



## SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

**Monday, December 13, Tuesday, December 14 and  
Wednesday, December 15, 2021**

**Held Electronically and Transmitted Via the  
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.**

### AGENDA

---

**CALL TO ORDER**      9:30 a.m. (December 13, 2021)

#### AGENDA

1. Adoption of Agenda

#### PRESENTATIONS AND DELEGATIONS

2. Introduction to Community Partners and Stakeholders -  
Summary  
*General Manager, Corporate Services / Chief Financial Officer*  
**(Voting – All Directors)**  
Annex A  
Pages 1-3
3. Heather Evans-Cullen, Library Director and Janet Hodgkinson,  
Board Chair, Gibsons and District Public Library  
Regarding: 2022 Budget Request  
**Gibsons and District Public Library [640] (Voting – D, E, F  
and Gibsons)**  
Annex B  
pp. 4-20
4. Pat Harvey, Board Chair and Leianne Emery, Director, Sechelt  
Public Library  
Regarding: 2022 Budget Request  
**(Contributing Areas: A, B and D)**  
Annex C  
pp. 21-36
5. No Delegation Presentation - Roberts Creek Community Library  
(Kathleen Hudson)  
Regarding: 2022 Budget Request  
**Roberts Creek Library [646] (Area D) – (Voting – All  
Directors)**  
Annex D  
p. 37
6. Karen Dyck, Board Chair and Christine Alexander, Treasurer  
Pender Harbour Reading Centre  
Regarding: 2022 Budget Request  
**Pender Harbour Reading Centre [643] (Area A) - (Voting – All  
Directors)**  
Annex E  
pp. 38-39

7. No Delegation Presentation - Pender Harbour Health Centre (Susann Richter) Annex F  
pp. 40-46  
Regarding: 2022 Budget Request  
**Pender Harbour Health Centre [410] (Area A) - (Voting – All Directors)**
8. Mike Clement, Board Chair, Matthew Lovegrove, Curator and Thor Olsen, Treasurer, Sunshine Coast Museum and Archives Annex G  
pp. 47-55  
Regarding: 2022 Budget Request  
**Museum [648] - (Voting – All Directors)**
9. No Delegation Presentation - Sechelt Community Archives (Ann Watson) Annex H  
pp. 56-65  
Regarding: 2022 Budget Request  
**Museum [648] - (Voting – All Directors)**
10. Sam Hughes, Administrator - Skookumchuck Heritage Society / Egmont Heritage Centre Annex I  
pp. 66-70  
Regarding: 2022 Budget Request  
**Museum [648] - (Voting – All Directors)**
11. Shayne Forster, A/Lead of Youth and Supported Services and Lisa Weitendorf, Child and Youth Worker, Sunshine Coast Community Services Society – Youth Outreach Worker Program Annex J  
pp. 71-75  
Regarding: 2022 Budget Request  
**(Voting- Various Depending on Function)**
12. Sue Lamb and Wendy White, Coordinators, Halfmoon Bay – Chatelech Community School Association Annex K  
pp. 76-86  
Regarding: 2022 Budget Request  
**(Voting – All Directors)**
13. Ted Chisholm, Coordinator, Sechelt Community Schools Society Annex L  
pp. 87-96  
Regarding: 2022 Budget Requests for the Sechelt Youth Centre and Youth Programs  
**(Voting – All Directors)**
14. Darcie Murray, Coordinator – Youth Programs and Paola Stewart, Community Recreation Programs, Pender Harbour Community School Society Annex M  
pp. 97-104  
Regarding: 2022 Budget Requests for Community Recreation and Youth Programs  
**(Voting – All Directors)**
15. Sheila Wilson, Coordinator, Roberts Creek Community School Society Annex N  
pp. 105-125  
Regarding: 2022 Budget Request  
**(Voting – All Directors)**

16. No Delegation Presentation - Gibsons Area Community Schools (Sue Wilson) Annex O  
pp. 126-130  
Regarding: 2022 Budget Request  
**(Voting – All Directors)**
17. Annie Wise, Executive Director, Sunshine Coast Tourism Annex P  
pp. 131-136  
Regarding: 2022 Budget Request  
**(Voting- Various Depending on Function)**
18. Ron Seymour, Treasurer, Pender Harbour and District Chamber of Commerce Annex Q  
pp. 137-152  
Regarding: 2022 Budget Request  
**(Voting- All Directors)**
19. Linda Williams, Director and Marlene Lowden, Director Coast Cultural Alliance Annex R  
pp. 153-165  
Regarding: 2022 Budget Request  
**(Voting- Various Depending on Function)**
20. No Delegation Presentation - Gibsons and District Chamber of Commerce (Chris Nicholls, Executive Director) Annex S  
pp. 166-168  
Regarding: 2022 Budget Request  
**(Voting- Various Depending on Function)**

