshops and online engagement for the spring.
- Engagement activities will be integrated with the architectural design process, and public input will help to shape the design option(s) that go into the HSB Terminal Development Plan (TDP).
- The TDP is based on a 25-year vision for the new terminal and its implementation will happen in phases over a period of time.
- This engagement effort is a visioning and planning exercise and is the first of three key engagement steps associated with the terminal redevelopment:
  - 1. Visioning and planning (now):** Engage with employees, communities and customers to explore ways of improving the efficiency of the terminal and service through the terminal, as well as the community and customer experience of Horseshoe Bay Terminal over the long term.
  - 2. Detailed design (2-4 years out):** Engage employees, communities and customers in aspects of the detailed design of the terminal.

**3. Construction (5+ years out):** Engage employees, communities and customers in planning for service impacts resulting from the phased construction of the terminal.

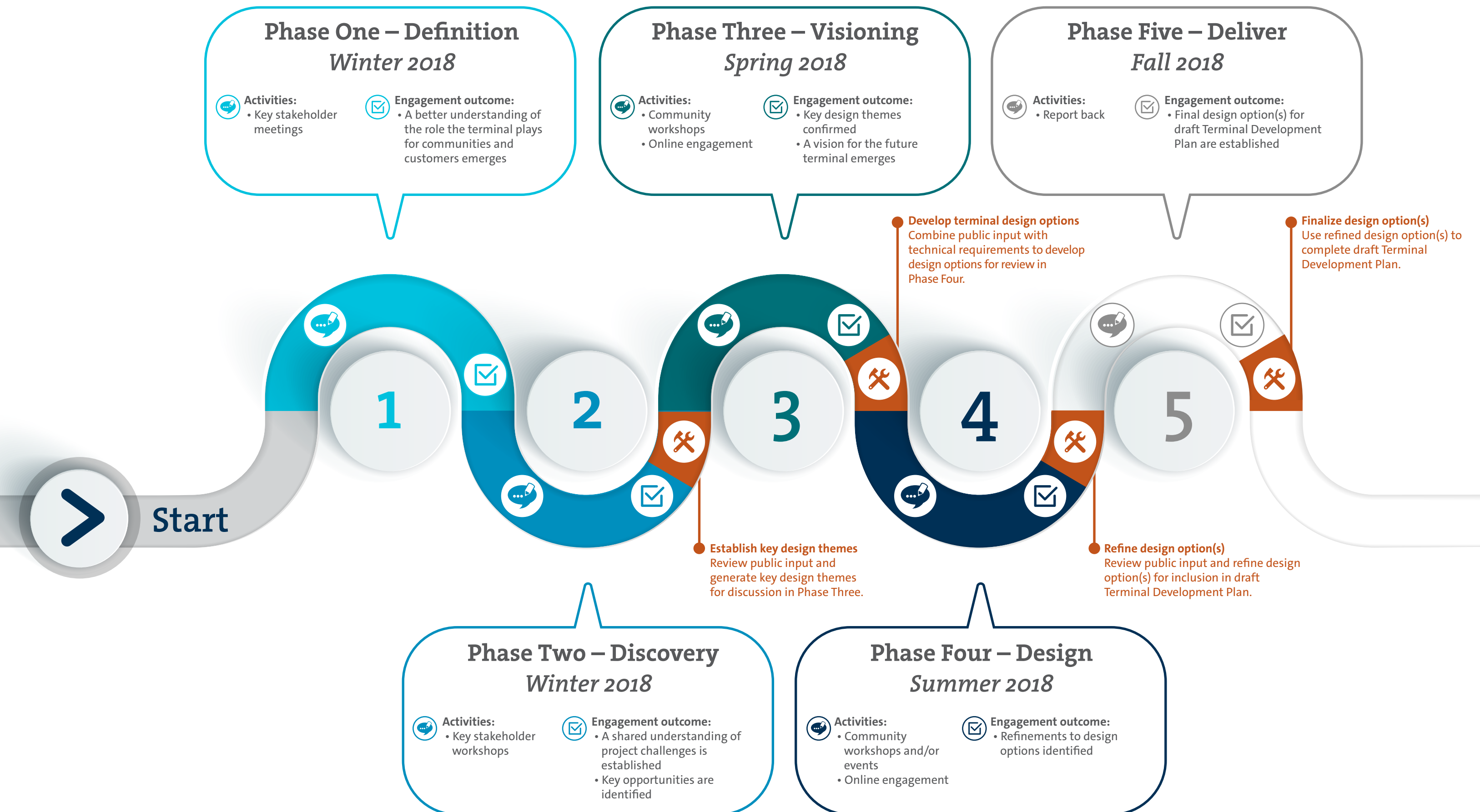
- To learn more about the project and upcoming engagement events, please visit the project website [www.bcferries.com/about/hsbvision/](http://www.bcferries.com/about/hsbvision/)

### **Need for the terminal and redevelopment plans**

- The HSB terminal is currently at capacity, making it difficult and sometimes challenging for BC Ferries' customers to travel and for terminal neighbours to fully enjoy their community.
- Some of the terminal's infrastructure will soon be in need of replacement, making now a good time to explore how the terminal can make better use of its existing footprint.
- With technology evolving and new generations shifting their modes of travel, transportation in the region is also changing quickly, trends BC Ferries needs to keep pace with and plan for.
- The existing terminal has been in place since the 1960s. Its configuration is the result of small changes and add-on structures that have helped to accommodate growing ridership. This configuration is no longer working for customers, neighbours, or BC Ferries.
- Redevelopment will allow BC Ferries to achieve several goals:
  1. Connect communities and customers with the people and places important to them by creating a more efficient and pleasurable terminal experience and aesthetic
  2. Support growth in the region by moving people and goods with greater ease
  3. Accommodate changing transportation needs by considering emerging technologies and ensuring flexibility for future technological changes
- The new terminal will provide service to the same destinations as it does today, including Vancouver Island, the Sunshine Coast, and Bowen Island.
- Redevelopment construction is not estimated to begin for another 5 years. Its implementation will happen over a period of time and in phases.

### **Attachment: Engagement Process Infographic**

# Horseshoe Bay Terminal Visioning Engagement Process





# Horseshoe Bay Terminal Redevelopment Engagement



January 11, 2018

# Horseshoe Bay Redevelopment

- **Phase 1** – Terminal Development Plan – 2018
- **Phase 2** – Rezoning & Detailed Design – 2019-2021
- **Phase 3** – Construction - 2022-2027

Three phases of engagement to align with three phases of redevelopment

# Terminal Development Plans

## What is a Terminal Development Plan?

A Terminal Development Plan (TDP) is a document that will set out a long term vision of how a terminal should develop over time. TDPs will provide the framework for the phased implementation of strategies, actions and projects over the next 25 years.

## Why Prepare the Plan?

BC Ferries is preparing a TDP to help better inform its capital spending and to ensure that BC Ferries develops its terminals in a sustainable, cost effective, organized, phased and efficient way. Over the next 25 years passenger volumes are likely to increase at the majority of our terminals. This growth in passenger traffic will need to be planned for to ensure the terminal can accommodate functional needs and future growth.

## Functional Requirements



## Form Development















# BC Ferries

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Horseshoe Bay Terminal Vision – Engagement Program

# engagement phases

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## phase 1 - definition

- Project set-up
- Connect with key stakeholders and the community

# engagement phases

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## phase 2 - discovery

### **8-10 targeted stakeholder workshops**

- Explore ideas and opportunities
- Develop shared understanding of constraints and challenges related to redevelopment

# engagement phases

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## phase 3 - visioning

### **4-5 community workshops & online engagement**

- Confirm input from Phase 2
- Begin to build a vision for the future HSB Terminal

# engagement phases

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## phase 4 - design

### **4-5 community workshops & online engagement**

- Explore options for designs
- Explore community preferences related to each option

### **Repeat Phase 1 meetings with key stakeholders & community**

- Explore options in one-on-one meetings

# engagement phases

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## phase 5 - deliver

### **Stakeholder outreach**

- Inform key stakeholders and the community of preferred concept(s) moving forward into Terminal Development Plan

# feedback

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# feedback

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**Which key community stakeholders would you recommend we reach out to?**

# feedback

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**How do we ensure that engagement is inclusive?**

**i.e. What groups in your community may be harder to reach, and how would you recommend we reach them?**

# feedback

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**Are there other enhancements you might suggest to ensure engagement is effective?**

# feedback

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**Are there community plans that you know of that may impact the use or desired function of the terminal?**

# feedback

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**Are there other community engagement activities that we may wish to integrate or partner with?**

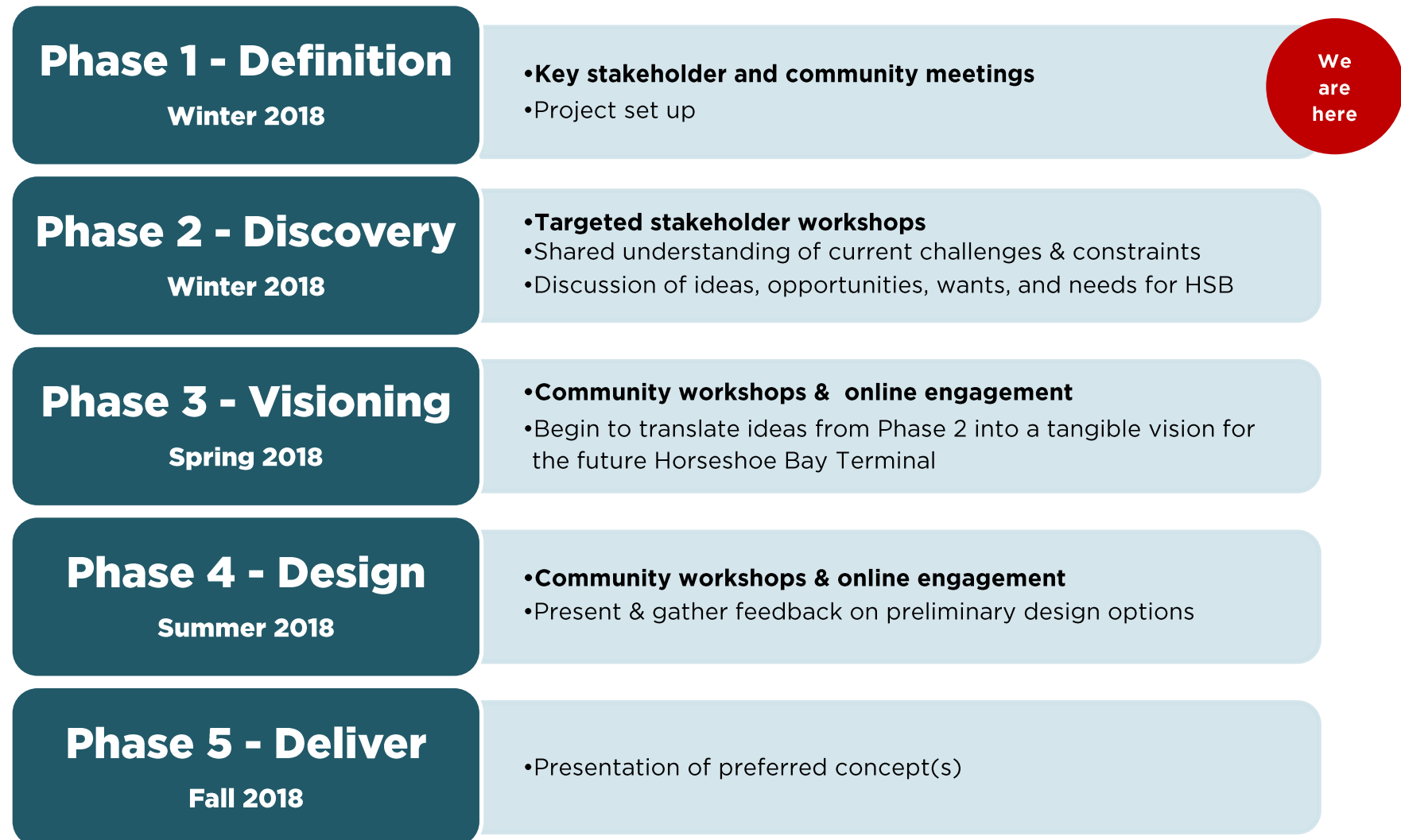
# feedback

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**What are the top three opportunities you see for the redevelopment of the Horseshoe Bay Terminal?**

# Horseshoe Bay Terminal – A Vision for the Future

## Engagement Program Overview



**From:** Carrie McIntosh  
**To:** [Carrie McIntosh](#)  
**Cc:** [Hendry, David](#)  
**Subject:** Invitation to Horseshoe Bay Terminal Development Workshop  
**Date:** Thursday, February 08, 2018 11:22:57 AM

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## Please join us!

You're invited to join us for a small-group workshop to begin envisioning the future of the Horseshoe Bay Terminal.

**Tuesday, February 27**

**1 to 3:30pm**

Gibsons Garden Hotel

963 Gibsons Way, Gibsons

This workshop will bring a focused group of Sunshine Coast stakeholders together. During this highly interactive session, we will identify the objectives and challenges of redeveloping the Horseshoe Bay Terminal, and will work together to explore needs, wants, and possibilities for the future of the terminal. Refreshments will be served.

Invitees to this workshop include representatives from:

- Sunshine Coast Regional District
- Transportation Choices – Sunshine Coast
- Ferry Advisory Committees
- Chambers of Commerce
- Sunshine Coast School District
- Sunshine Coast minor hockey
- Freight and hauling companies

**Please RSVP** by replying to this email or calling Carrie McIntosh, Project Manager for the Horseshoe Bay Terminal Development Engagement at 250.818.2872.

This workshop is the first in a series of several workshops that will support the Horseshoe Bay Terminal Development visioning process. Broader community workshops and online engagement are planned for the next phases of the engagement. To learn more about the project and the planned engagement process, please visit [www.bcferrries.com/about/hsbvision/](http://www.bcferrries.com/about/hsbvision/).

Warm regards,

Carrie

**Carrie McIntosh**

Senior Consultant, Context Research

Phone: 250.818.2872

Email: [cmcintosh@contextresearch.ca](mailto:cmcintosh@contextresearch.ca)

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## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee, February 22, 2018

**AUTHOR:** Tina Perreault, General Manager Corporate Services / Chief Financial Officer

**SUBJECT:** HILLSIDE DEVELOPMENT- SURPLUS FUND OPTIONS

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### RECOMMENDATION(S)

**THAT the report titled Hillside Development-Surplus Fund Options be received;**

**AND THAT an Operating Reserve Bylaw be established for the Hillside Development function;**

**AND THAT the 2018 Dike Maintenance project in the amount of \$10,000 be amended to be funded from surplus/reserves versus taxation;**

**AND FURTHER THAT base budget operations for Hillside be funded from taxation and lease revenues.**

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### BACKGROUND

In the early 90's, the Sunshine Coast Regional District (SCRD) purchased a large block of land from the Province in the amount of \$2.53 million dollars, for the purpose of a commercial or industrial development, known as Hillside. Not all the property is for economic enterprise, some is reserved for a large demonstration forest, protected environment, and parkland (Attachment 1).

The SCRD borrowed to purchase the property, but was able to pay the principle off in five years from proceeds of land sales (Attachment 2). In the periods from 1992 to 1999, \$3,181,966 worth of land was sold; with the last three sales completing in 2014, 2015 and most recently lot B in 2017 for a combined value of \$1,838,000. Hillside generates income from water leases, however, 50% of the water lease revenue must be remitted back to the Provincial Government. From 1992 to 2017 Hillside also generated income from the land lease for Lot B, but with the sale, that revenue is no longer available.

To prepare a portion of the Hillside properties for sale, extensive development costs went into the site, such as land prep, dike construction, roadwork, and drainage management. Costs associated with the service, such as staffing costs, marketing, professional fees are also considered development costs. A total of \$3,936,251 of development costs and \$571,017 of interest from initial borrowing have been expensed for Hillside.

From 1990 to 2013, Hillside accumulated a deficit in the amount of (\$1,188,307). This debt was funded internally where the SCRD was providing the cash flow required to pay for the expenses each year, with the repayment to occur from "future land sales". In 2013 the SCRD Board

approved that all future land sales go toward the reduction of the deficit and that annual operations and development costs be recovered by taxation. As a result of the recent land sale of Lot B, proceeds extinguished the remaining internal debt of \$224,476 and Hillside generated an operating surplus of \$706,120 as at December 31, 2017.

For 2018, Hillside's revised budget (After Round 1) requires an estimated \$11,945 of taxation (Attachment 3) and two budget proposals were brought forward for consideration:

<b>Item</b>	<b>Amount</b>	<b>Proposed Funding</b>
Dike Maintenance (mandatory-regulatory compliance)	\$10,000	Taxation
Hillside Development Project-Investment Attraction Analysis	\$60,000	Taxation and Possible Grants

The first proposal was incorporated into the draft 2018-2022 Financial Plan as it is considered mandatory. The second proposal was presented at Round 1 Budget and resolution 060/18 was passed at the February 8, 2018 Regular Board meeting, partial excerpt below:

**Recommendation No. 24**    *Hillside Development Project [540] – 2018 R1 Budget Proposal*

AND THAT the following budget proposal be referred to 2018 Round 2 Budget pending a staff report, prior to 2018 Round 2 Budget, on funding options:

- Budget Proposal 1 – Hillside Development Project – Investment Attraction Analysis, \$60,000 funded through potential Grant;

AND FURTHER THAT a grant application be made to the Island Coastal Economic Trust Economic Development Readiness Program for the project.

With the sale completing at the end of 2017, Hillside has an operating surplus. The purpose of this report is to provide options for the Boards consideration for the following:

1. Where to place 2017 surplus funds for Hillside;
2. Alternative funding options for 2018 Budget Proposals;
3. Funding ongoing operational costs at Hillside.

## DISCUSSION

### *Placing Surplus Funds*

The SCRD's Financial Sustainability Policy recommends creating reserves as a strategy in funding future financial obligations (excerpt 4.14 below).

#### 4.14. Reserve Funds and Rate Stabilization

The Regional District strives to develop appropriate reserves with respect to Regional District capital assets, landfill closure and post closure costs, employee benefit obligations, and other significant future financial obligations. Reserves and Rate Stabilization Funds contribute to the financial stability of Regional District services.

4.14.1. Policy: The Regional District will review all services to identify the appropriate uses and level of reserves and /or rate stabilization funds recommended for each service. Strategies to build reserves will be developed and presented as part of the annual budget process.

The *Local Government Act* states that each Regional District service requires its own bylaw(s) to establish a statutory reserve fund. Typically two classifications of reserve are created, either an operating or capital reserve. How these funds can be used is outlined in the body of the bylaw and is kept very generic to give flexibility for changes in priority or emerging issues.

Since Hillside's main purpose is for commercial or industrial land development and saleable land is held as inventory, staff recommend an operating reserve bylaw be established to allow for flexibility and meet future service needs. Typically, operating reserves would cover unanticipated expenditures for operations; fund one-time projects; or mitigate sudden and marked increases to taxation/or act as a rate stabilization fund. It could also allow for occasional capital expenditures.

Creating a capital reserve is also an option, but would limit the use exclusively toward capital costs/projects. Funds held in either an operating or capital reserves cannot be transferred from one to another, therefore, establishing an operating reserve is recommended at this time.

### *2018 Budget Proposal and Ongoing Operational Funding at Hillside*

The Financial Sustainability Policy also specifies how *one-time revenues* or *surpluses* will be used (excerpt 4.4 below).

#### 4.4. One-time Revenues

Using one-time revenues to fund ongoing expenditures results in unfunded expenditure obligations in future years.

4.4.1. Policy: Operating surpluses and one-time revenues will not be used to fund ongoing expenditures. Major one-time revenues will be applied to:

- Reserves and/or Rate Stabilization in keeping with levels set by the Board;
- One-time expenditures; or
- Repayment of outstanding debt.

The two Budget Proposals for 2018 are considered one-time expenditures and surplus/reserves to fund these projects versus taxation is now an option. Staff recommend that the Dike Maintenance project in the amount of \$10,000 be amended to be funded from surplus/reserves versus taxation, and that at Round 2, the Budget Proposal for the Hillside Development Project – Investment Attraction Analysis, \$60,000 include funding from potential grants and/or reserves.

For 2018, the revised Hillside base budget requires approximately \$12,000 from taxation to fund ongoing operations, which is down from 2016 where taxation was almost \$30,000. With the sale of lot B, the function has lost revenue from the land lease, but will also no longer incur internal borrowing costs as a result of debt repayment. To use surplus/reserves to fund ongoing expenditures is contrary to the Financial Sustainability Policy, and it is recommended these costs be funded from taxation.

### *Financial Implications*

The table below provides a high level summary of the short-term operating reserve plan for Hillside, failing any successful grant funding for the Investment Attraction proposal.

<b>Five-Year Operating Reserve Plan</b>					
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve – Cap	\$ -	\$ 636,120	\$ 636,120	\$ 636,120	\$ 636,120
Contributions-2017 Surplus	\$ 706,120	\$ -	\$ -	\$ -	\$ -
Dike Maintenance (mandatory)	-\$ 10,000				
Hillside Development Project-Investment Attraction Analysis	-\$ 60,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 636,120	\$ 636,120	\$ 636,120	\$ 636,120	\$ 636,120

### *Timeline for next steps or estimated completion date*

Staff recommend preparing the Hillside Operating Reserve Bylaw to be presented at the next available Board meeting for adoption.

## **STRATEGIC PLAN AND RELATED POLICIES**

This aligns with SCRD's value of Transparency, Strategic Priority: Ensure Fiscal Sustainability and Financial Sustainability Policy.

## **CONCLUSION**

As a result of the recent land sale of Lot B, proceeds extinguished the remaining internal debt of \$224,476 and Hillside generated an operating surplus of \$706,120 as at December 31, 2017.

Since Hillside's main purpose is for commercial or industrial land development and saleable land is held as inventory, staff recommend establishing an operating reserve bylaw to place 2017 surplus funds. This will allow for flexibility and meet future service needs.

Budget Proposals for 2018 are considered one-time expenditures and surplus/reserves to fund these projects versus taxation is now an option. Per the Financial Sustainability Policy, Staff recommend that the Dike Maintenance project in the amount of \$10,000 be amended to be

funded from surplus/reserves versus taxation, and that at Round 2, the Budget Proposal for the Hillside Development Project – Investment Attraction Analysis, \$60,000 include funding from potential grants and/or reserves.

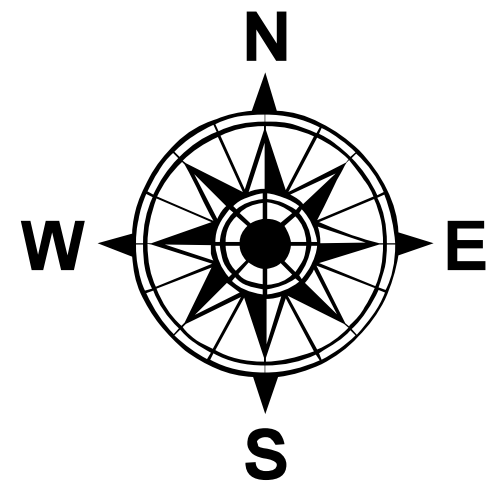
To use surplus/reserves to fund ongoing expenditures is contrary to the Financial Sustainability Policy, and it is recommended these costs be funded from taxation.

Attachments:

1. Hillside Industrial Park Property Ownership
2. Hillside Financial Overview
3. Hillside Revised 2018 Base Budget Detail

Reviewed by:			
Manager		Finance	
GM	X-I. Hall	Legislative	
CAO	J. Loveys	Other	





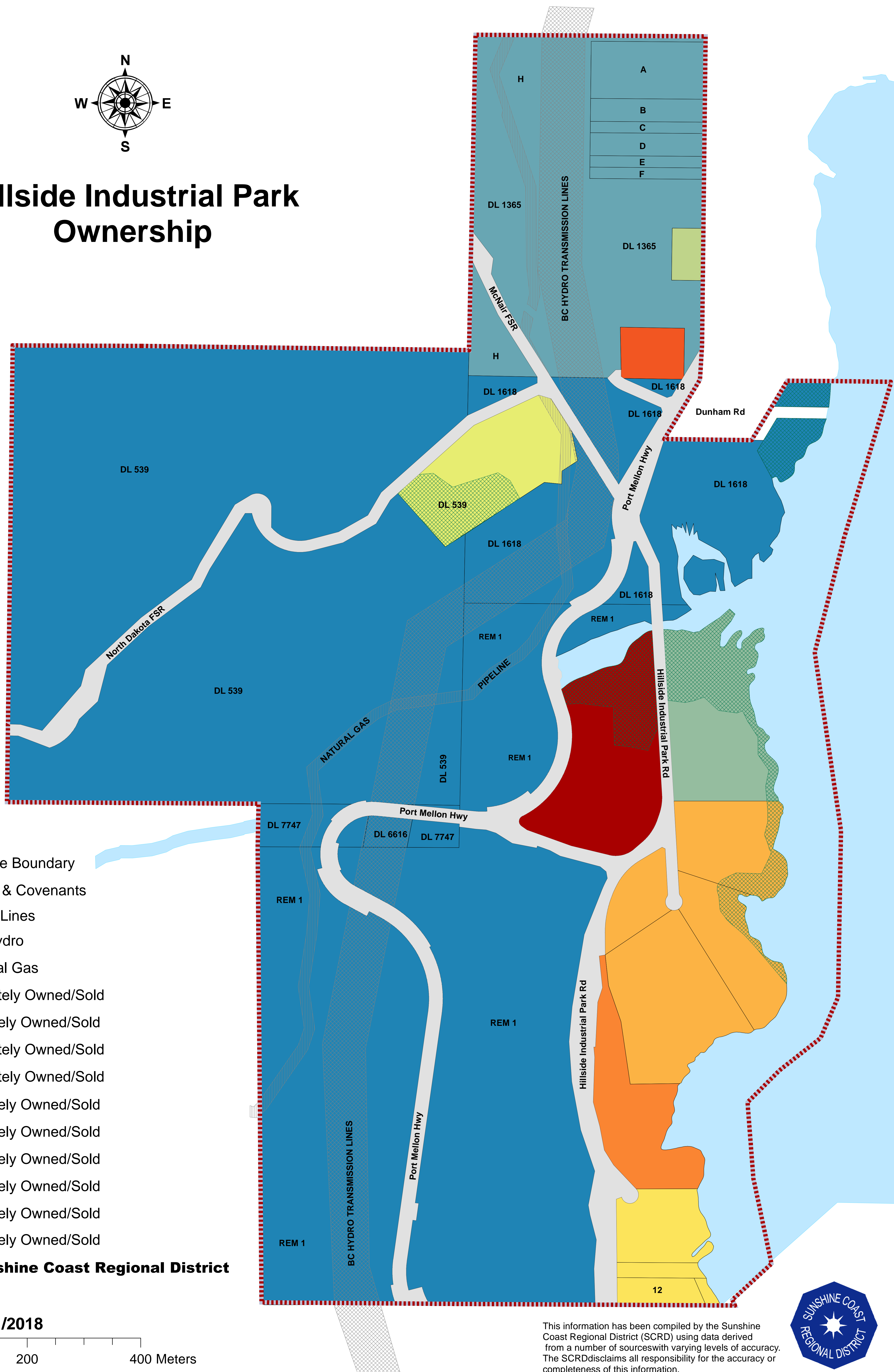
# Hillside Industrial Park Ownership

## Legend

- Hillside Boundary
- Parks & Covenants
- Transmission Lines**
  - BC Hydro
  - Natural Gas
- Privately Owned/Sold
- Privately Owned/Sold
- Privately Owned/Sold
- Privately Owned/Sold
- Privately Owned/Sold
- Privately Owned/Sold
- Privately Owned/Sold
- Privately Owned/Sold
- Privately Owned/Sold
- Sunshine Coast Regional District**

Date: 29/01/2018

0 100 200 400 Meters



Hillside Modified Accrual Statement 1991-2017 - For Management Reporting

	7.48%	5.94%	6.88%	8.65%	6.06%	4.96%	6.60%	6.44%	7.27%	6.40%	6.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
	Actual 1992	Actual 1993	Actual 1994	Actual 1995	Actual 1996	Actual 1997	Actual 1998	Actual 1999	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Total
Revenues:																											
Surplus / (Deficit) from Prior Year	(70,964)	(204,344)	(93,563)	(47,241)	(176,754)	(858,250)	(789,406)	(816,123)	(309,980)	(311,400)	(410,481)	(800,594)	(866,391)	(889,560)	(922,983)	(974,280)	(1,010,204)	(1,036,555)	(1,057,874)	(1,090,104)	(1,114,275)	(1,135,307)	(1,176,198.93)	(691,329.86)	(268,440.98)	(224,476.18)	
Water Leases	-	5,218	18,852	23,994	18,311	19,689	19,689	19,689	19,689	19,689	19,689	20,686	22,103	22,306	27,220	47,125	43,682	44,918	46,269	52,818	53,168	54,922	56,997.27	64,465.78	60,228.81	65,684.59	801,418
Land Leases	38,446	65,408	90,276	49,079	69,988	18,511	16,500	16,200	16,875	19,644	19,800	20,400	24,000	21,206	24,179	16,991	17,415	17,850	18,296	18,296	18,664	19,037	19,417.75	19,806.11	20,202.22	17,820.18	696,487
Interest Income																								526.68	414.60	527	
Property Taxes													25,000	28,000	-									34,602.00	28,355.00	4,120.00	115,957
Interest on Agreements for Sale: <sup>1</sup>																											-
DL 1365 (Sold To Consortium 1992)	-	22,583	18,714	14,561	10,100	5,312	-	-	-	-	-	-	-	-	-												71,270
Lot C (Howe Sound Sort 1994)	-	-	-	29,250	27,383	25,347	23,128	20,710	18,173	15,409	-	-	-	-													159,400
Lot D (Bayside Sawmills 1995)	-	-	-	4,804	8,015	5,005	3,037	1,663	277	-	-	-	-	-													22,801
Lot Sales:																											-
DL 1365 (Consortium 1992, 49.7ac)		402,000																									402,000
Lot H (Sechelt Creek Contr. 1992, 2.5 ac)	42,500																										42,500
Lot A (Bayside Sawmills 1993, 11.66 ac ) <sup>2</sup>			446,519																								446,519
Lot C (Howe Sound Sort 1994, 6.84 ac)			375,000																								375,000
Lot D (Bayside Sawmills 1995, 3.16 ac)				146,747																							146,747
Lot E (Hillside Marine 1997, 8.3 ac )						709,766																					709,766
Lot F (Fleetwood Forest 1997, 4.22 ac)						325,966																					325,966
Lot N (Centra Gas 1999, 4.29 ac)	-	-	-	-	-	-	-	532,250	-	-	-	-	-	-													532,250
Lot H (0972951 BC Ltd., 2014, 14.89 ac)																							519,000.00				519,000
Lot G																								419,000.00			419,000
Lot B																									900,000.00		900,000
Expected Lot Sales										-	-	-	-	-													-
To/from unfunded amortization																		82,055	109,622								191,677
Other revenues and cost recoveries	-	-	(161)	4,540	114,516	94,918	-	-	8,465	22,821	800	500	7	26,736		33,000	2,190	-									308,332
Total Revenues	9,982	290,865	855,637	225,734	71,559	346,263	(727,052)	(225,611)	(246,501)	(233,837)	(370,192)	(759,008)	(795,281)	(791,313)	(871,584)	(877,164)	(864,862)	(864,165)	(993,309)	(1,018,990)	(1,042,443)	(1,061,347)	(580,783.91)	(153,455.97)	(159,128.27)	763,563.19	7,186,616

Expenditures:

Principal payments on bank loan	-	171,000	571,519	157,575	160,000	938,985	-	-	-	-	-	-	-	-													1,999,079
Interest paid on bank loan	138,397	119,643	109,166	107,148	67,502	18,976	-	-	-	-	-	-	-	-													571,017
Development costs	75,929	93,785	222,193	137,765	702,307	177,709	89,071	84,369	64,899	176,644	430,402	107,383	94,279	131,671	102,696	133,040	171,693	193,709	96,795	95,285	92,864	114,852	110,545.95	114,985.01	65,347.91	57,442.54	3,936,251
Total Expenditures	214,326	384,428	902,878	402,488	929,809	1,135,670	89,071	84,369	64,899	176,644	430,402	107,383	94,279	131,671	102,696	133,040	171,693	193,709	96,795	95,285	92,864	114,852	110,545.95	114,985.01	65,347.91	57,442.54	6,506,347
																											-
<sup>3</sup> Surplus / (Deficit) - Due to General Revenue	(204,344)	(93,563)	(47,241)	(176,754)	(858,250)	(789,406)	(816,123)	(309,980)	(311,400)	(410,481)	(800,594)	(866,391)	(889,560)	(922,983)	(974,280)	(1,010,204)	(1,036,555)	(1,057,874)	(1,090,104)	(1,114,275)	(1,135,307)	(1,176,199)	(691,329.86)	(268,440.98)	(224,476.18)	706,120.65	680,269

Less: Accumulated Taxation Revenue

(25,000) (53,000)

Deficit per Financial Statements

Deficit for the Year (914,560) (975,983) (1,027,280) (1,063,204) (1,089,555) (1,110,874) (1,143,104) (1,167,275) (1,188,307) (1,229,199) (744,329.86) (356,042.98) (340,433.18) 586,043.65

<sup>1</sup> Interest earned on Agreements for Sale were collected as part of the Lump Sum annual payments.

<sup>2</sup> The Modified Accrual and Cash Flow Income Statements shows the sale price net of \$201,218 deposit paid directly to Crown when the Hillside Industrial Park was purchased in 1992.

<sup>3</sup> Surplus (Deficit) does not include any interest on amount owing to general revenue fund pror to 2003

Interest on Funds borrowed from General Rev. (Not included in Surplus / (Deficit) amount above.)	(15,283)	(5,555)	(3,248)	(15,282)	(52,031)	(39,141)	(53,898)	(19,955)	(22,641)	(26,271)	(48,036)													(308,394)		
Interest per Board Resolution 470/03												24,018	(26,687)	(27,690)	(29,228)	(30,306)	(31,097)	(31,736)	(32,703)	(33,428)	(34,059)	(23,609)	(11,313)	(8,053)	(5,126)	(304,357)

Saleable Land Inventory (in acres):											month @1.86% (MFA short)																
Beginning	-	237.50	187.80	169.34	166.14	167.44	154.92	154.92	154.92	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	136.35	124.32	124.32	
Add:																											
Land Purchases	435.00	-	-	-	1.30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			436.30	
Total Available	435.00	237.50	187.80	169.34	167.44	167.44	154.92	154.92	154.92	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	136.35	124.32	124.32	436.30
Less:																											
Hillside Parklands	195.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			195.00	
Land Sold (acres)	2.50	49.70	18.46	3.20	-	12.52	-	4.29	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14.28	12.03	-	6.30	123.28
Ending	237.50	187.80	169.34	166.14	167.44	154.92	154.92	150.63	154.92	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	150.63	136.35	124.32	124.32	118.02	118.02



Hillside Revised 2018 Base Budget (After Round 1)

Account(T)	Function	Amount
<b>Revenues</b>		
Property Tax Requisition	540	-11,945.00
Transfer from Reserves	540	-10,000.00 (New)
Other Revenue	540	-63,614.00
		<u>-85,559.00</u>
<b>Expenses</b>		
Support Services	540	11,300.00
Salaries & Wages	540	8,173.00
Benefits	540	2,053.00
WCB Premiums	540	193.00
Advertising & Promotion	540	3,125.00
Travel	540	500.00
Rentals & Leases	540	35,000.00
Contracted Services	540	10,000.00
Office Expense	540	500.00
Repairs & Maintenance	540	3,000.00
Professional Fees	540	11,715.00
		<u>85,559.00</u>



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** Angie Legault, Senior Manager, Administration and Legislative Services

**SUBJECT:** MAIL BALLOT VOTING

---

### RECOMMENDATION(S)

**THAT the report titled Mail Ballot Voting be received;**

**AND THAT staff prepare an amendment to the election procedures bylaw to accommodate mail ballot voting.**

---

### BACKGROUND

General Voting Day for local government elections in BC is October 20, 2018.

The *Local Government Act* (section 110(3)) provides that a regional district may (by bylaw) implement mail ballot voting to allow electors to cast a ballot without attending a voting place. A regional district can offer mail ballot voting for:

- (a) persons who have a physical disability, illness or injury that affects their ability to vote at another voting opportunity,
- (b) those who reside in a specified area of the jurisdiction that is remote from voting places at which they are entitled to vote (area must be defined in bylaw), and
- (c) persons who expect to be absent from the regional district on general voting day and at the times of all advance voting opportunities.

During the period leading up to local elections, staff traditionally receive several requests for mail ballot voting opportunities. While the change in General Voting Day from November to October may impact demand, staff anticipate continued public interest in this option.

### DISCUSSION

The introduction of mail ballot voting would enhance service and may assist in increasing voter turnout. Voter turnout in the rural areas in 2014 ranged from 33-43% and from 29-36% in 2011.

Some of the concerns that have been raised about the introduction of mail ballots in the past include:

1. The turnaround time between the printing of ballots and the deadline for receipt of the mail-in ballots is only 18-20 days.

Mail ballots must be delivered by mail, courier or in person before the close of general voting (8:00 pm). The elector is responsible for arranging and paying for the delivery of the mail ballot to the Regional District Office.

2. Unknown postage, printing and administrative costs

It is difficult to predict how many electors would use mail ballot voting or the impact on resources; however staff believe that the benefits of increasing the accessibility of voting opportunities outweigh the risk.

3. Voter fraud

Voter eligibility concerns are addressed through certification material which accompanies the ballot. If the certification does not meet the Chief Election Officer's satisfaction, the ballot is rejected.

Those requesting a mail ballot must provide:

- Full name and Mailing address
- Property address (if different from mailing address)
- Method by which the elector wishes to receive the mail ballot package:
  - Pick up at the Regional District office,
  - Regular letter mail through Canada Post to elector's mailing address,
  - Regular letter mail through Canada Post to an alternate address that is provided by the elector when requesting the mail ballot package.

The mail ballot package contains a ballot, a secrecy envelope, a certification envelope and a return envelope. The elector would:

- Complete and sign the certification envelope
- Mark the ballot and place it in the secrecy envelope, seal the secrecy envelope and place in the certification envelope.
- Put any other required information in the certification envelope.
- Seal the certification envelope, place it in the outer, return envelope and
- Arrange for delivery of the return envelope to the Regional District office.

When completing the certification envelope, the elector signs a solemn declaration, similar to one that would be signed if voting in person. The declaration states that the elector meets the requirements to vote, is entitled to vote, has not voted previously and will not vote again.

*Options and Analysis*

1. Amend Election Procedures Bylaw to permit mail ballot voting

Within this option, mail ballots could be restricted to electors with an illness / injury who would be unable to attend the voting place, or the opportunity could be expanded to also include those who expect to be absent from the area during all voting opportunities.

The use of mail ballots is authorized in both the District of Sechelt and the Town of Gibsons.

Staff support the use of mail ballots as a way to make voting more accessible.

2. Status quo

While maintaining the status quo is a viable option, in 2014 the SCRD received feedback in the press and from members of the public related to the absence of mail ballots.

*Financial Implications*

It is anticipated that the costs of implementing mail ballot voting could be accommodated within the base budget for election operations.

*Timeline for next steps or estimated completion date*

Changes to election bylaws must be adopted by July 9, 2018.

*Communications Strategy*

If the Board adopts a bylaw authorizing mail ballot voting, staff will inform the public via the SCRD website, social media channels, statutory advertising and other opportunities as may be available.

**STRATEGIC PLAN AND RELATED POLICIES**

This report is supported by the SCRD Value of Transparency.

**CONCLUSION**

During election years, staff typically receive several requests for opportunities to vote by mail. To enhance the service provided to the community and to encourage increased voter participation, Staff recommend amending the Election Procedures Bylaw to authorize the use of mail ballots.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** Angie Legault, Senior Manager, Administration and Legislative Services

**SUBJECT:** BOARD PROCEDURES BYLAW

---

### RECOMMENDATION(S)

**THAT the report titled Board Procedures Bylaw be received;**

**AND THAT the draft Board Procedures Bylaw be referred to the March Corporate and Administrative Services Committee meeting for consideration.**

---

### BACKGROUND

Section 225(1) of the *Local Government Act* requires that a board must, by bylaw, establish the general procedures to be followed by the board and by board committees in conducting their business, including the manner by which resolutions may be passed and bylaws adopted; providing for advance public notice of the date, time and location of board and board committee meetings and establishing the procedures for giving that notice; and identifying places that are to be public notice posting places.

*Sunshine Coast Regional District Procedures Bylaw No. 474* has become outdated due to changes in legislation and the passage of time. A new Procedures Bylaw was also identified as a success indicator in the 2015-2018 Strategic Plan.

A draft bylaw has been developed to update procedures and ensure alignment with current legislation (Attachment 1).

The bylaw drafting process was guided by the *Local Government Act* (LGA) and *Community Charter* (CC), as well as provincial resources available through the Ministry of Municipal Affairs and Housing's Local Government Governance and Structure Division. A review of recently updated Procedure Bylaws from other local governments (with an emphasis on regional districts) was also completed. Trends and best practices were considered and an effort was made to enhance readability with the use of plain language.

### DISCUSSION

The level of detail contained in procedure bylaws varies from one jurisdiction to another. Some bylaws are lengthy and restate legislation and parliamentary procedure. Staff have attempted to include relevant information without duplicating the content of the CC or LGA or being overly prescriptive. Some matters which are currently addressed by policy have been included in the bylaw for ease of reference.

The draft bylaw is annotated to indicate what content is mandatory and what content is optional and/or recommended. Sections highlighted in blue indicate provisions that also apply to Committees. For comparison, Bylaw 474 has been annotated to cross-reference the related section in the proposed bylaw. (Attachment 2).

### *Options and Analysis*

A bylaw was drafted for discussion purposes.

1. Election of Chair and Vice Chair (section 8)
  - a. Option for candidates to address the Board and time limit for address
  - b. Election by *majority* of votes vs *most* votes (when there are 3 or more candidates)
  - c. Tie vote – repeat voting with all candidates on the ballot or eliminate the candidate with the least number of votes; continue voting until tie is broken vs. drawing lots

The current bylaw simply references the LGA; which is silent on the process for the election.

Staff recommend detailing the procedures for the election of the Chair and Vice Chair to provide clarity and consistency in the process.

2. Quorum and Opening Procedures (section 9)
  - a. Time limit for arrival of Chair before the Vice Chair calls the meeting to order
  - b. Time limit for adjourning a meeting if a quorum is not present

This section is presented as per the current bylaw (15 minutes for arrival of Chair and 30 minutes before meeting is adjourned); however many local governments have shorter time limits.

Staff recommend that the Committee determines the acceptable time limits.

3. Agenda (section 10)
  - a. Deadline for circulating agendas to members

The agenda is normally circulated on the Friday prior to the Thursday meeting. The bylaw references a deadline of at least three (3) days prior to the meeting to provide flexibility in unusual circumstances.

- b. Rules about late agenda items which are currently contained in policy (Attachment 3) could be included in this section; however they would lengthen the bylaw.

Staff recommend approval of this section as presented.

4. Order of Proceedings (section 11)

Local government approaches to Director and CAO reports vary. In the absence of a decision to remove provisions for these reports from the agenda, staff recommend moving them to the end of the Reports section to ensure business decisions are made earlier in the meeting.

Staff recommend approval of the revised order of business as presented.

5. Delegations (section 12)

a. Time limits (currently 10 minutes per delegation)

b. Requests after the deadline

The procedural aspects related to delegations are currently contained in Board policy (Attachment 4). Although including basic information makes the bylaw longer, it may promote transparency by making the information easier to access (one stop source of information).

Staff recommend approval of this section as presented.

6. Closed Meetings (section 14)

Although this content is optional, it documents expectations and organizational practice which contributes to transparency. Further details about who can attend closed meetings is included in Board policy (Attachment 5) and could be incorporated into the bylaw.

Staff recommend approval of this section as presented.

7. Minutes (section 15)

Although this content is optional and does not exist in the current bylaw, it documents expectations and organizational process which contributes to transparency.

Staff recommend its inclusion in the bylaw.

8. Participation in Meetings Electronically (section 16)

This section is consistent with the existing bylaw; however the Board could decide to remove this section or revise the procedures. Staff recommend approval of this section as presented.

9. Chair and Presiding Officers (section 17)

Subsections (1), (3) and (4) are new content and provide additional clarity on presiding over meetings.

10. Debate and Conduct (section 18)

- a. Respectful conduct
- b. Time limits for speaking

This section is mostly consistent with the current bylaw (Section 11 Rules of Conduct and Debate) however time limits for speaking have been included which the Committee may wish to revise or delete.

Staff recommend that the Committee determines the acceptable time limits.

11. Motions (section 19)

The content contained in the current bylaw (Section 18 Motions) was expanded to provide detail around 'notice of motion'.

Staff recommend approval as presented.

12. Reconsideration (section 20)

New content was added to expand on the provisions for reconsideration including a requirement for a two-thirds majority to pass a motion to reconsider. The Committee could choose to use a simple majority. The current bylaw only provides a reference to the *LGA*.

Staff recommend approval as presented.

13. Voting (section 21)

New content was added to address voting by the Chair and members voting through a show of hands.

Staff recommend approval as presented.

14. Resolutions (section 22)

This is a new section that is not included in the current bylaw.

Staff recommend approval as presented.

15. Bylaws (section 23)

New (optional) content was added to allow the Corporate Officer to correct typographical errors.

Staff recommend approval as presented.

16. Notice of Committee meetings (section 25)

Content has been revised to make notice of Committee meetings consistent with Board meetings and clarify the authority to cancel meetings.

Staff recommend approval as presented.

17. Attendance at Committee meetings (section 26)

This section supplements information contained in Committee Terms of Reference by specifying that Directors who are not an appointed member are able to attend the meetings but not vote.

Staff recommend approval as presented.

18. Duties of Committees (section 27)

This section describes the duties of committees and adds a new section to address advisory committees. The Committee may choose to expand or revise the duties.

Staff recommend approval as presented.

19. Quorum (section 28)

This section specifies that the quorum of standing and select committees is the same as the Board (majority of members).

This section conflicts with the current Terms of Reference for the Policing Committee which specifies a quorum of five. Terms of Reference for the Policing and Transportation Committees are scheduled for review as soon as time permits.

Staff recommend approval as presented.

20. Committee Rules of Procedure (section 29)

This section outlines which aspects of the Board procedures apply to committees.

Subsection (2) addresses voting at committee. The current bylaw provides that all members may partake in debate, but only those representing participating areas may move, second or vote on a recommendation respecting a service. This provision was introduced in 2014 in an attempt to reconcile the different voting rules that are followed at the Board with those used at Committee. This has occasionally resulted in confusion at committee meetings.

To simplify the voting rules, staff recommend that all members be allowed to vote at committee meetings and that this section be approved as presented.



21. Committee of the Whole Procedures (section 31)

This section is optional however if Committee of the Whole (COTW) meetings are conducted, rules of procedure must be established. This section could be removed or retained to provide flexibility for possible future use of COTW.

Staff recommend deleting this section.

*Organizational and Intergovernmental Implications*

Certain aspects of the proposed bylaw conflict with or duplicate existing Board policy. Upon approval of the bylaw, staff would bring forward any necessary housekeeping amendments to ensure policies align with the bylaw.

**STRATEGIC PLAN AND RELATED POLICIES**

A Strategic Priority of the Board is to “Enhance Board Structure and Processes”. A revised Procedure Bylaw is one of the success indicators of this Priority.

**CONCLUSION**

*Sunshine Coast Regional District Procedures Bylaw No. 474* has become outdated. Staff have prepared a revised bylaw and recommend that it be forwarded to the March Corporate and Administrative Services Committee meeting for discussion and direction on the provisions related to the conduct of Board business.

Attachment 1: Draft Board Procedures Bylaw

Attachment 2: *Sunshine Coast Regional District Procedures Bylaw No. 474* (annotated)

Attachment 3: Policy on Late Items

Attachment 4: Policy on Petitions and Delegations

Attachment 5: Policy on Board Administration

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT

## Bylaw No. ???

A bylaw to provide for the procedures of Board meetings and Committees of the Board

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## TABLE OF CONTENTS

<b>PART 1 – INTRODUCTION .....</b>	<b>1</b>
1. Citation .....	1
2. Definitions .....	1
3. Application of Rules of Procedure .....	2
<b>PART 2 - BOARD MEETINGS .....</b>	<b>2</b>
4. Time and Location of Meetings.....	2
5. Notice of Regular Meetings .....	2
6. Notice of Special Meetings .....	3
7. Inaugural Meeting.....	3
8. Election of Chair and Vice Chair .....	3
9. Quorum and Opening Procedures .....	4
<b>PART 3 - BOARD PROCEEDINGS.....</b>	<b>5</b>
10. Agenda .....	5
11. Order of Proceedings and Business .....	5
12. Delegations .....	5
13. Attendance of Public at Meetings .....	6
14. Closed Meetings .....	6
15. Minutes .....	7
16. Participation in Meetings Electronically .....	7
17. Chair and Presiding Officers .....	8
18. Debate and Conduct .....	8
19. Motions .....	9
20. Reconsideration of an Adopted Bylaw, Resolution or Proceeding .....	10
21. Voting .....	10
<b>PART 4 – RESOLUTIONS AND BYLAWS.....</b>	<b>11</b>
22. Resolutions .....	11
23. Bylaws .....	11

<b>PART 5 – COMMITTEES .....</b>	<b>12</b>
24. Establishment of Committees .....	12
25. Notice of Committee Meetings .....	12
26. Attendance at Committee Meetings .....	12
27. Duties of Committees.....	13
28. Quorum and Opening Procedures for Committee Meetings .....	13
29. Committee Rules of Procedure .....	13
30. Reports to Board.....	13
<b>PART 6 – COMMITTEE OF THE WHOLE.....</b>	<b>14</b>
31. Committee of the Whole Procedures .....	14
<b>PART 7 – GENERAL.....</b>	<b>15</b>
32. General.....	15
<b>PART 8 – AMENDMENTS.....</b>	<b>15</b>
33. Amendments.....	15
<b>PART 9 – REPEAL.....</b>	<b>15</b>
34. Repeal .....	15

# SUNSHINE COAST REGIONAL DISTRICT

## Bylaw No. ???

A bylaw to provide for the procedures of Board meetings and Committees of the Board

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The Board of the Sunshine Coast Regional District in open meeting assembled, enacts as follows:

### PART 1 – INTRODUCTION

#### 1. Citation

This bylaw may be cited as the *Sunshine Coast Regional District Board Procedures Bylaw No. ???, 2018*.

#### 2. Definitions

In this bylaw:

“**Act**” means the *Local Government Act*;

“**Board**” means the Board of the Sunshine Coast Regional District;

“**Board Chair**” means the member of the Board elected as Chair pursuant to section 215 of the Act;

“**Chair**” means the person presiding at a meeting of the Board, of a committee of the Board, or the person appointed as Chair of a Standing or Select Committee of the Board, as the context requires;

“**Charter**” means the *Community Charter*;

“**Committee**” means a committee of the Board, but does not include the Committee of the Whole;

“**Committee of the Whole**” means all the members of the Board present at a meeting sitting in committee;

“**Corporate Officer**” means the officer of the Regional District assigned the responsibility of corporate administration pursuant to section 236 of the Act;

“**Delegation**” means an individual or organization that has requested or been invited to address the Board, or a committee about a specific issue;

“**Holiday**” has the same meaning as prescribed by the *Interpretation Act*;

“**Meeting**” means a meeting of the Board, unless the context directs otherwise;

**“Member”** means a member of the Board, whether a municipal director or an electoral area director, and includes their alternates when acting in the place of a director.

**“Public Notice Posting Place”** means the notice board in the lobby of the Regional District’s Administration office.

**“Regional District”** means the Sunshine Coast Regional District;

**“Regional District’s Administration office”** means the Regional District offices located at 1975 Field Road, Sechelt, British Columbia;

**“Special Meeting”** means a Board meeting other than a regular meeting or an adjourned meeting.

### 3. Application of Rules of Procedure

- (1) The provisions of this bylaw govern the proceedings of the Board and all Standing and Select Committees of the Board, as applicable.
- (2) In cases not provided for under this Bylaw, the most recent edition of The Newly Revised Robert’s Rules of Order applies to the proceedings of the Board and all Standing and Select Committees of the Board to the extent that those rules are applicable and not inconsistent with provisions of this Bylaw, the Act or the Charter.
- (3) Where a conflict between this bylaw and the Act arises, the Act will apply.

## PART 2 - BOARD MEETINGS

### 4. Time and Location of Meetings

Mandatory with required content

- (1) Regular meetings of the Board must take place at the Regional District’s Administration office except as the Board may otherwise decide from time to time, by resolution.
- (2) Regular meetings of the Board will be held on the second and fourth Thursday of each month commencing at 1:30 p.m. except as the Board may otherwise decide, from time to time, by resolution. In the event that the date of a Regular meeting falls on a Holiday, the meeting may be cancelled or rescheduled by Board resolution.
- (3) Regular meetings of the Board must be adjourned no later than three (3) hours from the scheduled time to call to order, unless otherwise determined by a two-thirds vote of the Members present.

### 5. Notice of Regular Meetings

Mandatory with required content

- (1) No later than the last Board meeting in November, the Corporate Officer must prepare an annual schedule of regular Board, Standing Committee and Select Committee

meetings including the dates, time and place of meetings, and must make the schedule of meetings available to the public by posting it at the Public Notice Posting Place.

- (2) The Corporate Officer must give further public notice of the meeting by:
  - (a) posting a copy of the agenda outline to the Public Notice Posting Place;
  - (b) posting a copy of the agenda on the Regional District's website, unless prevented due to technical issues.
- (3) Where revisions are necessary to the annual schedule of regular meetings, the Corporate Officer must, as soon as possible, post a notice at the Public Notice Posting Place which indicates any revisions to the date, time, and place or cancellation of a regular meeting.

## **6. Notice of Special Meetings**

Mandatory with required content

- (1) Except where notice of a special meeting is waived by a unanimous vote of all Board Members under section 220(3) of the Act, the Corporate Officer must:
  - (a) give advance public notice of the time, place and date of the meeting by way of a notice posted to the Public Notice Posting Place; and
  - (b) give notice of the special meeting in accordance with section 220(2) of the Act.
- (2) Where a special meeting is called and where notice may be waived by a unanimous vote under section 220(3) of the Act, the Corporate Officer must use reasonable efforts to give advance public notice of the proposed special meeting by posting a notice of the proposed meeting to the Public Notice Posting Place.

## **7. Inaugural Meeting**

Mandatory with optional content

- (1) The Inaugural meeting will be held at the first meeting of the Board after November 1 in each year.
- (2) The Corporate Officer will preside at the inaugural meeting until such time as the Chair has been elected.

## **8. Election of Chair and Vice Chair**

Optional

- (1) At each Inaugural meeting the Corporate Officer will call for nominations for Chair and will conduct a vote by secret ballot in which the Member receiving the majority of votes of those Members present will be elected Chair. Each Member present will have one vote. If only one candidate is nominated, that candidate will be declared elected by acclamation.
- (2) The Corporate Officer will call for nominations three (3) times. Nominations need not be seconded but a candidate must consent to the nomination.

- (3) A Member who is absent from the meeting may be nominated provided that their written consent to the nomination has been delivered to the Corporate Officer prior to the meeting.
- (4) At the close of nominations, if more than one candidate has been nominated, each candidate will be given a maximum of three (3) minutes to address the Board in favour of his/her candidacy in the order of his/her nomination.
- (5) In the case of an election by voting, ballots will be collected by the Corporate Officer or designate and counted together with the Chief Administrative Officer or designate. The outcome of the ballot count will be announced to the Board by the Corporate Officer and the candidate receiving the majority of votes of those Members present will be declared elected.
- (6) The number of votes received by each candidate will not be disclosed to the Board unless a resolution requiring the disclosure is passed.
- (7) Once a candidate has been declared elected, the Corporate Officer must destroy the ballots.
- (8) In the event of a tie vote between two or more candidates, voting will be repeated with all names on the ballot unless a candidate withdraws, until a candidate with a majority of votes emerges. In the event of two (2) tie votes, the Board must pass a resolution to either determine the election of the Chair by the drawing of lots or further repeating the voting to break the tie until a candidate with a majority of votes emerges.
- (9) The newly elected or acclaimed Chair will preside over the election process for the Vice-Chair of the Board and must follow the same procedures set out for the election of the Chair. The Vice-Chair has, during the absence, illness or other disability of the Chair, all the powers of the Chair conferred by the Act and is subject to all the rules applicable to the Chair.

## **9. Quorum and Opening Procedures**

Mandatory with optional content

- (1) The quorum for a meeting of the Board will be a majority of all Members.
- (2) At the scheduled time for commencement of the meeting, the Chair will determine that a quorum is present before proceeding to the business of the meeting.
- (3) If the Chair is not in attendance within fifteen (15) minutes after the scheduled time for a meeting, the Vice-Chair must take the Chair and call the Members to order, or if the Vice-Chair is absent, the Corporate Officer must call the Members to order and, if a quorum is present, the Members must appoint an acting Chair who will preside during the meeting or until the arrival of the Chair or Vice-Chair. A person appointed as acting Chair has all the authority and is subject to the same rules as the Chair.
- (4) If there is no quorum present within thirty (30) minutes after the time scheduled for a meeting, the Corporate Officer will record in the minute book the names of the Members present and the meeting will stand adjourned until the next day of meeting or until another meeting has been called in accordance with this bylaw.

## PART 3 - BOARD PROCEEDINGS

### 10. Agenda

Mandatory with optional content

- (1) The Corporate Officer will prepare an agenda before every regular meeting of the Board, approved by the Chief Administrative Officer or the Chief Administrative Officer's designate, setting out all items for consideration at that meeting and will circulate a copy to each Member at least three (3) days before the meeting.
- (2) At a meeting, other than a regular meeting
  - (a) the agenda will be governed by the specific purpose or purposes for which the special meeting was called; and
  - (b) the order of business will proceed according to the Order of Proceedings and Business set out in section 11 of this bylaw whenever possible.

### 11. Order of Proceedings and Business

Mandatory with optional content

- (1) The order of business at all Regular Board meetings of the Regional District will be as follows:
  - (a) Call to Order;
  - (b) Adoption of Agenda;
  - (c) Adoption of Minutes of Board Meetings;
  - (d) Business arising from the Minutes and Unfinished Business;
  - (e) Presentations and Delegations;
  - (f) Reports (including the following)
    - i. Committee Recommendations
    - ii. Staff Reports
    - iii. Chief Administrative Officer's Report
    - iv. Directors' Reports;
  - (g) Communications;
  - (h) Motions for Which Notice Has Been Given;
  - (i) Bylaws;
  - (j) New Business;
  - (k) In Camera;
  - (l) Adjournment.
- (2) The order of business may be modified at any Regular Board meeting at the discretion of the Chair or by a two-thirds vote of the Members present.

### 12. Delegations

Mandatory with optional content

- (1) Requests to appear before a regular meeting of the Board or a Committee of the Board must be addressed to the Corporate Officer and received in writing two weeks before the meeting. The request must specify the names of persons wishing to speak to the Board, the subject matter, and must identify any action that may be requested of the Board.



- (2) Notwithstanding section 12(1), the Chair may grant a delegation not listed on the agenda an opportunity to be heard on a subject matter related to an agenda item provided the Chair is satisfied that circumstances prevented the delegation from giving advance notice of their request to appear before the Board or Committee.
- (3) A delegation must appoint a speaker, or at the discretion of the Board, more than one speaker. A delegation will be limited to a maximum of ten (10) minutes to present, unless agreed to by a two-thirds vote of those Members present.
- (4) Delegations from invited parties, senior government staff or related agencies from outside the Sunshine Coast may:
  - (a) have the ten (10) minute maximum time limit extended;
  - (b) have a special meeting arranged for the sole purpose of receiving the presentation;
  - (c) have the delegation limit for that particular meeting reduced to one.
- (5) The Chair may deny a delegation the right to address the Board or a Committee if in the Chair's opinion, the delegation is acting in an improper, disruptive or disrespectful manner.

### 13. Attendance of Public at Meetings

Mandatory

- (1) Except where the provisions of section 90 of the Charter apply, all Board meetings must be open to the public.
- (2) Before closing a Board meeting or part of a Board meeting to the public, the Board must pass a resolution in a public meeting in accordance with section 90 of the Charter.
- (3) This section applies to all meetings of the bodies referred to in section 93 of the Charter, including without limitation:
  - (a) Commissions;
  - (b) Advisory Committees;
  - (c) Board of Variance;
  - (d) Parcel Tax Roll Review Panel;
  - (e) Standing and Select Committees;
  - (f) Committee of the Whole.
- (4) Despite section 13(1), the Chair may expel or exclude a person from a Board meeting or meeting of a body referred to in section 13(3) of this bylaw in accordance with section 226(1)(b) of the Act.

### 14. Closed Meetings

Optional content

- (1) A Member must not disclose the proceedings of a closed meeting to the public unless a resolution has been passed to allow disclosure.

- (2) As soon as practicable, the Corporate Officer must review and determine whether to seek a Board resolution for the release of closed minutes and related information that would no longer undermine the reason for discussing it in a closed meeting.
- (3) Board Members, or Alternate Directors sitting in a Board Member's absence, are the only persons permitted to participate in discussion at a closed meeting unless otherwise approved by a majority of the Board Members present.

**15. Minutes**

Optional for RDs / Mandatory for Munis

- (1) Minutes of the proceedings of the Board must be:
  - (a) legibly recorded in the format established by the Corporate Officer;
  - (b) certified as correct by the Corporate Officer, and
  - (c) signed by the Chair or the person presiding at such meeting or at the next meeting at which they are adopted.
- (2) Minutes of a Board Committee meeting must be legibly recorded in the format established by the Corporate Officer and signed by the Chair or other Member presiding at the meeting.

**16. Participation in Meetings Electronically**

Optional

- (1) While it is preferable for Members to attend in person, Members may participate in a Board or Committee meeting by means of electronic or other communication facilities if the Member is unable to be present at the meeting location for reasons pertaining to absence from the Regional District, health reasons or poor travel conditions.
- (2) A Member participating in a meeting under this section is deemed to be present at the meeting.
- (3) Meetings may be conducted by either audio only or a combination of audio and visual means but must be conducted in a manner which allows the public to hear, or watch and hear the proceedings unless the meeting is closed to the public under the authority of section 90 of the Charter.
- (4) The Member presiding over a meeting must be physically present. In the event the designated Chair opts to participate electronically, the Vice Chair must assume the chair. In the absence of the Vice Chair, the Members present must elect a presiding Member for that meeting.
- (5) A minimum of one Member of the Board must be physically present in the designated meeting location identified in the public notice.
- (6) A Member participating by audio means only must indicate their vote verbally.
- (7) If any portion of the meeting is closed to the public under the authority of section 90 of the Charter, the Member who is requesting to participate electronically must state that they have assured adequate privacy for the closed portion of the meeting.

- (8) Although the Regional District will make every effort to accommodate electronic participation in meetings as required, nothing in this bylaw will be construed to guarantee any Member electronic access to a Regional District meeting. Electronic participation in meetings will be restricted by equipment capacity.

**17. Chair and Presiding Officers**

Mandatory with optional content

- (1) The Chair, if present, will preside at meetings of the Board and preserve order and decorum and rule on all points of order. The ruling of the Chair is subject to an appeal to the Board without debate.
- (2) The preservation of order at meetings and appeals from rulings on points of order are governed by section 226(3) of the Act.
- (3) The Vice Chair will preside in the absence of the Chair or when the Chair vacates the chair.
- (4) In the event that neither the Chair nor the Vice Chair is present, the Members present must elect a presiding Member for that meeting.

**18. Debate and Conduct**

Mandatory with optional content

- (1) No Member, staff person or other person may speak until recognized by the Chair.
- (2) Every Member must address the Chair before speaking to any question or motion.
- (3) Members will address the Chair as “Mr. or Madam Chair” and will refer to each other as “Director \_\_\_\_\_”.
- (4) Members speaking at a Board meeting must:
  - (a) use respectful language;
  - (b) not use offensive gestures or signs, or make a disturbance;
  - (b) not leave the Member’s seat or make any noise or disturbance while a vote is being taken and until the result is declared;
  - (c) not interrupt another Member who is speaking, except to raise a point of order;
  - (d) adhere to the rules of the Board and must not resist a decision of the Board or Chair on questions of order or practice or interpretation of the rules of the Board.
- (5) A Member’s interaction with staff, the public and other Members must be respectful at all times.
- (6) If the Chair considers that a Member is acting contrary to sections 18(4) or (5), or is otherwise acting improperly, the Chair may order the Member to leave the meeting, and on refusing to do so may, on the order of the Chair, be removed from the meeting by a peace officer.

- (7) If a Member offending sections 18(4) and (5) apologizes to the Board, the Board may, by majority vote, permit the Member to immediately resume the Member's seat.
- (8) A Member who has made a substantive motion to the Board will be allowed a reply.
- (9) A Member may speak to a question, or speak in reply, for no longer than five (5) minutes unless approved by a majority vote of members present.
- (10) No Member may speak more than once to the same question without leave of the Chair, except to explain a material part of the Member's speech which may have been misunderstood, and in doing so may not introduce new information.
- (11) Generally, a Member may not speak longer than a total time of five (5) minutes unless done so according to sections 18(9) and (10)
- (12) Once a question is called by the Chair, no Member may speak to the question, or make any other motion until after the result of the vote has been declared. The decision of the Chair to call the question is conclusive.

## 19. Motions

Mandatory with optional content

- (1) Motions must be worded in affirmative terms.
- (2) A motion that has been seconded will be read by the Chair or Corporate Officer before debate, if requested.
- (3) Amendments to a motion must be decided upon before the main question is put to a vote.
- (4) Only one amendment will be allowed to an amendment. Amendments must be voted on in the reverse order to that in which they are moved.
- (5) A motion to commit the subject matter to a Committee, until it is decided, will preclude all amendments of the main question.
- (6) Any Member may bring before the Board any new matter, other than a point of order or privilege, by way of a written motion; provided however, that any new matter of major import, which may require further information than could or would normally be available to the Board at such meeting, may be referred to a Board Committee agenda by the Chair, or may be ruled by the Chair as a notice of motion and will be dealt with as provided by section 19(7).
- (7) Any Member may give notice of a motion to the Board by:
  - (a) providing the Corporate Officer with a written copy of such motion during a meeting of the Board and the Corporate Officer must, upon the Member being acknowledged by the Chair and the notice of motion being read to the meeting, include it in the minutes of that meeting as notice of motion and must add the motion to the next regular Board meeting, or to the agenda of a special Board meeting scheduled for that purpose; or

- (b) providing the Corporate Officer with a written copy of such motion, no later than seven (7) working days prior to the scheduled meeting, and the Corporate Officer must add the motion to the agenda for said meeting.

**20. Reconsideration of an Adopted Bylaw, Resolution or Proceeding**

Mandatory with optional content

- (1) The Chair may require Board reconsideration of a matter in accordance with section 217 of the Act and section 131 of the Charter.
- (2) Without limiting the authority of the Chair to reconsider a matter, and subject to section 20(4), any Member, other than the Chair, may propose Board reconsideration of a matter after a vote has been taken on a motion if the Member voted in the majority and reconsideration of the motion is moved at the same meeting.
- (3) A motion to reconsider requires two-thirds of the votes cast by the Board to pass. If the motion to reconsider is passed, the matter must be put before those eligible to vote on the original motion for reconsideration and voted upon in accordance with the Act.
- (4) A matter may not be reconsidered if the matter has:
  - (a) been acted upon by any officer, employee or agent of the Regional District;
  - (b) had the approval or assent of electors and been adopted;
  - (b) been reconsidered under the Act or section 20(2) of this bylaw.

**21. Voting**

Mandatory with optional content

- (1) Voting rules will be in accordance with the Act.
- (2) The Chair or presiding officer must vote at the same time as the other Members.
- (3) All votes pertaining to Board or Committee business must be taken by a show of hands of all Members, unless otherwise required under Section 16, and the Chair must declare the motion carried or defeated as the case may be.
- (4) A Member who is present at the meeting and who abstains from voting or does not indicate their vote on the question by raising their hand will be deemed to have voted in the affirmative.
- (5) On any question where the number of votes are equal, the question is defeated.
- (6) The names of those who vote for and those who vote against the question will be recorded in the minutes whenever a Member calls for a recorded vote, and in cases required by law.
- (7) When the question under consideration contains distinct propositions, a separate vote on each proposition must be taken if requested by a Member who is entitled to vote on the question.

## PART 4 – RESOLUTIONS AND BYLAWS

### 22. Resolutions

Mandatory with optional content

- (1) A resolution may be introduced at a Board meeting by a Member in accordance with section 19 of this Bylaw.
- (2) The Chair or other Member at a Board or Committee meeting may require a Member introducing a lengthy motion to provide the resolution in writing to the Corporate Officer.

### 23. Bylaws

Mandatory with required content

- (1) No bylaw will be adopted until it has been read three times.
- (2) The title of the bylaw will be read by the Chair or Corporate Officer at each reading of the bylaw, unless a majority of the Members require that it be read in full.
- (3) Where the Act requires that a public hearing be held it must be held after first reading and before third reading of the bylaw.
- (4) A bylaw may be adopted at the same meeting at which it has passed third reading, by or through a motion carried in accordance with section 228 of the Act.
- (5) A Member may request that the whole or any part of the bylaw be read again before the motion for adoption is called.
- (6) If a bylaw requires statutory approval, consent or assent, it must not be adopted until the approval, consent or assent has been obtained, unless the applicable statute or the Letters Patent provide otherwise.
- (7) The Corporate Officer is authorized to correct any typographical error that may not have been corrected at the time of submission to the Board and the bylaw will have the same status as if the Board had corrected the same.
- (8) A copy of every adopted bylaw must be signed by the Chair and the Corporate Officer and be placed, by the Corporate Officer, in the Regional District's records for safekeeping, having endorsed upon it:
  - (a) the Regional District's corporate seal;
  - (b) the dates of its readings and adoption; and,
  - (c) the date of any ministerial approval or approval of the electorate if applicable.

## PART 5 – COMMITTEES

### 24. Establishment of Committees

This section Optional however, if Committee meetings are conducted some content is Mandatory (we must establish rules of procedure)

- (1) Select and Standing Committees may be established in accordance with section 218 of the Act.
- (2) The Board Chair may establish Standing Committees for matters the Chair considers would be better dealt with by committee and may appoint members to those Committees.
- (3) The Board may appoint Select Committees to consider or inquire into any matter and report its finding and opinions to the Board.
- (4) The Board may establish Advisory Committees to provide advice and recommendations to the Board, or to a Board Standing Committee, on matters determined to be within Board approved Terms of Reference.

### 25. Notice of Committee Meetings

Mandatory with optional content

- (1) Notice of Standing and Select Committee meetings will be provided in accordance with Notice of Regular meetings (section 5) and Notice of Special meetings (section 6) of this bylaw.
- (2) Notice of Advisory Committee meetings will be provided by way of a notice posted at the Public Notice Posting Place indicating the time, date and place of the meeting.
- (3) The regular meeting schedule for Standing and Select Committees may be altered from time to time by Board resolution.
- (4) A meeting of a Standing or Select Committee may be cancelled by the Chief Administrative Officer in consultation with the Committee Chair and Vice Chair.

### 26. Attendance at Committee Meetings

Mandatory with optional content

- (1) Members of the Board who are attending a meeting of a Standing, Select or Advisory Committee of which they are not a member may take part in any discussion or debate by permission of a majority vote of the Members of the Committee but may not vote.

**27. Duties of Committees**

Optional

- (1) The general duties of the Standing and Select Committees of the Board are:
  - (a) to consider and report to the Board on all matters referred to them by the Board Chair or the Board or coming within their purview, and to recommend action to the Board in relation to those matters; and
  - (b) to carry out the instructions of the Board expressed by resolution in regard to any matter referred by the Board to a Committee, and to report its action as specified in the instruction of the Board; and
  - (c) to carry out the duties and follow the procedure established by the Board.
- (2) The general duties of the Advisory Committees of the Board are to provide advice and recommendations to the Board on specific matters, as determined by the Committee's Terms of Reference, and to carry out the duties and follow the procedure established by the Board.

**28. Quorum and Opening Procedures for Committee Meetings**

Mandatory with optional content

- (1) The provisions set out in Section 9 of this bylaw apply to determining quorum and to the opening procedures for meetings of Standing and Select Committees of the Board.

**29. Committee Rules of Procedure**

Mandatory with optional content

- (1) Subject to subsection (2), the following provisions of this bylaw apply to the conduct of meetings for Standing and Select Committees of the Board:
  - (a) Part 1 – Section 3 (Application of Rules of Procedure);
  - (b) Part 2, Sections 5 (Notice of Regular Meetings), 6 (Notice of Special Meetings), and 9 (Quorum and Opening Procedures); and
  - (c) Part 3 – Board Proceedings.
- (2) Despite sections 21(1) and 21(7), with respect to voting in Standing or Select Committees, each Member will have only one (1) vote and will be entitled to vote on all matters before the Committee.
- (3) The following provisions of this bylaw apply to the conduct of meetings for Advisory Committees:
  - (a) Part 1 – Section 3 (Application of Rules of Procedure);
  - (b) Part 3 – Section 11 (Order of Proceedings and Business), 13 (Attendance of Public at Meetings), 17 (Chair and Presiding Officers) and 19 (Motions);

**30. Reports to Board**

Mandatory with optional content



- (1) A Standing or Select Committee of the Board may report to the Board at any regular meeting or as required by the Board.

## PART 6 – COMMITTEE OF THE WHOLE

### 31. Committee of the Whole Procedures

This section Optional however, if COTW meetings are conducted some content is Mandatory (we must establish rules of procedure)

- (1) At any time during a Board meeting, a majority of the Members present may agree to resolve into Committee of the Whole.
- (2) The Chair must first appoint a Chair of the Committee of the Whole who must maintain order and report the proceedings to the Board.
- (3) The rules of procedure of the Board must be observed in Committee of the Whole, as far as may be applicable, except that no motion is required to be seconded.
- (4) The number of times speaking on any question will not be limited.
- (5) In taking the ayes and nays, the names of the Members will not be recorded.
- (6) Where a vote on the question is called for, the question will be decided by a show of hands.
- (7) The Corporate Officer will count the number of votes on each side of the question and the Chair must announce the result of the vote.
- (8) A motion in Committee of the Whole to rise without reporting, or that the Chair of the Committee leave the Chair, will always be in order and will take precedence over any other motion. Debate on that motion will be allowed but no Member will speak more than once to the motion. A motion to rise without reporting, if affirmed, will be considered as disposing of the subject referred to the Committee in the negative, and the Chair of the Board will resume the Chair and proceed with the next order of business.
- (9) When all matters referred to the Committee of the Whole have been considered, a motion to rise and report will be adopted.
- (10) The Committee, when it has partly considered a matter, may report progress and ask leave to sit again.
- (11) When the Board meeting resumes, the Chair of the Committee of the Whole must report to the Board and the adoption of the report may be moved.

## **PART 7 – GENERAL**

### **32. General**

- (1) If any section, subsection or clause of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.
- (2) The rules of the Board must be observed in proceedings of the Sunshine Coast Regional Hospital District Board and Standing and Select Committees of the Board as far as may be applicable.

## **PART 8 – AMENDMENTS**

### **33. Amendments**

This bylaw must not be amended except by bylaw passed at a regular meeting of the Regional District, pursuant to a notice in writing mailed to each Member under section 225(2) of the Act.

## **PART 9 – REPEAL**

### **34. Repeal**

Sunshine Coast Regional District Procedure Bylaw No. 474, 1999 is hereby repealed.

**SUNSHINE COAST REGIONAL DISTRICT**

**BYLAW NO. 474**

**consolidated for convenience to include amendments up to 474.9**

**A bylaw to regulate the Sunshine Coast Regional  
District Board meetings and their conduct**

---

The Board of the Sunshine Coast Regional District in open meeting assembled, enacts as follows:

**1. Citation (1. CITATION)**

This bylaw may be cited as the “*Sunshine Coast Regional District Procedures Bylaw No. 474, 1999*”.

**2. Interpretation (2. DEFINITIONS)**

In this bylaw:

“Act” means the *Local Government Act*;

“Board” means the Board of the Sunshine Coast Regional District;

“Board Chair” means the member of the Board elected as Chair pursuant to section 792 of the Act;

“Chair” means the person presiding at a meeting of the Board, of a committee of the Board, or the person appointed as Chair of a standing or select committee of the Board, as the context requires;

“Committee” means a committee of the Board, but does not include the Committee of the Whole;

“Committee of the Whole” means all the members of the Board present at a meeting sitting in committee;

“Corporate Seal” means the corporate seal of the Sunshine Coast Regional District;

“Director” means a municipal Director and an electoral area Director elected pursuant to section 784 and 785, respectively, of the Act;

“Holiday” has the same meaning as prescribed by the *Interpretation Act*;

“Meeting” means a meeting of the Board, unless the context directs otherwise;

“Notice Board” means the notice board at the main office of the Sunshine Coast Regional District;

“Regional District” means the Sunshine Coast Regional District;

“Corporate Officer” means the officer of the Regional District assigned the responsibility of corporate administration pursuant to section 198 of the Act;

**3. Election of Chair and Vice-Chair (8. ELECTION OF THE CHAIR AND VICE CHAIR)**

- (1) At the same meeting at which the Board elects the Board Chair, it shall also elect a Vice-Chair from amongst its members.
- (2) The Vice-Chair shall have the authority of an acting Mayor conferred by section 218 of the Act.

**4. Regular Board Meetings (4. TIME AND LOCATION OF MEETINGS)**

- (1) Regular meetings of the Board must take place within the Sunshine Coast Regional District Board Room except as the Board may otherwise decide from time to time, by resolution.
- (2) Regular meetings of the Board will be held on the second and fourth Thursday of each month commencing at 1:30 p.m. except as the Board may otherwise decide, from time to time, by resolution. In the event that the date of a Regular meeting falls upon a Holiday, the meeting may be cancelled or rescheduled by Board resolution.

Section 4(2)  
replaced by BL  
474.8

**5. Notice of Regular Board Meetings (5. NOTICE OF REGULAR MEETINGS)**

- (1) At least 72 hours before a regular meeting of the Board, the Corporate Officer must give public notice of the time, place and date of the meeting by way of a notice posted on the notice board.
- (2) At least 24 hours before a regular meeting of the Board, the Corporate Officer must give further public notice of the meeting by:

- a) posting a copy of the agenda on the notice board; and
  - b) leaving copies of the agenda at the reception counter at the Regional District office for the purpose of making them available to members of the public;
- (3) At least 24 hours before a regular meeting of the Board, the Corporate Officer must deliver a copy of the agenda to each member of the Board at the place to which the Board member has directed notices to be sent.

**6. Notice of Special Board Meetings (6. NOTICE OF SPECIAL MEETINGS)**

- (1) Except where notice of a special meeting is waived by a unanimous vote of all Board members under section 223(3) of the *Local Government Act*, at least 24 hours before a special meeting of the Board, the Corporate Officer must:
- a) give advance public notice of the time, place and date of the meeting by way of a notice posted on the notice board at the Regional District office; and
  - b) give notice of the special meeting in accordance with section 223 of the *Local Government Act*.
- (2) Where a special meeting is called and where notice may be waived by a unanimous vote under section 223(3) of the *Local Government Act*, the Corporate Officer shall use reasonable efforts to give advance public notice of the proposed special meeting by posting a notice of the proposed meeting on the notice board at the Regional District office.

**7. Attendance of Public at Meetings (13. ATTENDANCE OF PUBLIC AT MEETINGS) Note: this section was a complete re-write**

- (1) ~~Subject to sections 242.2 and 793(7) of the Act, all Board, Committee of the Whole and committee meetings must be open to the public.~~
- (2) ~~Despite subsection (1), the Chair or presiding member may expel and exclude from a regular or special Board meeting persons that they consider to be guilty of improper conduct.~~

- ~~(3) — A part of a Board meeting may be closed to the public if the subject matter being considered relates to one or more of the following:~~
- ~~(a) — personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the Regional District or another position appointed by the Regional District;~~
  - ~~(b) — personal information about an identifiable individual who is being considered for a Regional District award or honour, or who has offered to provide a gift to the Regional District on condition of anonymity;~~
  - ~~(c) — labour relations or employee negotiations;~~
  - ~~(d) — the security of property of the Regional District;~~
  - ~~(e) — the acquisition, disposition or expropriation of land or improvements, if the Board considers that disclosure might reasonably be expected to harm the interests of the Regional District;~~
  - ~~(f) — law enforcement, if the Board considers that disclosure might reasonably be expected to harm the conduct of an investigation under or enforcement of an Act, regulation or bylaw;~~
  - ~~(g) — consideration of whether paragraph (e) or (f) applies in relation to a matter;~~
  - ~~(h) — litigation or potential litigation affecting the Regional District;~~
  - ~~(i) — the receiving of advice that is subject to solicitor-client privilege, including communication necessary for that purpose;~~
  - ~~(j) — information that is prohibited from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act*;~~
  - ~~(k) — a matter that, under another enactment, is such that the public may be excluded from the meeting;~~
  - ~~(l) — a matter prescribed by regulation under section 242.8 of the *Local Government Act*.~~
- ~~(4) — A part of a Board meeting must be closed to the public if the subject matter~~

~~relates to one or more of the following:~~

- ~~(a) — a request under the *Freedom of Information and Protection of Privacy Act* if the Board is designated as head of the local public body for the purposes of that Act in relation to the matter;~~
  - ~~(b) — a matter that, under another enactment, is such that the public must be excluded from the meeting.~~
- ~~(5) — If the only subject matter being considered at a Board meeting is one or more matters referred to in subsection (3) or (4), the applicable subsection applies to the entire meeting.~~
- ~~(6) — Before a meeting or part of a meeting is closed to the public, the Board must state, by resolution,~~
- ~~(a) — the fact that the meeting is to be closed, and~~
  - ~~(b) — the basis under subsection (3) or (4) on which the meeting is to be closed.~~
- ~~(7) — Board members are expected to keep confidential the nature and details of the matters referred to in subsections (3) and (4) until the Board resolves to reveal the details or the subject matter or discusses it at a public Board meeting.~~
- ~~(8) — A Board member who cannot or will not abide by subsection (7) in respect of any matter is expected to~~
- ~~(a) — disclose that member's inability or intention to the Board before the discussion of the matter begins at the Board meeting, and~~
  - ~~(b) — immediately leave the Board meeting or that part of it during which the matter is under consideration.~~
- ~~(9) — A Board must not vote on the reading or adoption of a bylaw when its meeting is closed to the public.~~
- ~~(10) — This section applies to Committee of the Whole meetings and to meetings of select and standing committees of the Board.~~
- ~~(11) — In accordance with s. 242.7 of the *Local Government Act*, and subject to regulations made under section 242.8 of the *Local Government Act*, this section applies to meetings of the following:~~

- ~~(a) — a body that under an Act may exercise the powers of the Regional District or the Board;~~
- ~~(b) — the board of variance;~~
- ~~(c) — a court of revision;~~
- ~~(d) — an advisory committee, or other advisory body, established by the Board under an Act;~~
- ~~(e) — a body that is prescribed by regulation under the *Local Government Act*.~~

**8. Opening Procedures (9. QUORUM AND OPENING PROCEDURES)**

- (1) As soon after the hour of meeting as a quorum is present, the Chair shall take the Chair and call the members to order.
- (2) If the Chair is not in attendance within fifteen minutes after the time appointed for a meeting, the Vice-Chair shall take the Chair and call the members to order, or if the Vice-Chair is absent, the Corporate Officer shall call the members to order and, if a quorum is present, the members shall appoint an acting Chair who shall preside during the meeting or until the arrival of the Chair or Vice-Chair. A person appointed as acting Chair has all the authority and is subject to the same rules as the Chair.
- (3) If there is no quorum present within thirty minutes after the time appointed for a meeting, the Corporate Officer shall record in the minute book the names of the members then present and the meeting shall stand adjourned until the next day of meeting.
- (4) The minutes of the preceding meeting of the Board need not be read prior to the adoption of them.



9. **Agenda**

**(10. AGENDA)**

- (1) The Corporate Officer shall prepare an agenda before every regular meeting of the Board and shall circulate a copy to each member at least four days before the meeting.

**(11. ORDER OF PROCEEDINGS)**

- (2) Unless the Board Chair or two-thirds of the Directors, having among them at least two-thirds of the votes present, otherwise direct, the business at all regular meetings of the Regional District shall be as follows, but not necessarily in this order:
- (a) Call to Order
  - (b) Adoption of Agenda
  - (c) Adoption of Minutes of Board Meetings
  - (d) Business arising from the Minutes and Unfinished Business
  - (e) Petitions and Delegations
  - (f) Communications
  - (g) Reports (including the following)
    - Administrator's Report
    - Directors' Reports
    - Committee Recommendations
  - (h) Motions
  - (i) Bylaws
  - (j) New Business
  - (k) Adjournment

**(10. AGENDA)**

- (3) At a meeting, other than a regular meeting,
- (a) the agenda shall be governed by the specific purpose or purposes for which the meeting was called; and
  - (b) the order of business shall proceed in accordance with subsection (1) whenever possible.

**(10. AGENDA)**

- (4) When an order, resolution or question is lost for want of a quorum at a meeting of the Regional District Board or a committee, it shall be the first item of business under that particular heading at the next regular meeting of the Board or committee.

10. **Adjournment (4. TIME AND LOCATION OF MEETINGS)**

The Board shall terminate meetings at the hour of 10:30 p.m. if in session at that hour, unless otherwise determined by a two-thirds vote of the members.

**11. Rules of Conduct and Debate (20. DEBATE AND CONDUCT)**

- (1) Every member shall address the Chair before speaking to any question or motion.
- (2) Members shall address the Chair as “Mr. or Madam Chair” and shall refer to each other as “Director \_\_\_\_\_”.
- (3) (a) No member shall:
  - i. use offensive words or make a disturbance;
  - ii. leave the member’s seat or make any noise or disturbance while a vote is being taken and until the result is declared;
  - iii. interrupt a Director who is speaking, except to raise a point of order;
  - iv. disobey the rules of the Board or resist a decision of the Board or Board Chair on questions of order or practice or interpretation of the rules of the Board.
- (b) A member who takes any action prohibited in paragraph (a), may be ordered by a majority vote of the Directors of the Board to leave the member’s seat for that meeting, and on refusing to do so may, on the order of the Board Chair, be removed from the meeting by a peace officer.
- (c) If a member offending this subsection apologizes to the Board, the Directors may, by majority vote, permit the member to forthwith resume the member’s seat.
- (4) (a) No member may speak more than once to the same question without leave of the Chair, except to explain a material part of the member’s speech which may have been misconceived, and in doing so the member may not introduce new information.
- (b) A member who has made a substantive motion to the Board shall be allowed a reply.

- (5) (a) After a question is finally put by the Chair, no member shall speak to the question, nor shall any other motion be made until after the result of the vote has been declared.
- (b) The decision of the Chair as to whether the question has been finally put shall be conclusive.
- (6) If the Chair desires to leave the Chair for the purpose of taking part in the debate or otherwise, the Chair shall call on the Vice-Chair, or if the Vice-Chair is absent, one of the Directors to take the Chair's place until the Chair resumes the Chair.

**12. Rulings and Appeals (17. CHAIR AND PRESIDING OFFICERS)**

- (1) The preservation of order at meetings and appeals from rulings on points of order are governed by sections 227, 228 and 229 of the Act.

**13. Voting (21. VOTING)**

- (1) Voting on questions, resolutions and bylaws are governed by the Act, in particular sections 230, 231 and 791.
- (2) A Director present when a question is put is expected to vote upon it unless the Director declares a conflict of interest in accordance with section 231 of the Act, or considers that participation in the vote may raise an apprehension of bias.
- (3) (a) The names of those who vote for and those who vote against the question shall be entered upon the minutes whenever a member calls for the ayes and nays, and in cases required by law.
- (b) The Corporate Officer shall read aloud the names before the result of the vote has been declared in order that any mistake may be corrected.
- (4) A tie vote on any matter shall be deemed to have been decided in the negative. A member of the Board who is present at the meeting and who abstains from voting shall be deemed to have voted in the affirmative.

- (5) When the question under consideration contains distinct propositions, a Director who is entitled by section 791 of the Act to vote upon the question may request that the vote upon each proposition be taken separately, and it shall be done.

**14. Petitions and Delegations (12. DELEGATIONS)**

- (1) A person desiring to appear before a regular meeting of the Board or a committee of the Board shall register a request in writing with the Corporate Officer before the agenda has been prepared and circulated to the Directors. The request shall specify the names of persons desiring to speak to the Board, the subject matter, and shall include support documents, letters, plans and other material for distribution to members of the Board with the meeting agenda.
- (2)
  - (a) A delegation shall appoint a speaker, or at the discretion of the Board, more than one speaker.
  - (b) A delegation shall be allowed 10 minutes, or a longer time, at the discretion of the Chair, to present its petition or submission.
  - (c) The Board may dispose of the petition or submission at the meeting, refer the subject matter to a committee, or take such other action as it deems expedient.
- (3)
  - (a) A petition presented to the Board shall include the name and mailing address of each petitioner and a description of the property owned or occupied by the petitioner in the Regional District.
  - (b) In the case of a corporation, the authority given by the corporation to sign the petition shall be produced with it.

**15. Reports (30. REPORTS TO BOARD)**

- (1) A standing or select committee of the Board may report to the Board at any regular meeting or as required by the Board.

**16. Motions (18. MOTIONS)**

- (1)
  - (a) Motions, other than routine motions (including motions to adopt a report, to receive, to refer to a committee or an official, to give readings to or adopt a bylaw or adjourn) shall, on the request of the

Chair, be put in writing and seconded before being debated or put from the Chair.

- (b) A motion that has been seconded shall be read by the Chair or Corporate Officer before debate, if requested.
- (2) (a) Amendments to a motion shall be decided upon before the main question is put to a vote.
- (b) Only one amendment shall be allowed to an amendment.
- (3) A motion to commit the subject matter to a committee, until it is decided, shall preclude all amendments of the main question.
- (4) A motion to adjourn a meeting of the Board or to adjourn the debate shall always be in order, but if the motion is negative a second motion to the same effect shall not be made until some intermediate business or matter has been disposed of.

**17. Bylaws (23. BYLAWS)**

- (1) (a) Except where the Local Government Act permits otherwise, no bylaw shall be adopted until it has been read three times.
- (b) The title and the intended object only of the bylaw shall be read by the Board Chair or Corporate Officer at each reading of the bylaw, unless a majority of the Directors require that it be read in full.
- (2) (a) Where section 890 of the Act requires that a public hearing be held it shall be held after first reading and before third reading of the bylaw.
- (3) (a) A bylaw is not valid unless it has been given three readings, and has then been adopted by the Board.
- (b) Nothing in this section shall require the Board to give a bylaw any reading or readings.
- (4) (a) A bylaw may be adopted at the same meeting at which it has passed third reading, upon a motion carried in accordance with section 794 of the Act.
- (b) A Director may request that the whole or any part of the bylaw shall again be read before the motion for adoption is put.

- (c) If a bylaw requires statutory approval, consent or assent, it shall not be adopted until the approval, consent or assent has been obtained, unless the applicable statute or the Letters Patent provide otherwise.
- (5) Once adopted, a bylaw shall be signed by the Chair and the Corporate Officer as directed by sections 794(5) and 257(5) of the Act and sealed with the corporate seal.
- (6) One copy of every adopted bylaw bearing evidence of approval, if any, and signed, sealed and, where required by the Act, bearing evidence of registration in the office of the Inspector of Municipalities, shall be kept by the Corporate Officer among the records of the Regional District.
- (7) As directed by section 198 of the Act, the Corporate Officer shall be custodian of the corporate seal of the Regional District and shall seal all bylaws and documents as required by law.

**18. Reconsideration (19. RECONSIDERATION OF AN ADOPTED BYLAW, RESOLUTION OR PROCEEDING)**

- (1) Reconsideration of a bylaw, resolution or proceeding of the Board is governed by sections 219 and 792 of the Act.

**19. Committee of the Whole (31. COMMITTEE OF THE WHOLE PROCEDURES)**

- (1) At any time during a Board meeting, a majority of the Directors present may agree to resolve into Committee of the Whole.
- (2) The Chair shall leave the Chair, but the Chair shall first appoint a Chair of the Committee of the Whole who shall report the proceedings thereof.
- (3)
  - (a) The rules of procedure of the Board shall be observed in Committee of the Whole, so far as may be applicable, except that no motion is required to be seconded.
  - (b) The number of times speaking on any question shall not be limited.
- (4)
  - (a) In taking the ayes and nays the names of the members shall not be recorded.
  - (b) Where a vote on the question is called for, the question shall be

decided by a show of hands.

- (c) The Corporate Officer shall count the number of votes on each side of the question and the Chair shall announce the result of the vote.
- (5) (a) A motion in Committee of the Whole to rise without reporting, or that the Chair of the Committee leave the Chair, shall always be in order and shall take precedence over any other motion.
- (b) Debate on that motion shall be allowed but no member shall speak more than once to the motion, and, on an affirmative vote, the subject referred to the Committee shall be considered disposed of in the negative, and the Chair of the Board shall resume the Chair and proceed with the next order of business.
- (6) (a) When all matters referred to the Committee of the Whole have been considered, a motion to rise and report shall be adopted.
- (b) The Committee, when it has partly considered a matter, may report progress and ask leave to sit again.
- (c) When the Board meeting resumes, the Chair of the Committee of the Whole shall report to the Board and the adoption of the report may be moved.

## **20. Standing and Select Committees**

### **(24. ESTABLISHMENT OF COMMITTEES)**

Section 20 (1)  
replaced by BL  
474.9

- (1) The Board chair may appoint standing committees and the Board may appoint select committees. The three standing committees are Corporate and Administrative Services, Infrastructure Services, and Planning and Community Development.

### **(24. ESTABLISHMENT OF COMMITTEES)**

- (2) (a) A Director may be appointed to a standing or select committee, even in the Director's absence.
- (b) The first member named to a committee shall be the Chair of the committee.

### **(26. ATTENDANCE AT COMMITTEE MEETINGS)**

- (3) Members of the Board who are attending a meeting of a standing or select



committee of which they are not a member shall not be allowed to vote, but may be allowed to take part in any discussion or debate by permission of a majority vote of the members of the committee.

**(28. DUTIES OF STANDING AND SELECT COMMITTEES)**

- (4) The general duties of all the standing committees of the Board shall be as follows:
- (a) to consider and report to the Board from time to time, or whenever desired by the Board and as often as the interest of the Regional District may require, on all matters referred to them by the Board Chair or the Board or coming within their purview, and to recommend such action by the Board in relation to those matters as the committee deems necessary or expedient; and
  - (b) to carry out the instructions of the Board expressed by resolution in regard to any matter referred by the Board to a committee for immediate action upon it, and the instructions of the Board shall be specific, and to report its action in detail at the next regular or other meeting of the Board thereafter, as specified in the instruction of the Board; and
  - (c) In addition to paragraphs (a) and (b), to carry out the duties and follow the procedure established by policy of the Board.

**(28. DUTIES OF STANDING AND SELECT COMMITTEES)**

- (5) A member who introduces a motion upon any subject which may require the appointment of a select committee shall be a member of the committee.

**(27. QUORUM)**

- (6) A majority of the Directors appointed to a standing or select committee, having among them a majority of the votes, shall constitute a quorum.

**(28. DUTIES OF STANDING AND SELECT COMMITTEES)**

- (7) In the transaction of business all standing and select committees shall adhere as far as possible to the rules prescribed by the Act and this Bylaw governing proceedings at meetings of the Board.

**(28. DUTIES OF STANDING AND SELECT COMMITTEES)**

- (8) A select committee shall, upon completion of its assignment, or upon submitting its report to the Board, be automatically dissolved.

**(28. DUTIES OF STANDING AND SELECT COMMITTEES)**

- (9) The attendance and examination of witnesses before the Board, or any standing or select committee of it, are governed by section 240 of the Act.

**21. Notice of Committee Meetings (25. NOTICE OF COMMITTEE MEETINGS)**

- (1) At least 72 hours before a regular meeting of a Standing Committee, the Corporate Officer must give public notice of the time, place and date of the meeting by way of a notice posted on the notice board.
- (2) At least 24 hours before a regular meeting of a Standing Committee, the Corporate Officer must give further public notice of the meeting by:
- a) posting a copy of the agenda on the notice board; and
  - b) leaving copies of the agenda at the reception counter of the Regional District office for the purpose of making them available to members of the public;
- (3) At least 24 hours before a regular meeting of a Standing Committee, the Corporate Officer must deliver a copy of the agenda to each member of the committee at the place to which the committee member has directed notices to be sent;
- (4) At least 24 hours before
- a) a special meeting of a Standing Committee, or
  - b) a meeting of a Select Committee

the Corporate Officer must give advance public notice of the time, place and date of the meeting by way of a notice posted on the notice board.

**22. Committee Procedures (29. COMMITTEE PROCEDURES)**

Section 22  
replaced by BL  
474.7

- (1) Subject to Section 22 (2), Sections 9, 10, 11(3) and 14 apply to the conduct of meetings of:
- a) select or standing committees of the Board;
  - b) any other committee composed solely of Board members acting in that capacity.

- (2) Despite Section 22(1), where an Electoral Area or Municipality does not participate in a service, all Directors may partake in the debate on recommendations respecting the service, but only the Directors participating in the service may move, second or vote on recommendations, unless there is only one participating area in a service, in which case all Directors may move, second and vote on recommendations respecting the service.

**23. Participation in Meetings Electronically (16. PARTICIPATION IN MEETINGS ELECTRONICALLY)**

- (a) While it is preferable for members to attend in person, Directors may participate in a Board or Committee meeting by means of electronic or other communication facilities if the Director is unable to be present at the meeting location for reasons pertaining to absence from the Regional District, health reasons or poor travel conditions.
- (b) The meeting may be conducted by either audio only or a combination of audio and visual means but must be conducted in a manner which allows the public to hear, or watch and hear the proceedings unless the meeting is closed to the public pursuant to the *Community Charter*.
- (c) The member presiding over a meeting must be physically present. In the event the designated Chair opts to participate electronically, the Vice Chair shall assume the chair. In the absence of the Vice Chair, the members present shall elect from among themselves a presiding member for that meeting.
- (d) A minimum of one member of the Board must be present in the designated meeting location identified in the public notice.
- (e) A member participating by audio means only must indicate their vote verbally.
- (f) A member participating in a meeting under this section is deemed to be present at the meeting.
- (g) If the meeting involves in camera discussions, the member who is requesting to participate electronically must state that they have assured adequate privacy for the conversation.

- (h) Although the Regional District will make every effort to accommodate electronic participation in meetings as required, nothing in this bylaw shall be construed to guarantee any member electronic access to a District meeting. Electronic participation in meetings will be restricted by equipment capacity.

**24. Unprovided Cases (3. APPLICATION OF RULES OF PROCEDURE)**

In situations not provided for in this bylaw, the Board, Committee of the Whole and its committees shall follow the applicable rules contained in Robert's Rules of Order (9th edition).

**25. Signing Authority (NOT INCLUDED – DELETE???)**

- (1) All documents to which the Regional District is a party shall be signed by the Chair and Corporate Officer and sealed with the corporate seal once the Board has approved the document by bylaw or resolution, unless by law the signatures and seal are not required.

- ~~———— (2) Cheques issued on behalf of the Sunshine Coast Regional District shall be signed by the Chair and the Treasurer. In the absence of the Chair, cheques shall be signed by the Vice Chair. In the absence of the Treasurer, cheques shall be signed by the Chief Administrative Officer, the Manager of Legislative Services or the Manager of Financial Services.~~

**26. Conflict (3. APPLICATION OF RULES OF PROCEDURE)**

Where conflict between this bylaw and the Act arises, the Act shall apply.

**27. Amendments (32. AMENDMENTS)**

This bylaw shall not be amended except by bylaw passed at a regular meeting of the Regional District, pursuant to a notice in writing mailed to each Director under section 794 of the Act.

**28. Repeal (33. REPEAL)**

Sunshine Coast Regional District Procedure Bylaw No. 418, 1995 is hereby

repealed.

**NEW SECTIONS / CONTENT ADDED TO PROPOSED BYLAW:**

**7. INAUGURAL MEETING**

**14. MINUTES**

**15. CLOSED MEETINGS**

**22. RESOLUTIONS**

**PART 7 - GENERAL**

## Sunshine Coast Regional District

## BOARD POLICY MANUAL

Section:	Administration	1
Subsection:	Board – Meetings	0550
Title:	Late Agenda Items	8

**1.0 POLICY**

Late items will only be considered for a Committee or Board Agenda if they meet the following criteria:

- a) Imposed deadline - matters arising after the preparation of the agenda and which if not acted upon in a timely manner, would prejudice or compromise the Regional District position or the position of a constituent or group of constituents ;
- b) Imminent danger or threat to public safety;
- c) High community/public interest;
- d) Legal issue of imminent importance;
- e) Urgent matters which are purely administrative and require no background information to support them; or
- f) Important additional information pertinent to items on the agenda.

**2.0 SCOPE**

This Policy applies to all submissions received after the preparation of the Committee or Board Agenda.

**3.0 REASON FOR POLICY**

To provide direction in the handling of late agenda items.

**4.0 AUTHORITY TO ACT**

The General Manager, Corporate Officer or Chief Administrative Officer is granted the authority to evaluate all submissions received after the preparation of the Committee or Board Agenda.

**5.0 PROCEDURE**

Prior to the meeting, the applicable Senior Manager (General Manager, Corporate Officer or Chief Administrative Officer) will make the determination of whether a late item meets the criteria. If an item is brought forward at the meeting, the Chair will make the determination.

Amended agendas will be produced prior to the meeting (when required) and delivered to the Director's place at the Board table. In the event that a late agenda item is of significant length, staff will endeavour to email the report to members prior to the meeting.

Amendment Date:	December 10, 2009	Resolution No.	499/09
Amendment Date:		Resolution No.	

## Sunshine Coast Regional District

## BOARD POLICY MANUAL

Section:	Administration	1
Subsection:	Board – Meetings	0550
Title:	Petitions and Delegations	2

**1.0 POLICY**

Requests to appear before the SCRD Board or Committee shall be dealt with in the following manner:

- 1.1 Delegations must notify the Corporate Officer no later than two weeks prior to the Board or Committee meeting in writing utilizing the Delegation Request Form (appendix 1) or other form of written communication including email.
- 1.2 Delegations will be limited to two per meeting.
- 1.3 Delegations are limited to a maximum of ten minutes unless agreed to by a 2/3 majority.
- 1.4 Delegations are not to appear for the sole purpose of promoting an individual business.
- 1.5 Delegations who have previously appeared before the Board on a subject matter are to provide new information only in any subsequent presentation relating to the matter.
- 1.6 Preference will be given to delegations wishing to address new topics or subject areas which have not already been considered by the Board.
- 1.7 Delegations are not to appear on matters relating to an application which has been deferred, is held in abeyance or is otherwise inactive unless specifically accepted by the Corporate Officer or Board.
- 1.8 Organizations wishing to address the Board are limited to a maximum of ten minutes regardless of the number of representatives of the group wishing to speak.
- 1.9 Delegations from invited parties, Senior Government staff or related agencies from outside the Sunshine Coast may:
  - (1) have the 10 minute maximum time limit extended.
  - (2) have a special meeting arranged for the sole purpose of receiving the presentation.
  - (3) have the delegation limit for that particular meeting reduced to one.

## **2.0 SCOPE**

- 2.1 This Policy applies to all requests to appear as a delegation to the Board or Committee.

## **3.0 REASON FOR POLICY**

- 3.1 To provide direction in the handling of requests to appear as a delegation to the SCRD Board or Committee.

## **4.0 AUTHORITY TO ACT**

- 4.1 The Corporate Officer is granted the authority to screen and if deemed appropriate deny a request to appear as a delegation if:
- (1) the issue is not within the mandate or jurisdiction of the SCRD;
  - (2) a delegation has addressed the Board on a particular issue and no new significant information is being provided; or
  - (3) if a delegation relates to a matter that has been deferred, is in abeyance or is otherwise inactive.
- 4.2 The General Manager is granted the authority to approve delegation requests for their designated Committee.

## **5.0 PROCEDURE**

- 5.1 The following procedure will be followed for all requests to appear before the Board or Committee:
- (1) Written requests will be directed to the Corporate Officer.
  - (2) The Corporate Officer will review the request and direct to the appropriate meeting.
  - (3) The delegate will be notified of the decision.
  - (4) Delegations approved to appear before the Board or Committee will be:
    - (a) notified of the scheduled time and date of the delegation.
    - (b) requested to forward any supporting documentation for publication in the Agenda no later than the Monday of the week prior (10 days) to the Board or Committee meeting at which they will be appearing.
    - (c) provided a copy of the information on ground rules as outlined on the Delegation Request Form.
  - (5) Delegations denied the opportunity to appear before the Board or Committee will be:



- (a) offered the opportunity to provide written information for distribution to the Board/Committee through an Agenda or Directors' Reading file as appropriate.
- (b) informed of their right to appeal the decision to the Chair of the Board/Committee.

Approval Date:	December 10, 2009	Resolution No.	497/09
Amendment Date:	March 14, 2013	Resolution No.	108/13 rec9

## Sunshine Coast Regional District

## BOARD POLICY MANUAL

Section:	Administration	1
Subsection:	Board – General	0530
Title:	Board Administration	6

**1.0 POLICY**

- 1.1 Member municipalities will be requested to convey the appointment of a new municipal director (or alternate) in writing to the Corporate Officer following the adoption of the relevant Council resolution and prior to the new member actively taking part in SCRD meetings.
- 1.2 Directors who are unable to attend a Board or Committee meeting will notify the Chief Administrative Officer and the Board of their impending absence and advise whether the Alternate Director will be in attendance.
- 1.3 Alternate Directors will only attend In Camera meetings in the absence of the Director.
- 1.4 Despite Section 1.3, the Board or Committee may authorize the attendance of an Alternate Director at an In Camera meeting by passing a resolution which includes the rationale for the approval.
- 1.5 Alternate Directors will not be provided with corporate cell phones, other electronic devices or access to In Camera files.

**2.0 REASON FOR POLICY**

- 2.1 The purpose of the Policy is to outline Board expectations surrounding certain administrative matters.

**3.0 AUTHORITY TO ACT**

- 3.1 Retained by the Board.

Approval Date:	September 14, 2017	Resolution No.	259/17
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** Brad Wing, Financial Analyst

**SUBJECT:** **GIBSONS AND DISTRICT PUBLIC LIBRARY CAPITAL PROJECTS BORROWING UPDATE**

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### RECOMMENDATION(S)

**THAT the report titled Gibsons and District Public Library Capital Projects Borrowing Update be received;**

**AND THAT the remaining 2017 year end project funding requirement of \$37,657 for capital projects approved in 2016 be funded from capital reserves;**

**AND THAT the application for a short term loan approved through resolution 154/16 No. 3 and 350/16 be abandoned;**

**AND FURTHER THAT the 2018-2022 Financial Plan be amended accordingly.**

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### BACKGROUND

During 2016 budget deliberations, short term borrowing of \$104,440 to fund four Gibsons and District Public Library capital projects was approved. The overall budget for the four projects totalled \$399,440 with the balance of funding (\$295,000) coming from capital reserves.

Concurrent with approval of these projects, the Board adopted the following resolution at its regular meeting on March 24, 2016 per the Municipal Finance Authority's loan application requirements:

154/16 **Recommendation No. 3** Gibsons and District Public Library Capital Financing Impacts

THAT the report titled "Gibsons and District Public Library Capital Financing Impacts" be received;

AND THAT a short term non-renewable loan be requested through the Municipal Finance Authority (MFA) under Section 403 of the Local Government Act (Liabilities Under Agreement) in the amount of \$104,440 towards funding for capital projects at the Gibsons and District Public Library as follows:

- Roof, soffit, and fascia replacements
- Wildlife deterrent (bird migration)
- Lighting replacement and retrofit
- Anti-slip traffic membrane;

AND FURTHER THAT the loan principal be repaid to the MFA in accordance with the following schedule:

- First Instalment: \$10,444 payable on or before December 30, 2016
- Second Instalment: \$20,888 payable on or before December 29, 2017
- Third Instalment: \$20,888 payable on or before December 31, 2018
- Fourth Instalment: \$20,888 payable on or before December 31, 2019
- Fifth Instalment: \$20,888 payable on or before December 31, 2020
- Sixth Instalment: \$10,444 payable no later than five years from the date of loan issuance.

Subsequently, the Board adopted the following resolution at its regular meeting on July 28, 2016 to increase the total budget and short term capital borrowing for the four projects by \$6,397 to \$405,837 and \$110,837 respectively:

350/16 THAT the contract for lighting upgrades to the Gibsons and District Public Library (GDPL) be awarded to Osram / Sylvania Ltd. In the amount of \$31,397;

AND THAT the additional funding required in the amount of \$6,397 for the GDPL Lighting be funded by additional short term financing if required;

AND THAT the maximum short term loan authorized by Board Resolution 153/16 No. 3 be increased from \$104,440 to \$110,837 to fund the additional costs of the GDPL capital upgrades with the additional principal repaid as part of the sixth instalment;

AND THAT the lighting upgrade portion of the Gibsons and Area Community Centre project be abandoned with the overall project budget reduced to \$40,000 to reflect the reduced project scope of Roof Top Unit (RTU) controls only;

AND FURTHER THAT the 2016-2020 Financial Plan be amended accordingly.

Debt servicing costs, funded from taxation, were budgeted beginning in 2016 per the repayment schedule outlined in the resolutions above.

An additional capital project for HVAC Unit Replacement totaling \$125,000, funded \$50,000 from capital reserves and \$75,000 from short term borrowing was approved during 2017 budget deliberations. This project has been approved for carry forward to 2018 with debt payments budgeted to begin in 2019.

## **DISCUSSION**

One of the four projects approved in 2016 was completed that year with the remainder carried forward to 2017 at a value of \$63,214. The remaining three projects were completed in 2017.

The application for short term borrowing was deferred until completion of the projects; budgeted funding for debt servicing costs in 2016 and 2017 were applied against the project to reduce the remaining funding requirement.

Upon completion of the projects in 2017 at a total cost of \$366,264, staff determined that the remaining funding requirement was not material enough to warrant external borrowing. The table below summarizes project expenditures and funding applied on project completion:

<b>2016 Capital Projects Funding Summary</b>	
Capital Expenditures	<b>\$366,264</b>
Less:	
Capital Reserves	<b>(295,000)</b>
Budgeted Debt Servicing (2016)	<b>(11,155)</b>
Budgeted Debt Servicing (2017)	<b>(22,452)</b>
<b>Remaining Funding Requirement</b>	<b>\$37,657</b>

With the HVAC Unit Replacement project being carried forward to 2018, an annual budgeted contribution to capital reserves of \$50,000 and a 2017 operating surplus of \$24,008, the 2017 year end capital reserve balance is sufficient to cover the remaining funding requirement associated with the 2016 projects as summarized in the updated capital reserve plan below:

<b>Capital Reserve Plan</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Opening Balance	\$ 3,036	\$ 39,387	\$ 39,387	\$ 89,387	\$ 139,387
Annual Budgeted Contribution	50,000	50,000	50,000	50,000	50,000
2017 Surplus	24,008	-	-	-	-
2016 Capital Projects	(37,657)	-	-	-	-
HVAC Replacement	-	(50,000)	-	-	-
<b>Closing Balance</b>	<b>\$ 39,387</b>	<b>\$ 39,387</b>	<b>\$ 89,387</b>	<b>\$ 139,387</b>	<b>\$ 189,387</b>

### *Financial Implications*

Debt servicing costs associated with the 2016 projects are included in the financial plan through to 2021 in accordance with the original repayment schedule at \$22,452 annually inclusive of interest charges. These values were included in the 2018 Round 1 budget.

Using capital reserves to fund the remaining funding requirement will result in a reduction to budgeted taxation of \$22,452 in 2018. Capital reserve funding available for future projects will be reduced by \$37,657.

### **STRATEGIC PLAN AND RELATED POLICIES**

This measure is consistent with section 4.3 of the Debt Management Policy which states that 'reserves are to be considered as a funding source before debt'.

## **CONCLUSION**

During 2016 budget deliberations and through a subsequent financial plan amendment in July 2016, short term borrowing of \$110,837 to fund four Gibsons and District Public Library capital projects was approved. The overall budget for the four projects totalled \$405,837 with the balance of funding (\$295,000) coming from capital reserves.

Of the projects approved in 2016, one was completed that year with the remaining three carried forward and completed in 2017 at a total cost of \$366,264. The application for short term borrowing was deferred until completion of the projects. Budgeted funding for debt servicing costs in 2016 and 2017 were applied against the project reducing the remaining funding requirement to \$37,657.

An additional capital project for HVAC Unit Replacement totaling \$125,000, funded \$50,000 from capital reserves and \$75,000 from short term borrowing was approved during 2017 budget deliberations. This project has been approved for carry forward to 2018.

Based on the revised project timelines and updated capital reserve plan, staff recommend abandoning the short term loan application and using capital reserves to fund the remaining funding requirement of \$37,657 for projects approved in 2016.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** David Nelson, Manager, Information Technology and GIS

**SUBJECT:** INFORMATION TECHNOLOGY CAPITAL PLAN UPDATE

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### RECOMMENDATION(S)

**THAT the report titled Information Technology Capital Plan Update be received for information.**

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### BACKGROUND

At the February 15, 2018 SCRD Regular Board meeting, motion 060/18 was passed, partial excerpt below:

**Recommendation No. 4**     *Information Technology [117] – 2018 R1 Budget Proposal*

AND THAT the following budget proposal be incorporated into the Information Technology [117] budget and referred to the 2018 Round 2 Budget for further consideration:

- Budget Proposal 1 – 5 Year Capital Plan – Base Budget Increase - Replacement of Information Technology Equipment, \$50,000 funded from Support Services;

AND FURTHER THAT staff provide a report prior to 2018 Round 2 Budget meetings with an overview of the preliminary Information Technology asset management plan, including priority replacement requirements and funding needs.

This report provides additional information on the status of the IT capital asset planning.

### DISCUSSION

#### *Overview of the SCRD IT Service and Assets*

The Information Technology (IT) Division of the SCRD is a critical support service for the day-to-day operation of all Sunshine Coast Regional District (SCRD) departments and for providing information to the public and our partner agencies. In order for the SCRD to deliver services, it's dependent on maintaining a working condition of the Information Technology capital assets and infrastructure.

The SCRD currently provides IT services at sixteen facilities and manages a diverse set of capital assets: 180 virtual and physical desktop computers, 24 laptops, 110 smartphones, 16 copier/printers, 10 major business systems, and 180 internal telephones. Customer-facing assets run on foundational IT infrastructure assets: application servers, storage areas networks, telephony switches, business continuity (backup/recovery) assets, power redundancy devices, system operations software, desktop software tools, network links/equipment, and audio-visual assets.

### *Considerations in Forecasting Financial Impact of IT Capital Asset Planning*

Reliably estimating actual replacement points for IT assets is challenging due to the following:

- IT hardware and software assets are subject to rapid obsolescence and deterioration. Assets, though still serviceable, can become obsolete with rapid, unexpected advances in technology, business processes, and evolving service delivery expectations.
- Assets, through still functioning beyond expected service lives, present escalating risks to service interruption and business continuity.
- With limited funds, many replacement projects have not been completed and were being deferred.
- Customer-facing solutions and underlying IT infrastructure must be technically compatible, delays in upgrades/replacements can result in higher costs for dependent assets.
- Upgrades and replacements in the past have relied upon on a fail-first or imminent-failure approach, even though a proactive approach offers lower long-term costs that avoids debt funding.
- Maintenance of assets beyond expected lifecycles become riskier and costlier as available repair parts and expertise dwindle.
- Anticipate increase with asset failures, service interruptions, and maintenance costs over the coming years.

### *Financial Implications*

Existing IT assets are considered essential to continuing primary operations and business of SCRD services. IT asset planning was excluded from the SCRD's *Corporate Asset Management Plan* adopted in 2015. For the purpose of maintaining service levels, the focus is on renewing existing IT assets and not expanding service as might be required for other asset classes.

Although excluded from the Corporate Asset Management Plan, staff have now completed an inventory of IT assets, expected lifecycles, and replacement costs. These assessments show a total of \$4M in asset replacement costs with equipment lifecycles between 5 to 10 years. Taking into account the above factors, an average annual capital investment of \$485,000 is estimated to be required to maintain service levels with existing IT capital assets. This figure will be refined as further asset management work is completed and annual detailed capital expenditures are planned.



Current base IT capital funding is \$80,000 per year with an additional \$70,000 of debt funding available, for a total of \$150,000 per year. Staff recommend incrementally closing the IT capital funding gap of \$335,000 over 6 years, starting with a \$50,000 increase in 2018 which would fund initial high-priority asset replacements.

*Capital Asset Plan - 2018*

The highlights of the 2018 IT asset plan include:

- Replace the disaster-recovery backup Storage Area Network in service 24/7 since 2008.
- Replace fleet of Uninterrupted Power Supplies that had 3 separate failures over the last year, interrupting business operations at GAAC, Field Road, and at Mason Road, where the failure of a 17 year old unit resulting in the loss of a nightly backup cycle.
- Replace all Nortel-era network switches with current standard models. Access to parts and expertise is increasingly limited.
- Replace Nortel CS1000 telephone systems and proprietary desk sets with modern solutions compliant with current open standards.
- Purchase, for contractual compliance, various operating and business software licenses.
- Implement release upgrades of business systems to stay within vendor support windows that maintain currency of legislated rate tables.

2018 IT Capital Asset Plan		Inventory		Expected Renewals		2018	2019	2020	2021	2022
Resp BU	Hardware/ Software	Units	Useful Life	Annual Repl. Cost	Total Pool Repl. Cost	Planned Renewals	Planned Renewals	Planned Renewals	Planned Renewals	Planned Renewals
<b>ASSET POOLS</b>										
GIS	MAPPING SYSTEM		10	20,000	200,000		10,000	12,000	14,000	16,000
IT	NETWORK EQUIPMENT		5-10	16,071	275,700	50,000	8,000	10,000	12,000	13,000
IT	SERVERS		5-8	120,275	674,500	71,000	62,000	74,000	87,000	100,000
IT	PC DESKTOPS		4-6	83,813	362,625	10,000	43,000	52,000	60,000	70,000
IT	PERIPHERALS		4-5	6,506	225,389		3,000	5,000	5,000	5,000
IT	VOICE SYSTEMS		3-10	57,938	385,000	26,000	30,000	36,000	42,000	47,000
IT	BUSINESS SYSTEMS		10	171,200	1,788,000	43,000	90,000	105,000	123,000	140,000
IT	AUDIO VISUAL EQUIPMENT		5-10	9,500	72,500		4,000	6,000	7,000	9,000
MULT	CONTROL SYSTEMS SERVICES		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>TOTALS</b>		<b>1,046</b>		<b>485,303</b>	<b>3,983,714</b>	<b>200,000</b>	<b>250,000</b>	<b>300,000</b>	<b>350,000</b>	<b>400,000</b>

Please refer to Attachment A for details on the Composition of IT Capital Asset Pools.

*Timeline for next steps*

As shown in the table above, staff recommend increasing funding to IT capital by \$50,000 each year for 6 years to better match expected lifecycle refresh needs. This incremental approach is sensitive to the need to build IT capacity to address deferred renewals of capital assets.

Staff will continue to execute a rolling annual IT capital asset refresh plan with greater precision in immediate years. Actual annual funds needed to meet annual refresh plans may fluctuate from year to year, with buildup and draw down of reserves that, over time, will match ongoing capital funding contributions.

**STRATEGIC PLAN AND RELATED POLICIES**

SCRD's mission is to provide leadership and quality services to our community through effective and responsive government. This update report supports our priority to ensure fiscal sustainability, which includes sustainability of our IT capital assets.

**CONCLUSION**

Information in this report is presented to assist the SCRD Board in deliberations on 2018 IT capital and operating budget proposals. A 5-year IT Capital Asset Plan has been created and an annual IT capital projects plan has been prepared for 2018. Over the coming years the IT service will require a program of capital maintenance and refreshments, which requires increased capital funding contributions.

## Attachments:

## 1. Composition of IT Capital Asset Pools

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

ATTACHMENT A: COMPOSITION OF IT CAPITAL ASSET POOLS

Ref. Line	Resp BU	Hardware/ Software	Major Group	Group Elemen	Element	Notes	(2)	(3)	(4)	(5)	(6)	(7)		
							Inventory		Renewals					
							Units 2017	Useful Life	Annual Units	Per Unit Repl. Cost	Annual Repl.	Total Pool Repl. Cost		
ASSET POOLS									(2/3)	\$	(4 x 5)	(2 x 6)		
1	GIS	MAPPING & ADDRESSING SERVICES												
2		Software	System	Core	GIS Mapping	ArcGIS+Geocortex webmapping	1	10	0.1	200,000	20,000	200,000		
3	IT	NETWORK SERVICES												
4		Hardware	Network	WAN	Leased fibre links	Eastlink	10	leased	n/a	n/a	n/a			
5		Hardware	Network	WAN	Wireless links	Persistent wireless network links: Radio+Sat	10	7	1.4	890	1,271	8,900		
6		Hardware	Network	LAN	Pulled wire links	Building cabling (wire+fibre)	816	40	20.4	200	4,080	163,200		
7		Hardware	Network	LAN	WIFI Access Points	WIFI Routers	18	5	3.6	200	720	3,600		
8		Hardware	Network	Equipme	Hubs/Routers/Switch	Hubs/Routers/Switches	26	10	2.6	3,846	10,000	100,000		
9	IT	SERVER SERVICES												
10		Hardware	Computer	Servers	Data - SANs BIG	includes SANs only	1	8	0.1	165,000	20,625	165,000		
11		Hardware	Computer	Servers	Data - SANs SMALL	includes SANs only	2	8	0.3	100,000	25,000	200,000		
12		Hardware	Computer	Servers	All others (non-SAN)	Server boxes (ESX)	7	5	1.4	18,500	25,900	129,500		
13		Software	Computer	Servers	System Software (OS)	includes all server OS (network+messaging+SC)	1	3	0.3	100,000	33,333	100,000		
14		Hardware	Security+E	UPS	All	All sites	25	5	5.0	3,000	15,000	75,000		
15		Hardware	Security+E	Generator		Mason Road - Cummins	1	12	0.1	5,000	417	5,000		
16	IT	PC DESKTOP SERVICES												
17		Hardware	Computer	Desktop	PCs+OS	Dektops+Towers	60	4	15.0	900	13,500	54,000		
18		Hardware	Computer	Desktop	PCoIPs	All-in-ones virtual desktop devices	105	6	17.5	375	6,563	39,375		
19		Hardware	Computer	Mobile	Laptops+Tablets	include cost of any special laptop/tablet softw	30	4	7.5	1,800	13,500	54,000		
20		Hardware	Computer	Desktop	Monitors	All sizes	360	4	90.0	400	36,000	144,000		
21		Software	Computer	Desktop	Standard Apps	Standard desktop software image:desktop app	125	5	25.0	330	8,250	41,250		
22		Software	Computer	Desktop	Non-standard Apps	Other Non-standard desktop software (CAD+A	1	5	0.2	30,000	6,000	30,000		
23	IT	PERIPHERALS SERVICES												
24		Hardware	Periphera	Equipme	Printers - MFPs	MFPs only	19	leased	n/a	n/a	n/a	195,983		
25		Hardware	Periphera	Equipme	Printers - Other	Desktop+Special functions (not MFPs)	25	4	6.3	500	3,125	12,500		
26		Hardware	Periphera	Equipme	Plotters	All	1	5	0.2	12,000	2,400	12,000		
27		Hardware	Periphera	Equipme	Scanners	Not MFP scanners	1	5	0.2	700	140	700		
28		Hardware	Periphera	Equipme	Scanners	Bar code scanners (Reception + Rec POS)	6	5	1.2	701	841	4,206		
29	IT	VOICE SERVICES												
30		Hardware	Telephony	Desktop	Desksets	All desk phone sets	175	8	21.9	500	10,938	87,500		
31		Hardware	Telephony	Mobile	Cell phones	Cell+Smart phones	115	2.5	46.0	500	23,000	57,500		
32		Hardware	Telephony	PBX	Large-CS1000, CallPil	Includes integrated software	1	10	0.1	205,000	20,500	205,000		
33		Hardware	Telephony	PBX	Small-Local sites	Includes integrated software - BCMs	10	10	1.0	3,500	3,500	35,000		
34		Hardware	Telephony	Lines	Pipe and numbers	ISDN+DIDs+Analogue Lines (Fire)+LD Usage	n/a	leased	n/a	n/a	n/a			
35	IT	BUSINESS SYSTEMS SERVICES												
36		Software	System	Core	Records	Content Server (ERDMS)	1	10	0.1	240,000	24,000	240,000		
37		Software	System	Core	Financials	Agresso (HR+Payroll+GL+P2P+AR)	1	10	0.1	967,000	96,700	967,000		
38		Software	System	Core	Local Gov apps	Tempest (Permit+Lics+Dev+Dogs+Bylaw+CASH	1	10	0.1	241,000	24,100	241,000		
39		Software	System	Core	Asset+Maint Mngmt	Cityworks (Work Orders+Assets)	1	10	0.1	178,000	17,800	178,000		
40		Software	System	Core	Web Public Content	Hoolahoop+Social Media communications/eng	1	10	0.1	50,000	5,000	50,000		
41		Software	System	Core	Web Employee Cont	Intranet Connections - employee communicat	1	10	0.1	10,000	1,000	10,000		
42		Software	System	Function	Landfill	PacWeigh	1	10	0.1	22,000	2,200	22,000		
43		Software	System	Function	Parks&Rec Bookings	ActiveNet SaaS	1	SaaS	n/a	n/a	n/a	68,000		
44		Software	System	Function	Cemetery	Stone Orchard	1	10	0.1	4,000	400	4,000		
45		Software	System	Function	Financial Statements	CaseWare International	1	SaaS	n/a	n/a	n/a	900		
46		Software	System	Function	Water metering	nSight by Neptune	1	10	0.1		-	7,100		
47		Software	System	Function	Fire Incident Record	FDM SaaS (off support)	1	SaaS	n/a	n/a	n/a			
48	IT	AUDIO VISUAL SERVICES												
49		Hardware	Audio Visi	Rooms	Board Room	Board Room equipment+integrated software s	1	10	0.1	50,000	5,000	50,000		
50		Hardware	Audio Visi	Rooms	Meeting Rooms	All other meeting rooms (Projectors, TVs, sour	5	5	1.0	4,500	4,500	22,500		
51	MULT CONTROL SYSTEMS SERVICES													
52	FAC	Hardware	Sec.+BC	Sites	Building Access	Physical Access Systems (alarms+swipelocks+cameras+integrated software)					-			
53	INFR	Hardware	Sec.+BC	Sites	Building Automation	DDCs - building automation control systems including software					-			
54	INFR	Hardware	Sec.+BC	Sites	SCADA - Water	Supervisory/Automation Control of Water Distribution					-			
TOTAL FOR ITGIS SERVICES							1,046				485,303	3,983,714		

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee Meeting – February 22, 2018

**AUTHOR:** Tina Perreault, General Manager, Corporate Services / Chief Financial Officer

**SUBJECT:** 2018 GRANT-IN-AID TIMELINES

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### RECOMMENDATION(S)

**THAT the report titled 2018 Grant-in-Aid Timelines be received for information.**

---

### BACKGROUND

As the Rural-areas Grants-in-aid process is approaching, the purpose of this report is to review and confirm timelines for 2018.

In 2016, the SCRD began to advertise earlier in the year and holding deliberations at a Special In-Camera Corporate and Administrative Services Committee meeting, which streamlined the grant approval process. The Directors from the member municipalities were invited to attend to provide supporting information and be a part of the discussions involved in the granting process which aligned with their own separate processes. The 2018 Rural Areas' Grant-in-Aid advertisement run started mid-February based on the date contained in this report for application deadline.

### DISCUSSION

The 2018 deadline to have Rural Areas' Grant-in-Aid applications received at the Field Road office is proposed for Tuesday, April 3, 2018, which is after the Easter long-weekend. Staff will complete a summary sheet for each application, only to confirm that all required documentation is attached. Copies of all applications will be scanned and printed to attach to the Special In-Camera Corporate and Administrative Services (CAS) Committee meeting agenda on Thursday, May 3, 2017. Along with the application copies, staff will also provide the Directors with a Rural Areas' Grant-in-Aid historical report as well as current Rural Areas' Grant-in-Aid budget status report and schedule showing what the funding allocations were for 2017.

#### *Communications Strategy*

Advertisement have been placed in the local newspapers by mid-February deadlines and will run for 3 consecutive weeks.

### STRATEGIC PLAN AND RELATED POLICIES

Community Development in the Strategic Plan and timeline per Rural Areas' Grant-in-Aid Policy.

## **CONCLUSION**

Staff recommend the following timeline with respect to the 2018 Rural Areas' Grant-in-Aid process:

- April 6, 2018 – Rural Area Directors will receive the Special In-Camera CAS Committee meeting agenda to review;
- May 3, 2018 – Special In-Camera CAS Committee meeting 9:30 a.m. to 12:00 p.m.;
- May 17, 2018 - recommendations placed on May 24, 2018 CAS Committee Agenda;
- May 24, 2018 – discussion of recommendations, if applicable, and referred to the Board meeting for adoption so that letters may be sent to applicants.

Reviewed by:			
Manager		CFO/Finance	
GM		Legislative	
CAO	X – J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** Janette Loveys, Chief Administrative Officer  
Robyn Cooper, Manager, Solid Waste Services

**SUBJECT: SCRD SOLID WASTE LONG-TERM OUTLOOK**

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### RECOMMENDATION(S)

**THAT the report titled SCRD Solid Waste Long-Term Outlook be received.**

---

### BACKGROUND

Over the past year, there have been many discussions regarding current and future SCRD solid waste services.

Specifically, two workshops were held:

- Special Infrastructure Services Committee, Solid Waste Workshop - March 2, 2017
- Elected Officials Solid Waste Workshop - October 24, 2017

Staff have worked diligently to prepare work plans which incorporate Board decisions and guiding documents such as the Solid Waste Management Plan (SWMP) and the recently adopted Regional Organics Diversion Strategy.

As a continuation of this work, staff have prepared this report to provide the Committee a solid waste long-term outlook which incorporates an overview of the governance, services and programs and a financial framework to assist the Committee with upcoming service delivery decisions.

At the December 14, 2017 Board meeting, the following resolution was adopted:

346/17    **Recommendation No. 15**    *Elected Officials Solid Waste Workshop Summary and Recommended Direction*

THAT the report titled Elected Officials Workshop Summary and Recommended Direction be received;

AND THAT the following agreed upon direction heard at the Elected Officials Solid Waste Workshop be integrated into the Sunshine Coast Regional District (SCRD) Solid Waste work plan:

- Implementation of regional disposal bans for recycling and commercial organics;
- Investigate engineering options for increased capacity at the Sechelt Landfill;

AND FURTHER THAT an updated SCRD Solid Waste work plan be presented at the December 21, 2017 Infrastructure Services Committee meeting.

These decisions continue to provide the foundation for how initiatives, work plans and how staff developed a sustainable financial framework.

## **DISCUSSION**

### *Governance Framework*

#### **Local Government Act**

Under the *Local Government Act (LGA)*, Regional Districts are required to manage solid waste and landfill services. A portion of the LGA Part 9, Division 4 – Waste Management is included as Attachment A.

#### **BC Ministry of Environment**

The BC Ministry of Environment's (MoE) Environmental Management Act requires Regional Districts to have Solid Waste Management Plans (SWMP).

The MoE sets the criteria for:

- Solid Waste Management Plan development, monitoring and updates
- Landfill development, operations, closure and environmental monitoring
- Performance Measures e.g. solid waste per capita disposal targets

Additionally, the MoE under the Recycling Regulation mandates materials that are to be collected and recycled under Extended Producer Responsibility (EPR) such as paint, batteries, tires and printed paper and packaging that are intended to be fully-funded by the producers of those materials.

#### **SCRD Solid Waste Management Plan**

The SCRD's first SWMP was adopted by the Board and approved by MoE in 1996. Most notably, it helped establish tipping fees at the Sechelt and Pender Harbour Landfills, a one can garbage collection program and expansion of landfill diversion programs.

This was followed by an updated SWMP in 2005 and then again in 2011. The 2011 SWMP is the current plan and is not anticipated to be updated until 2021.

The 2011 SWMP sets a diversion rate target of 65%-69% by 2016 and outlines twenty-four initiatives.

Diversion rate is calculated by dividing the diversion by the total waste generated. The 2016 diversion rate was 56%.

Expressing the target as a per capita disposal rate, the target is 279 kg/pp/yr whereas the 2016 disposal rate was 434 kg/pp/yr.

A summary of diversion and disposal rates for 2011-2016 is included as Attachment B.

The SWMP initiatives are in various stages of completion. A timeline for 2016-2020 was adopted by the SCRD Board in December 2015 and is included as Attachment C.

### **SCRD Bylaws**

The SCRD has several bylaws related to Solid Waste Services. There are bylaws originating from 1967 for disposal at Sechelt Landfill (Bylaw 10) and 1969 for collection (Bylaw 22).

Table 1 summarizes the most recent establishing bylaws, the year the bylaws were established, the participants and the associated service bylaws.

Table 1 – Summary of SCRD Solid Waste Bylaws

<b>Establishing Bylaw</b>	<b>Year Established</b>	<b>Bylaw Participants</b>	<b>Service Bylaws</b>
Bylaw 1019 Refuse Disposal Local Service	1994	A, B, D, E, F DoS, SiGD, ToG	Bylaw 405 Landfill Site Regulations, Rules & Fees
			Bylaw 451/452 Sechelt & Pender Landfill Closure Reserve Fund
Bylaw 1021 Refuse Collection Local Service	1994	B, D, E, F	Bylaw 431 Refuse Collection Regulations, Rules & Fees
			Bylaw 654 Refuse Collection Operating Reserve Fund
Pursuant to Section 814 of LGA Reserve fund established under Section 188 of the Community Charter	2012	A, B, D, E, F DoS, SiGD, ToG	Bylaw 653 Regional Solid Waste Operating Reserve Fund
			Bylaw 670 Eco-Fee Reserve Fund

### *Overview of Current SCRD Solid Waste Services and Programs*

#### **Sechelt Landfill and Pender Harbour Transfer Station Services**

The SCRD operates the Sechelt Landfill and Pender Harbour Transfer Station in accordance to MoE guidelines and criteria.



Operation commenced under MoE permit in 1971 for the Sechelt Landfill and in 1972 for the Pender Harbour Landfill. Both sites were in operation prior to issuance of permits.

In 1994, through Bylaws 1019 and 405, tipping fees were established and the sites were no longer funded from taxation.

In 2015, the Pender Harbour Landfill was closed and converted into a Transfer Station with garbage delivered to the Sechelt Landfill for burial.

At status quo diversion services and programs, the Sechelt Landfill has approximately eight to ten years remaining until capacity is reached. Actual closure date may vary.

Landfill and Transfer Station Services are funded from tipping fees (user fees). Differential fees are based on material type and associated costs.

The contributions to closure liability and residential green waste are funded from taxation.

Both sites accept garbage from the residential and commercial sectors.

In addition to garbage, the sites each operate a ShareShed where residents can drop-off or pick-up items (for a small fee) as well as both sites accept the following materials for diversion:

- |               |                        |
|---------------|------------------------|
| • Appliances  | • Metal                |
| • Cardboard   | • Paint (Sechelt only) |
| • Drywall     | • Propane Tanks        |
| • Green Waste | • Tires                |
| • Mattresses  | • Wood                 |

Specifically for residential green waste, the SCRD provides depot services at three locations and funds the site, hauling and processing costs from taxation. The drop-off locations for residential self-hauled green waste are:

- South Coast – Town of Gibsons
- Sechelt – Salish Soils
- Pender Harbour – Pender Harbour Transfer Station

Attachment B and C are included with this report as supporting documentation.

### ***Refuse Collection Service***

The SCRD implemented garbage collection services in the early 1980's.

In 1994, via Bylaws 1021 and 431, the local service was established to define a refuse collection area within Electoral Areas B, D, E and F and to implement a user fee service instead of taxation.

Weekly collection was provided for up to two resident-owned 77L cans.

The service was provided via contractor.

In 1998, a one can limit was introduced in the SCRD, District of Sechelt and Town of Gibsons. However, extra garbage cans can be collected if an extra garbage sticker is purchased and affixed to the can.

The service also includes a clean-up coupon program, whereby residences receiving collection services receive a coupon as part of their utility bill that allows for one load up to 450 kg to be delivered to the Sechelt Landfill at no cost at the time of delivery. This program also includes a one month drop-off at a South Coast location via contractor. The coupon program is funded from the user fees.

Electoral Area A residents also receive the clean-up coupon via direct mail. This service is funded from the Pender Harbour Transfer Station at an annual cost of \$12,000.

### ***Depot Recycling Services***

In 1993, the SCRD began providing some level of funding towards depot operations in Pender Harbour and the South Coast via contractors.

Since 2000, the SCRD has funded depots for residential and commercial recycling on the Sunshine Coast. Locations of the depots and operating models have changed over time, but generally, there has been one depot located in Pender Harbour, one in Sechelt and one located on the South Coast.

Since 2014, all three depots have been operated via contractors and collect residential packaging and printed paper as part of the provincial recycling program led by Recycle BC (formerly MMBC). Commercial sector recycling is not permitted at the depots because the provincial program is currently for residential materials only. The commercial sector is required to hire their own recycling service provider.

Additionally, since the implementation of the provincial recycling program, the SCRD has had a contract with Gibsons Recycling to collect and recycle books. Books are excluded from the Recycling Regulation and would otherwise be disposed as garbage.

The Board has confirmed the depot model with respect to the delivery of solid waste services.

### ***Islands Services***

The following is an overview of the history of the Islands Clean-Up Services:

- 1993: the SCRD helped fund a clean-up on Keats Island.
- 1998 – 2001: the SCRD funded 50% of island's clean-ups on a request basis. Island residents organized the services and requested funding.
- 1998: Gambier and Thormanby received funds.
- 2000: Gambier and Keats received funds.
- 2001: Keats and Thormanby received funds.
- 2002: SCRD fully funded and organized the Islands Clean-Up Service.

Since 2002, the SCRD has provided an annual clean-up via contracted barge service for island residents of Keats, Gambier, Thormanby and their surrounding islands.

The barge either travels to individual docks or to a communal drop-off location depending on whether the residences are water-only access or road access.

Additionally, garbage containers are provided at six locations for island residents to deposit their household garbage. There is a separate arrangement and payment structure with each of the operators. This container service began in 2001.

Operator and locations of garbage containers are as follows:

- Harbour Authority of Pender Harbour - Madeira Park Government Dock, Hospital Bay Government Dock
- Buccaneer Bay Marina – Buccaneer Bay
- Secret Cove Marina – Secret Cove
- BC Ferries - Langdale Ferry Terminal
- Gibsons Landing Harbour Authority: Gibsons Government Wharf

### ***Illegal Dumping Program***

The SCRD has a Good Samaritan Program that funds the tipping fees for materials that are illegally dumped that are collected by volunteers and self-hauled to either the Sechelt Landfill or Pender Harbour Transfer Station.

Additionally, staff organize an annual Backroad Trash Bash event that is held in a different area on the Sunshine Coast each year and invites volunteers to collect material that has been illegally dumped in the backroads.

The Good Samaritan Program began in 1994 and the Backroad Trash Bash in 2012.

Since 2014, the SCRD hosts an annual collaborative meeting of inter-agencies who are actively working to reduce illegal dumping and raise awareness of the reporting process. The group continues to meet each October following the Backroad Trash Bash to sharing information and opportunities to collaborate.

### ***Education and Outreach Program***

In recent history, education and outreach efforts have mostly been limited to advertising including the SCRD website, Facebook, Twitter and local newspapers. This has included focused public awareness campaigns such as: recycling ins and outs, 'Create Memories, Not Garbage,' food waste reduction, and backyard composting.

Staff also attend approximately six community-organized events throughout the year and host one event for Compost Awareness Week.

### ***Eco-Fee Reserve***

The Eco-Fee Reserve Fund was established in 2012 via Bylaw 670 to assist with the implementation of the SCRD's SWMP initiatives.

The Eco-Fee Reserve is funded from \$5 per tonne of garbage received at the Sechelt Landfill and Pender Harbour Transfer Station. The annual contributions vary based on the tonnage of garbage. In 2017, the contribution was \$50,000.

Since 2013, the Eco-Fee Reserves funds 50% of the Waste Reduction Coordinator position and since 2015 funds the Waste Reduction Initiatives Program.

### ***Financial Framework***

Over the past few months, the SCRD Board and staff had had many discussions with respect to solid waste. In addition, in 2017 in particular, there were a number of incremental contracts increases outside of the budget process related to waste streams and service delivery. All of these decisions were related to continuing to provide a consistent service level which means, the same level of service is costing more and each incremental decision has an accumulative impact to the overall cost.

Two examples to help illustrate the issue:

As mentioned above, two contracts approved in 2017 which had financial implications to Regional Solid Waste were first, the increase in Sechelt Landfill maintenance contract as a result of increased tonnage coming from Pender Landfill in the amount of \$30,000 per year. The second was for Islands Clean-up in the amount of \$28,000 per year. Both of these were "unfunded" in 2017, which resulted in a program deficit to cover these costs.

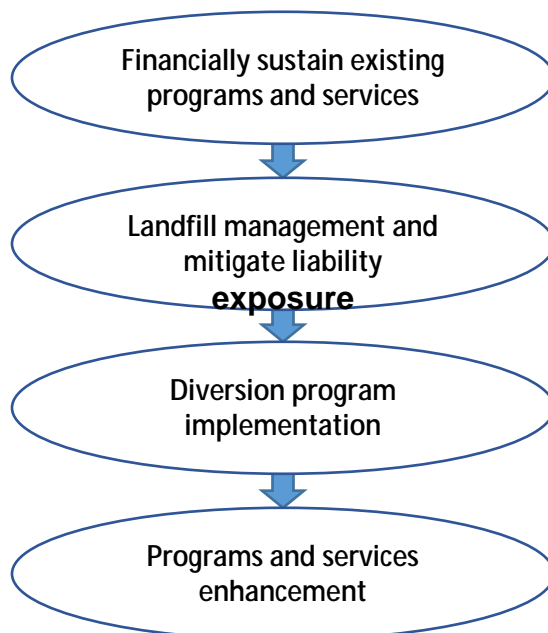
In 2017, the Green waste program was funded in the amount of \$327,750 from taxation. If more material is received than is funded, other sources will have to subsidize the program or a program deficit will occur. For 2017, this was the case and the program cost an additional \$14,879 than what was funded.

Concurrent reports are included in this Committee agenda which address the long term financial sustainability of Solid Waste Services. One is to ensure the Board has a policy discussion on service levels, tipping fees and subsidization. For example, one of the outcomes of the Tipping Fee Review is understanding that many waste streams are being subsidized. For example, in 2017 the SCRD received a marked increase in wood waste, mattresses and cardboard, which are all heavily subsidized materials.

For 2017, these have all had a cumulative impact which has resulted in an annual deficit of \$91,000. Staff will bring a report of impacts and mitigations at the March 5 2018 Round 2 Budget as part of the year-end summary.

Concurrent to the financial decisions, there are other key impacts to further consider are the subsequent reports which go into further details and recommendations primarily with respects to the Sechelt Landfill Liability and Organic Diversion options.

Staff propose a financial framework to assist in discussions when setting priorities for spending.



There is a recognition that there are significant financial impacts and decisions to be made by the Board. The financial framework is a path that staff utilized when assembling all the various components to the solid waste services.

### **STRATEGIC PLAN AND RELATED POLICIES**

This report is in support of two SCRD's Strategic Priorities Ensure Fiscal Sustainability and Embed Environmental Leadership.

In addition, there is policy alignment with the SCRD's Solid Waste Management Plan and SCRD Financial Sustainability Policy.

### **CONCLUSION**

As a continuation of this work, staff have prepared this report to provide the Committee a solid waste long-term outlook which incorporates an overview of the governance, services and programs and a financial framework to assist the Committee with upcoming service delivery decisions.

On December 14, 2017 the SCRD Board adopted a number of priorities which continue to be integrated into the work plan. These decisions continue to provide the foundation for how initiatives, work plans and a sustainable financial framework is being developed by staff.

There is a recognition that there are significant financial impacts and decisions to be made by the Board. The financial framework is a path that staff utilized when assembling all the various components to the solid waste services.

This report provides an overview and a context for upcoming Board decisions.

Attachments:

Attachment A: *Local Government Act* Chapter 1, Part 9, Division 4 – Waste Management

Attachment B: Regional Diversion – Annual Update, report to May 18, 2017 Infrastructure Services Committee

Attachment C: SWMP Initiatives and Timeline

Reviewed by:			
Manager	X-R. Cooper	Finance	X-T.Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

## LOCAL GOVERNMENT ACT

[RSBC 2015] CHAPTER 1

*Deposited with Clerk of the Legislative Assembly on December 16, 2015*

### Part 9 — Regional Districts: Specific Service Powers

#### Division 4 — Waste Management

##### Management of solid waste and recyclable material

- 315** (1) A board may, by bylaw, establish the service of the regulation, storage and management of municipal solid waste and recyclable material, including the regulation of facilities and commercial vehicles used in relation to these matters.
- (2) If a board adopts a bylaw under subsection (1), the board has and must exercise its authority in accordance with the *Environmental Management Act* and regulations under that Act.
- (3) For the purposes of this section, "municipal solid waste" and "recyclable material" have the same meaning as in the *Environmental Management Act*.

##### Authority in relation to waste disposal and recycling

- 316** A board may, by bylaw, do one or more of the following:
- (a) require persons to use a waste disposal or recycling service, including requiring persons to use a waste disposal or recycling service provided by or on behalf of the regional district;
  - (b) require owners or occupiers of real property to remove trade waste, garbage, rubbish and other matter from their property and take it to a specified place;
  - (c) require the emptying, cleansing and disinfecting of private drains, cesspools, septic tanks and outhouses, and the removal and disposal of refuse from them.

## **SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

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**TO:** Infrastructure Services Committee – May 18, 2017

**AUTHOR:** Robyn Cooper, Manager, Solid Waste Services

**SUBJECT:** REGIONAL DIVERSION – ANNUAL UPDATE

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### **RECOMMENDATION(S)**

**THAT the report titled Regional Diversion – Annual Update be received.**

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### **BACKGROUND**

The BC Ministry of Environment requires all regional districts in BC to have a Solid Waste Management Plan (SWMP).

The SCRD's current SWMP was adopted by the Board in 2011 and outlines twenty-four initiatives that contribute to reaching targets by 2016. There are two targets: diversion and per capita disposal. The diversion target is 65%-69% and the per capita disposal target is 315kg – 279kg.

The purpose of this report is to provide an update on the SCRD's regional diversion from 2011 to 2016, the first five years of the SCRD's SWMP.

### **DISCUSSION**

#### *Regional Diversion Data*

The format of the diversion data is consistent with the method utilized in the SWMP and was applied to the five year period of 2011 to 2016. This data was utilized for calculating waste generation, diversion rate and per capita disposal.

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



Table 1: SCRD Regional Diversion Data 2011 to 2016

<b>Disposal and Diversion (t)</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Disposal</b>						
Pender Harbour Landfill/Transfer Station	1,246	1,155	1,158	1,338	1,816	1,183
Sechelt Landfill	10,923	10,524	9,071	10,447	10,545	11,493
<b>Total disposal</b>	<b>12,169</b>	<b>11,679</b>	<b>10,229</b>	<b>11,785</b>	<b>12,361</b>	<b>12,677</b>
<b>Diversion</b>						
At Landfills	1,444	2,434	2,239	2,200	3,572	4,366
Green Waste	2,499	3191	3,437	3,672	3,415	4,343
Recycling - Curbside	667	701	685	642	631	882
Recycling - Depots	1,257	1,510	1,495	1,367	1,121	1,179
Extended Producer Responsibility	963	983	1,000	1,005	1,068	1,068*
C&D Estimate (as per SWMP)	4,255	4,255	4,255	4,255	4,255	4,255
<b>Total diversion</b>	<b>11,085</b>	<b>13,074</b>	<b>13,112</b>	<b>13,141</b>	<b>14,062</b>	<b>16,092</b>
<b>Total waste generation (disposal + diversion)</b>	<b>23,254</b>	<b>24,753</b>	<b>23,341</b>	<b>24,926</b>	<b>26,423</b>	<b>28,769</b>
<b>Diversion rate (diversion/waste generation)</b>	<b>48%</b>	<b>54%</b>	<b>56%</b>	<b>53%</b>	<b>53%</b>	<b>56%</b>
<b>Population**</b>	<b>28,918</b>	<b>29,222</b>	<b>29,270</b>	<b>29,512</b>	<b>29,390</b>	<b>29,243</b>
<b>Disposal per person per year (kg)</b>	<b>421</b>	<b>400</b>	<b>349</b>	<b>399</b>	<b>421</b>	<b>434</b>

\*2016 EPR data not yet available; 2015 data used

\*\*Population estimates based on BC Stats as of May 3, 2017

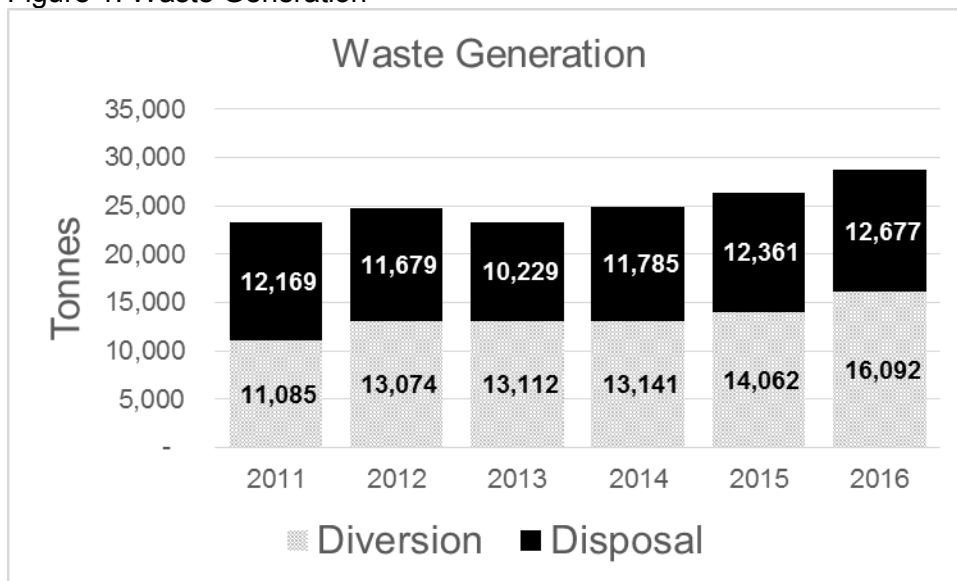
### *Waste Generation*

Waste Generation is the sum of waste disposed and diverted. Disposal means buried in the Pender Harbour Landfill (until 2015) and at the Sechelt landfill. Whereas diversion means diverted from the landfill and includes materials recycled, composted, reused or waste exported for burial elsewhere (e.g. contaminated wood).

The trend since 2013 has been an overall increase to the total waste generated. The primary factors contributing to this increase is a growing economy. It should be noted that where there was an increase in disposal there was an increase in diversion.

A summary of waste generation is provided in Figure 1.

Figure 1: Waste Generation



#### Diversion Rate

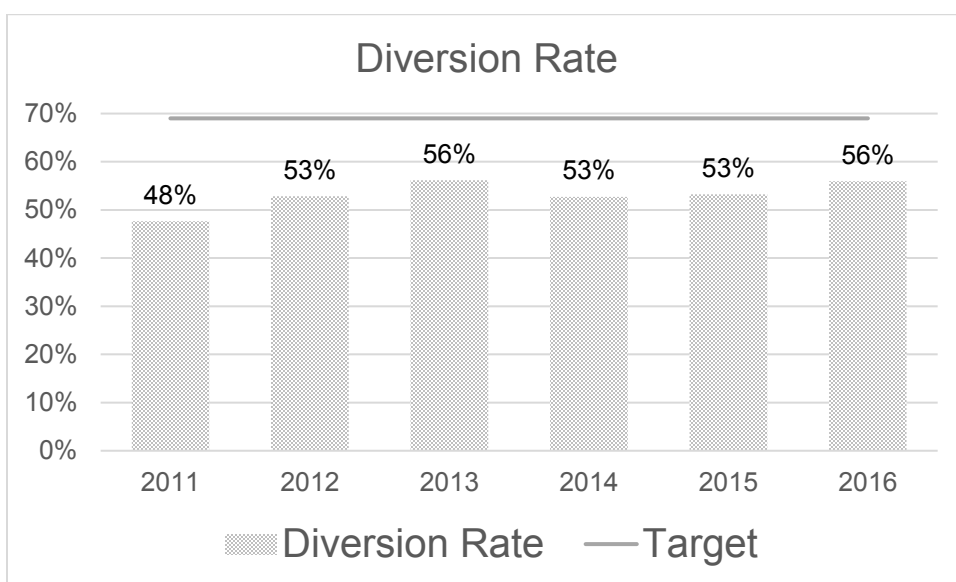
Diversion rate is calculated by dividing the diversion by the total waste generated.

2011 saw the lowest diversion rate at 48%. Since then, despite an overall increase in waste disposal, the diversion rate has remained fairly consistent with an improvement to 56% in 2016. 2016 saw an increase in tonnage in disposal and all types of diversion.

Based on 2016, a further 9%-13% diversion required to achieve the 65%-69% target.

A summary of diversion is provided in Figure 2.

Figure 2: Diversion Rate



### *Per Capital Disposal*

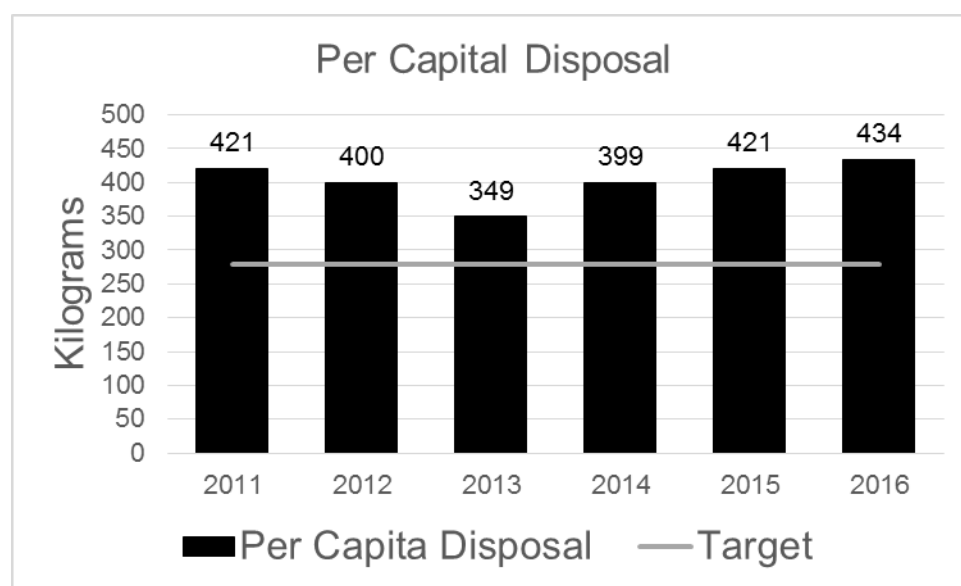
Per capita disposal is calculated by dividing the waste disposed by the population and is expressed in kilograms.

Disposal is typically related to economic trends. Since 2013, there has been a steady increase to the economy and there has been a corresponding increase to disposal.

Based on 2016, a further 155kg reduction is required to meet the 279 kg/pp/yr target.

A summary of per capita disposal is provided in Figure 3.

Figure 3: Per Capita Disposal



### *Next Steps*

As staff prepare the reports on short-term priorities as identified at the March 2, 2017 Special ISC, where appropriate, this regional diversion data will be referenced and recommendations will be provided in order to help achieve the diversion target.

Additionally, work continues on the development of an Organics Diversion Strategy which represents the largest opportunity for diversion.

The diversion data will also be utilized as part of a Five-Year Effectiveness Review of the SWMP that will be initiated in the fourth quarter of 2017. The review is a Ministry of Environment requirement.

### *Updates to Diversion Data*

After the product stewardship agencies release their 2016 annual reports for the extended producer responsibility programs, the regional diversion data will be updated. The plan is to continue to provide solid waste tonnage data as part of the existing quarterly reports (green waste, depot recycling, garbage) and provide regional diversion annually.

*Communications Strategy*

As part of a project to restructure and update the Solid Waste web pages, a specific web page will be created for diversion data where the information contained in this report will be added. Anticipated completion date is June.

**STRATEGIC PLAN AND RELATED POLICIES**

This report is in support of the key strategic priority of Embed Environmental Leadership and the Solid Waste Management Plan.

**CONCLUSION**

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

There has been an increasing trend in disposal, diversion and waste generation since 2013. The increase is likely attributable to a steady improvement to the economy.

At the end of 2016, the regional diversion rate was 56% and the per capita disposal was 434kg.

Further diversion and waste reduction is required in order to meet the targets identified in the SCRD's SWMP. Specifically, a 13% increase to diversion and a reduction of waste disposed by 155kg/pp/yr is required to meet the targets.

Staff continue to work on the organics diversion strategy and preparing reports on the short-term priorities as identified at the March 2, 2017 Special ISC. Where appropriate, the regional diversion will be referenced in those reports and recommendations will be provided in order to help achieve the targets

Reviewed by:			
Manager	X – R. Cooper	Finance	
GM		Legislative	
CAO	X – J. Loveys	Other	

# SWMP Initiatives & Timeline

**2016-2017**

Curbside Collection for Food Scraps

Every-other-week (EOW) Garbage Collection  
Pay-as-you-throw Garbage Collection

**2017-2018**

Enhanced Drop-off and Resource Recovery Facilities in:  
Pender Harbour, Sechelt, Gibsons

**2019**

Business Waste Diversion

C&D Waste Diversion

Deconstruction & Salvaging

**2020**

Community Swap Day Pilot Program

Waste Stream Control System

Land Use Policies

**On Hold**

Curbside Collection for recyclables



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018  
**AUTHOR:** Tina Perreault, General Manager, Corporate Services / Chief Financial Officer  
**SUBJECT:** SECHELT LANDFILL CLOSURE UPDATE

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### RECOMMENDATION(S)

**THAT the report titled Sechelt Landfill Closure Update be received;**

**AND THAT the shortfall for the Sechelt Landfill Closure Liability be funded by an incremental annual taxation increase of \$125,000 per year for four years (2018-2021).**

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### BACKGROUND

The BC Ministry of Environment (MoE) requires an update to the landfill design, operation and closure plan (DOCP) every five years. The Sechelt Landfill's Operational Certificate issued by the MoE stipulates that an updated DOCP be completed and submitted by December 31, 2017. The plan was completed by XCG Consulting Ltd., the Sunshine Coast Regional District's (SCRD) contractor for landfill engineering, and submitted to the MoE on December 22, 2017.

The purpose of this report is to inform the Committee with respect to some of the findings and implications as a result of this project.

### DISCUSSION

The level of effort required to complete an updated DOCP is much higher than annual reporting requirements to MoE. Specifically, the update results in a more precise calculation of remaining airspace, and resulting landfill site life.

*The key objectives of the plan is<sup>1</sup>:*

- *Provide an updated fill plan which addresses the need to reduce leachate generation, optimize surface water controls and optimize available landfill airspace;*
- *Provide a closure plan including implementing a low permeability cover system;*
- *Provide a post-closure plan for the landfill; and*
- *Reduce long-term environmental impacts associated with the landfill area.*

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<sup>1</sup> DESIGN, OPERATIONS, AND CLOSURE PLAN, SECHELT LANDFILL, SECHELT, BRITISH COLUMBIA, XCG Environmental Engineers & Scientists, December 20, 2017

Prior to the completion of the updated DOCP, the anticipated closure date for the Sechelt Landfill was 2027 or ten years at current diversion programs and services. *Based upon population growth projections and fill rate assumptions presented herein, it is estimated that the Site will reach design capacity in 2025<sup>2</sup>.* It should be noted that the anticipated closure date is based on status quo diversion programs and services. Actual closure may vary and is also reviewed annually by XCG as a condition of the SCRD's external financial audit.

The two major factors that resulted in the reduction of two years in site life are that one of the slopes along the closed section of the landfill is not quite filled to the 3H:1V slope as planned and that waste was not filled directly up to the contact water pond. This is the result of a variety of reasons including waste settling along the slope and operational direction to leave access adjacent to the contact water pond.

Staff are investigating engineering options to increase capacity as a result of the findings. The SCRD Board also provided direction as part of the 2017 Solid Waste workshop to conduct a preliminary investigation for a new landfill site. Both these items will come forward for consideration at a future Committee meeting.

### *Financial Implications*

The change in anticipated closure date from ten to eight years has a material financial impact to the SCRD's landfill closure and post closure liability. As at the end of 2016, the Sechelt Landfill closure liability was estimated at over \$4.8 million. The revised estimate as at December 31, 2017 is \$5,771,361. Since the DOCP was conducted using 2016 data, the 2017 capacity used is in process of being verified from XCG and is subject to change. An update will be provided at the April 26, 2018 Corporate and Administrative Services Committee during the course of presenting the SCRD's 2017 Financial Statements.

Currently, \$300,000 per year is contributed to the Sechelt Landfill Closure Reserves from Taxation. Based on the updated closure date of 2025, if status quo level of contributions continue, there will be an estimated shortfall of \$3.5 million at Final Closure. Even if the closure was delayed to 2027 or beyond with an increase in capacity from implementing engineering options and additional diversion programs, a shortfall in closure contributions would still exist.

A summary of closure reserve contributions at status quo levels is provided in Table 1.

**Table 1 – Summary of Sechelt Landfill Closure Reserves at Status Quo Contributions**

	2018	2019	2020	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	810,445	1,127,870	1,452,119	1,783,339	(296,998)	(3,383)	296,544	602,920
Investment Income @ 2.15%	17,425	24,249	31,221	38,342	(6,385)	(73)	6,376	12,963
Annual Contribution	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Closure Costs	-	-	-	(2,418,679)	-	-	-	(4,435,947)
Closing Balance in Reserve	1,127,870	1,452,119	1,783,339	(296,998)	(3,383)	296,544	602,920	(3,520,065)

<sup>2</sup> DESIGN, OPERATIONS, AND CLOSURE PLAN, SECHELT LANDFILL, SECHELT, BRITISH COLUMBIA, XCG Environmental Engineers & Scientists, December 20, 2017

As noted in the Table 1, in 2021 a progressive closure phase (Stage H) is required for a projected cost of \$2.4 million (future value) with final closure to occur in 2025. These are noted as the large expenditures in Table 1, however, several smaller maintenance and closure projects are required through this duration (Stage F through Stage K to Final Closure) which may also require funding.

Post closure costs are estimated at \$45,000 per year and the assumption is that it will be funded after the Sechelt Landfill is closed through regular Solid Waste Operations. Current MoE regulations require post closure maintenance and monitoring for a minimum of 30 years, but could be required as much as 100 years.

#### *Options for Funding the Shortfall*

Options to fund all or part of the closure reserve shortfall include increasing taxation, raising tipping fees, or imposing a parcel tax. Operating reserves have been committed to past or current projects and funds are not sufficient to allow for this as an option. Zero Waste Operating Reserves are also committed or planned for current and future diversion initiatives.

A summary of options is presented below.

Option 1 – Increase annual taxation incrementally by \$125,000 per year for four years

Increasing taxation by \$125,000 per year for four consecutive years (2018-2021) would fund the estimated closure costs by the projected closure year of 2025 and fund Stage H closure costs required in 2021, leaving a small potential shortfall. This also depends on the annual review of actual air-space available, interest earned on investments and external financial conditions such as inflation.

A \$125,000 increase is equivalent to a 0.69% overall tax increase in 2018, or \$6.03 for an average residential property. The cumulative increase after four years would vary based on property assessment and growth, and is estimated at 2.2% in overall taxation or \$19.28 for an average residential property based on current tax rates.

This option is recommended as this approach balances the requirement to meet the SCRD's future financial liability while allowing time for new fees and charges to take effect, explore engineering options to increase capacity, as well as effects of increased diversion strategies.

**Table 2 – Summary of Sechelt Landfill Closure Reserves with Increased Contributions**

	2018	2019	2020	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	810,445	1,252,870	1,829,806	2,544,147	979,167	1,800,219	2,638,924	3,495,661
Investment Income @ 2.15%	17,425	26,937	39,341	54,699	21,052	38,705	56,737	75,157
Annual Contribution	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Additional Contribution	125,000	250,000	375,000	500,000	500,000	500,000	500,000	500,000
Closure Costs	-	-	-	(2,419,679)	-	-	-	(4,435,947)
Closing Balance in Reserve	1,252,870	1,829,806	2,544,147	979,167	1,800,219	2,638,924	3,495,661	(65,129)



**Option 2 – Fully Fund the Shortfall and Tax an additional \$400,000 from 2018-2025**

Increasing annual taxation by \$400,000 in 2018, for a total of \$700,000 per year may result in a small shortfall at final closure in 2025 and would fund Stage H closure costs required in 2021, as summarized in Table 3.

This increase is equivalent to a 2.2% tax increase overall, or \$19.28 for an average residential property.

This option is not recommended as it would have a significant impact on the SCRD taxation as a whole in 2018 and doesn't allow for impacts of items listed in Option 1 to take effect.

**Table 3 – Summary of Sechelt Landfill Closure Reserves with Increased Contributions**

	2018	2019	2020	2021	2022	2023	2024	2025
Item	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	810,445	1,527,870	2,260,719	3,009,324	1,354,346	2,083,464	2,828,259	3,589,066
Investment Income @ 2.15%	17,425	32,849	48,605	64,700	29,118	44,794	60,808	77,165
Annual Contribution	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Additional Contribution	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Closure Costs	-	-	-	(2,419,679)	-	-	-	(4,435,947)
Closing Balance in Reserve	1,527,870	2,260,719	3,009,324	1,354,346	2,083,464	2,828,259	3,589,066	(69,716)

**Option 3 – Tipping fee surcharge**

A \$5 per tonne surcharge on tipping fees for municipal solid waste (MSW) would generate approximately \$50,000 in additional revenue annually based on 2017 tonnage. This could be implemented in conjunction with a taxation increase to cover the required contributions.

This option would require an amendment to the Solid Waste Fee Bylaw, which could be included as part of the Tipping Fee Review. Any revenues for this option would not fully materialize until 2019 and would be variable based on tonnage. Since the goal of the Solid Waste Management Plan is to reduce MSW, this source of revenue is projected to decrease over time, is variable based on tonnage and is not a sustainable source of funding which could further reduce funding the liability shortfall. The SCRD already has one of the highest tipping fees for municipal solid waste in the Province so this option is not recommended as this time.

**Option 4 – Impose a parcel tax**

Bylaw 1019 allows for the imposition of a parcel tax as a method of cost recovery for the service. A high level estimate indicates that a flat rate parcel tax of \$25-\$30 would be required to fund the annual contribution shortfall of \$400,000. The earliest a parcel tax could be imposed would be for 2019 subject to adoption of a parcel tax bylaw and approval of the parcel tax roll. Staff do not recommend proceeding with a parcel tax as it is similar to Option #2.

*Timeline for next steps*

Based on Board direction, staff will incorporate impacts into the Round 2-2018-2022 Financial Plan in preparation for adoption of Budget on March 22, 2018.

**STRATEGIC PLAN AND RELATED POLICIES**

This report is in support of the Strategic Priority of Ensure Fiscal Sustainability as well as the Solid Waste Management Plan.

**CONCLUSION**

An update to the Sechelt Landfill DOCP was recently completed by XCG Consulting Ltd. and submitted to the BC MoE.

During the DOCP update, the airspace remaining and site life was determined to be eight years with an anticipated closure date of 2025 at status quo diversion programs and services.

Existing annual contributions to the landfill closure reserve of \$300,000 are not sufficient to cover the anticipated closure costs.

Options for consideration to increase the contribution to the landfill closure reserve are taxation, raising the tipping fee for municipal solid waste, or implementing a parcel tax.

Staff recommend increasing taxation by \$125,000 per year for four consecutive years (2018-2021) which would fully fund the estimated closure costs by the projected closure year of 2025 and fund Stage H closure costs required in 2021. This option balances the requirement to meet SCRD's future financial liability while allowing time for new fees and charges to take effect, explore engineering options to increase capacity, as well as effects of increased diversion strategies.

Based on Board direction, staff will incorporate impacts into the Round 2-2018-2022 Financial Plan in preparation for adoption of Budget on March 22, 2018.

Reviewed by:			
Manager	X-R. Cooper	CFO/Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	X-B. Wing

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** Robyn Cooper, Manager, Solid Waste Services

**SUBJECT:** TIPPING FEE REVIEW OF DIVERTED MATERIALS

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### RECOMMENDATION(S)

**THAT** the report titled Tipping Fee Review of Diverted Materials be received.

**AND THAT** the Proposed Tipping Fees be approved and incorporated in a bylaw amendment as follows:

<b>Diverted Material</b>	<b>Tipping Fee</b>	<b>Unit of Measure</b>
Green Waste	\$86	Per Tonne
Mattress	\$10	Per Unit
Mattress – Wet	\$15	Per Unit
Mattress (5 or More)	\$35	Per Unit
Propane Tank – Camp Size	\$0.50	Per Unit
Propane Tank – over 25 lbs	\$5.50	Per Unit
Roofing	\$190	Per Tonne
Wood – clean	\$170	Per Tonne

**AND THAT** a report be provided in the second quarter of 2018 regarding the residential green waste program;

**AND FURTHER THAT** a letter be sent to the BC Ministry of Environment requesting that mattresses and commercially generated packaging and printed paper be added to the Recycling Regulation.

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### BACKGROUND

The Sechelt Landfill and Pender Harbour Transfer Station accept a range of materials that are diverted from burial.

Materials accepted for diversion include wood, roofing, metal, gypsum and mattresses.

In 2017, several tender processes were completed for materials that are diverted.

A tipping fee review was conducted in 2017 to compare the existing tipping fees to the updated costs.

The purpose of this report is to inform the Committee of the results of the tipping fee review and make recommendations for updating the tipping fees that are identified in Bylaw 405.

## DISCUSSION

The tipping fee review included reviewing the updated pricing from the tender processes along with the 2017 expenditures and associated tonnages.

Expenditures for diverted materials include costs such as pre-processing, bin rental, hauling and processing fees. All of the diverted materials are delivered to the Vancouver area. Based on the material, a combination of these expenditures are incurred.

The results of the tipping fee review varied based on material type. Some materials are fully-funded such as gypsum, whereas, mattresses are only 18% funded (Pender Harbour Transfer Station). The results are summarized in Table 1.

Table 1 – Diverted Materials Tipping Fees Compared to Direct Costs

Diverted Material	Current Tipping Fee	Direct Costs		Unit of Measure	Types of Costs Incurred
		Pender Harbour Transfer Station	Sechelt Landfill		
Cardboard	\$150	\$547	\$224	Per Tonne	Bin rental, hauling, processing
Freon containing	\$40	\$36	\$38	Per Unit	Pre-processing, hauling, processing
Green Waste	\$0 residential \$45 commercial	\$89	\$63	Per Tonne	Hauling, processing
Green Waste - Gibsons	\$0	\$125		Per Tonne	Hauling, processing
Green Waste – Sechelt	\$0	\$47		Per Tonne	Processing
Gypsum	\$265	\$163	\$200	Per Tonne	Hauling, processing
Mattress	\$8 per mattress or boxspring \$5 per crib	\$45	\$33	Per Unit	Bin rental, hauling, processing
Metal	\$70	\$93	\$55	Per Tonne	Hauling, processing
Propane Tanks	\$0 camp size	\$1.65	\$1.65	Per Unit	Pre-processing, hauling, processing
	\$2 up to 25lbs	\$1.75	\$1.75		
	\$5 over 25 lbs	\$5.50	\$5.50		
Roofing	\$165	\$188	\$188	Per Tonne	Hauling, processing
Wood – clean	\$140	\$179	\$166	Per Tonne	Hauling, processing
Wood – dirty	\$265	\$206	\$213	Per Tonne	Hauling, processing

*Financial Implications*

If the direct costs are not covered by the tipping fee, that results in a deficit position for the specific material type. To be financially sustainable, tipping fees need to cover direct costs.

Residential green waste and mattresses are an exception to this approach and have had prior Board direction to offset the costs by taxation and by surplus from other material types, respectively.

Staff will be preparing a report in Q2 2018 regarding the residential green waste program as contracts are set to expire at the end of 2018.

Proposed tipping fees for the other materials were calculated using the total direct costs of both sites combined divided by the total tonnage or units of both sites combined. For some materials, this approach will result in a surplus for one site (Sechelt) and a deficit for the other site (Pender). Staff do not recommend creating different fees for each site. Throughout most of BC, tipping fees are consistent within a Regional District regardless if the site is urban or rural or receives large or small volumes of materials or customers.

A summary of the proposed tipping fee compared to the current fee is provided in Table 2.

For cardboard, staff do not propose changing the tipping fee as it is currently at the same rate as municipal solid waste (garbage). Raising the rate may result in the material being disposed as garbage which would be undetectable when contained in black bags. Much of the cardboard received at the sites is commercially generated and is thus excluded from the depots for recycling as the depots are for residential materials only as directed by the BC Ministry of Environment's Recycling Regulation. If the cardboard was delivered to the depots, there would be no hauling or processing costs.

For mattresses, a small per unit increase is proposed as well as including a surcharge for wet mattresses (matches the surcharge the SCRD incurs) and applying the full direct costs when delivering five or more mattresses at a time to address commercial businesses that deliver mattresses to the Sechelt Landfill instead of directly to the recycler in Vancouver.

The hauling infrastructure exists for commercial businesses to deliver old mattresses to the recycler located in Vancouver after new mattresses are delivered, creating an ideal situation for an extended producer responsibility program where recycling fees are paid at the point of sale and are dropped off for recycling at no cost. Currently, mattresses are not included in the Recycling Regulation.

For wood – dirty, staff do not recommend adjusting the fee as some of the wood that is scaled through as clean wood is actually dirty upon further inspection by the Site Attendants.

Table 2 – Proposed Changes to Tipping Fees

Diverted Material	Current Tipping Fee	Proposed Tipping Fee	Unit of Measure
Green Waste	\$45 commercial	\$86	Per Tonne
Mattress	\$8	\$10 \$5 surcharge per unit if wet 5 or more - \$35 per unit	Per Unit mattress or boxspring
Propane Tanks	\$0 camp size	\$0.50	Per Unit
	\$5 over 25 lbs	\$5.50	
Roofing	\$165	\$190	Per Tonne
Wood – clean	\$140	\$170	Per Tonne

*Timeline for next steps*

Based on the Board’s recommendations, staff will prepare an amendment to Bylaw 405 and anticipate bringing it to the April 12, 2018 Board Meeting for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Reading with final adoption at the April 26, 2018 Board Meeting. Outreach regarding the changes will occur during the month of May with a bylaw effective date proposed for June 1, 2018. A timeline showing the bylaw amendment process is provided in Table 3 below.

Concurrently, as per the 2018 Solid Waste Work Plan, staff are preparing a report on recycling and organics ban implementation. This report is anticipated at the end of Q1 2018. Ban implementation will also require an amendment to Bylaw 405 later in the year.

Table 3 – Bylaw 405 Amendment Process Timeline

Task	Date
Tipping Fee Review Report	Feb 22, CAS Meeting
Bylaw 405 Amendment: 1 <sup>st</sup> 2 <sup>nd</sup> and 3 <sup>rd</sup> Reading	Apr 12, 2018 Board Meeting
Bylaw 405 Adoption	Apr 26, 2018 Board Meeting
Bylaw Effective Date	June 1, 2018

**STRATEGIC PLAN AND RELATED POLICIES**

This report is in support of the Strategic Priority of Ensure Fiscal Sustainability as well as the Solid Waste Management Plan.

**CONCLUSION**

In 2017, several tender processes were completed for materials that are accepted at the Sechelt Landfill and Pender Harbour Transfer Station for diversion.

A tipping fee review of the diverted materials was conducted to compare the existing tipping fees to the updated costs.

As a result of the review, staff have proposed changes to the tipping fees for some of the material types to ensure the direct costs are funded.

For residential green waste, staff are preparing a report on the program for Q2 2018.

Changing the tipping fees requires an amendment to Bylaw 405.

Based on the Board's recommendations, staff will prepare a bylaw amendment and bring forward in Q2 2018 with the objective of having new tipping fees in effect for June 1, 2018.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 22, 2018

**AUTHOR:** Robyn Cooper, Manager, Solid Waste Services

**SUBJECT:** CURBSIDE COLLECTION SERVICES – SERVICE OPTIONS

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### RECOMMENDATION(S)

**THAT the report titled Curbside Collection Services – Service Options be received;**

**AND THAT the Curbside Collection Services Request for Proposal include Service Option 1, as follows:**

<u>Service</u>	<u>Option 1</u>
<b>Garbage</b>	Bi-weekly
<b>Food Scraps</b>	Weekly
<b>Recycling</b>	Bi-weekly - Areas B, D, E, F.

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### BACKGROUND

The Sunshine Coast Regional District (SCRD) provides weekly collection of garbage to residences within a defined collection area in Electoral Areas B, D, E and F, through function 355-Refuse Collection. Residents of Electoral Area A either self-haul to the Pender Harbour Transfer Station or hire a private collection contractor.

The current contract is set to expire February 28, 2019 and there are no extension options.

In order to meet the new contract start date of March 1, 2019, a Request for Proposal (RFP) must be issued in Q2 2018. The RFP needs to identify which collection services are being provided, the collection frequency and which Electoral Areas are receiving the service.

The SCRD's Solid Waste Management Plan (SWMP) identifies the following initiatives for curbside collection services:

- Food scraps (weekly)
- Recycling (bi-weekly)
- Bi-weekly garbage collection once food scraps and recycling are implemented

The SWMP has two diversion targets based on which services are implemented in which Electoral Areas. The 69% target is based on implementing the above mentioned curbside collection services for Electoral Areas B, D, E and F. The 65% diversion target is based on implementing those services in Electoral Areas B and D only with E and F receiving only weekly garbage collection.



The recently adopted Regional Organics Diversion Strategy identified the following related to curbside collection services:

- Implement a residential curbside food waste collection service for all SCRD residences that currently receive curbside garbage collection (Electoral Areas B, D, E, F)

The following 2017 Board Recommendations related to collection services were adopted:

346/17     **Recommendation No. 15**     *Elected Officials Solid Waste Workshop Summary and Recommended Direction*

AND THAT the following agreed upon direction heard at the Elected Officials Solid Waste Workshop be integrated into the SCRD Solid Waste work plan:

- Implementation of regional disposal bans for recycling and commercial organics.

242/17     **Recommendation No. 05**     *Wild Animal Welfare Best Practices*

THAT forthcoming staff reports and communication plans identify rural best practices with regards to wild animal welfare for both backyard composting and curbside pickup.

242/17     **Recommendation No. 06**     *Curbside Pickup Feasibility – Opt In/Out*

*THAT staff report on the feasibility of individual properties opting in or out of curbside pickup.*

The purpose of this report is to present service options and to seek Board direction. The option or options adopted will be incorporated into the RFP.

## DISCUSSION

The RFP needs to identify which collection services are being provided, the collection frequency and which Electoral Areas are receiving the service.

Taking into consideration the Board Recommendations, the SCRD's Solid Waste Management Plan, and the Regional Organics Diversion Strategy, staff prepared four service options. Weekly organics was included in all options. Weekly garbage collection was not considered if bi-weekly recycling is provided.

A summary of the four options are included in Table 1.

Table 1 – Summary of Service Options for Curbside Collection Services

<b>Service Options for Curbside Collection Services</b>				
<b>Service</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>Garbage</b>	Bi-weekly	Bi-weekly	Bi-weekly	Weekly
<b>Food Scraps</b>	Weekly	Weekly	Weekly	Weekly
<b>Recycling</b>	Bi-weekly Areas B, D, E, F	Bi-weekly Areas B, D	None	None

Option 1

Option 1 is based on the SWMP's 69% diversion target and quantified diversion results from programs in other regional districts as identified in the Regional Organics Diversion Strategy.

Option 2

Option 2 aligns with the SWMP's 65% diversion target. Residences in Electoral Areas E and F would continue to self-haul recyclables to their nearest SCRD recycling depot.

Option 3

Option 3 excludes recycling collection for all Electoral Areas. Electoral Area residents would continue to self-haul recyclables to their nearest SCRD recycling depot. Garbage collection would be provided bi-weekly.

Option 4

Option 4 is similar to Option 3 but instead includes weekly garbage collection.

*Service Considerations – Collection Method*

In addition to the service options, the collection method needs to be defined in the RFP.

Generally, there are two collection methods: manual and automated. Manual collection requires the workers to lift cans to empty into the truck and then place the cans back to the curb. Whereas automated collection utilizes "arms" attached to the truck controlled by a remote to lift, empty, and then place a specialized container (cart) back to the curb.

Currently, SCRD garbage is collected manually, using resident-owned 77L cans.

The District of Sechelt has manual collection for garbage (resident-owned 77L cans) and food scraps (contractor-owned cart) but the recycling service is automated collection (contractor-owned cart).

The Town of Gibsons has manual collection for garbage (resident-owned 77L cans).

Staff recommend including both collection method options in the RFP. Based on the RFP submissions, staff will analyze the financial impacts of each proposal and bring forward as part of the contract award report for the Board's consideration.

#### *Service Considerations - Opt In/Out*

Having individual residences opting in or out of a service presents several challenges including:

- Affects the Proposal price, as bidders would not know the number of houses
- Logistics for collection to identify which homes are participating in service

Staff do not recommend proceeding with opt in/opt out for any of the curbside collection services.

#### *Service Considerations – Recycling Collection*

Recycling collection was included for consideration given the Board direction of implementing a regional disposal ban for recycling.

Curbside recycling collection would include paper, paper packaging, containers (metal and plastic) and cardboard. It would not include film plastics, glass or Styrofoam. Depot services are required for those material types.

If the Board chooses to implement curbside recycling services in Electoral Areas B and D, Recycle BC would provide a per-household incentive payment to the SCRD.

The SCRD could request that Electoral Areas E and F be included in the Recycle BC Program. However, there is no guarantee that Electoral Areas E and F would be eligible to receive financial incentives.

#### *Financial Implications*

Curbside collection services are funded from user fees.

The 2018 annual fee for weekly garbage collection service for a single-family dwelling is \$146.90.

The RFP process will identify the costs of the service based on service type, collection frequency and method. Staff will prepare an analysis of the costs and options as part of the award report that will be brought forward for the Board's consideration. The analysis will also include reviewing the updated Recycle BC Program Plan and incorporating any implications, financial or otherwise, to curbside collection or depot services. Changes in cost will most likely require an amendment to the Fee Bylaw which is done each year prior to Budget.

#### *Environmental Scan*

Market conditions and restriction from the Chinese commodities market relating to recycled materials is changing which could have considerable impacts to this RFP. How RecycleBC will assist in this program is also unknown at this time. Therefore, as this issue evolves, Staff will provide updates to the Board.

*Timeline for next steps*

Staff will prepare the RFP based on which service option or options the Board selects.

The RFP is anticipated to be issued in early Q2 with an award report in late Q2.

*Communications Strategy*

A communication plan will be developed for each component of the Strategy and will be incorporated into the implementation plan.

**STRATEGIC PLAN AND RELATED POLICIES**

Bi-weekly garbage and weekly food scraps collection services supports the Strategic Priority of Embed Environmental Leadership.

SCRD's Solid Waste Management Plan's target of 65%-69% diversion identifies bi-weekly garbage, food scraps collection and bi-weekly recycling collection services.

**CONCLUSION**

The SCRD's current contract for weekly garbage collection services for residences within a defined collection area in Electoral Areas B, D, E and F is set to expire February 28, 2019 and thus a RFP will be issued in Q2 2018 in order to have a new contract in place with a service start date of March 1, 2019.

The RFP needs to include the type of services, service frequency and collection method.

Staff prepared four service options for the Committee's consideration. The options incorporate Board recommendations, the SCRD's Solid Waste Management Plan diversion targets and the Regional Organics Diversion Strategy.

Staff seek direction from the Committee on which service option or options to include in the RFP.

Staff will analyze the results of the RFP including the financial impacts and any implications of the updated Recycle BC Program Plan and include in the award report anticipated in late Q2 2018.

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