## REPORTS

21. General Manager, Corporate Services / Chief Financial Officer Annual Support Service Allocation Policy Review Annex T  
pp. 169-177  
**(Voting – All Directors)**
22. Senior Leadership Team 2021 Project Carry-Forward Requests Annex U  
pp. 178-182  
**(Voting – All Directors)**
23. 2022-2026 Financial Plan Overview and Update at Round 1 Annex V  
pp. 183-190  
*General Manager, Corporate Services / Chief Financial Officer*  
**(Voting – All Directors)**
24. Divisional Service Plans-Lite Version Annex W  
pp. 191-279  
*Senior Leadership Team*  
**(Voting – All Directors)**
25. Summary of Proposed Initiatives and Carryforwards at Round 1 Budget Annex X  
pp. 280-304
26. 2022 Round 1 Budget Proposal [110] General Government Annex Y  
pp. 305-311  
*Chief Administrative Officer and Corporate Officer*  
**(Voting – All Directors)**

- 27.** 2022 Round 1 Budget Proposal [117] Information Technology  
*Manager, Information Technology and Geographic Information Services*  
**(Voting – All Directors)** Annex Z  
pp. 312-314
- 28.** 2022 Round 1 Budget Proposal Various Functions – Reception  
Centre Modifications and Corporate Electric Vehicle Charging  
Stations  
*Senior Leadership Team and Manager, Sustainable Development*  
**(Voting – All Directors)** Annex AA  
pp. 315-319
- 29.** 2022 Round 1 Budget Proposal – [310] Public Transit  
*General Manager, Community Services*  
**(Voting – B, D, E, F, DoS, ToG, SIGD)** Annex BB  
pp. 320-326
- 30.** 2022 Round 1 Budget Proposal – [312] Maintenance Facility  
(Fleet)  
*General Manager, Community Services*  
**(Voting – All Directors)** Annex CC  
pp. 327-329
- 31.** 2022 Round 1 Budget Proposal Various Functions – Mason  
Road Lease Renewal and Site Plan Implementation  
*Senior Leadership Team*  
**(Voting – All Directors)** Annex DD  
pp. 330-332
- 32.** 2022 Round 1 Budget Proposal – [320 and 332] Street Lighting  
*General Manager, Community Services*  
**(Voting – All Directors)** Annex EE  
pp. 333-334
- 33.** 2022 Round 1 Budget Proposal [615] Community Recreation  
Facilities  
*Manager, Recreation Services and Interim Manager, Facilities Services*  
**(Voting – B, D, E, F, DoS, ToG, SIGD)** Annex FF  
pp. 335-341
- 34.** 2022 Round 1 Budget Proposal [625] Pender Harbour Aquatic  
and Fitness Centre  
*Manager, Recreation Services*  
**(Voting – All Directors)** Annex GG  
pp. 342-347
- 35.** 2022 Round 1 Budget Proposal [650] Community Parks  
*Manager, Parks Services*  
**(Voting – A, B, D, E, F)** Annex HH  
pp. 348-359



36. 2022 Round 1 Budget Proposal – Community Services [Various Functions]  
*General Manager, Community Services*  
**(Voting – All Directors)** Annex II  
pp. 360-362
37. 2022 Round 1 Budget Proposal [135] Corporate Sustainability Services  
*Interim Manager, Sustainable Development*  
**(Voting – All Directors)** Annex JJ  
pp. 363-365
38. 2022 Round 1 Budget Proposal [136] Regional Sustainability Services  
*Interim Manager, Sustainable Development*  
**(Voting – All Directors)** Annex KK  
pp. 366-368
39. 2022 Round 1 Budget Proposal [210] Gibsons and District Fire Protection  
*Fire Chief*  
**(Voting – E, F, and Gibsons)** Annex LL  
pp. 369-376
40. 2022 Round 1 Budget Proposal [212] Roberts Creek Fire Protection  
*Fire Chief*  
**(Voting – All Directors)** Annex MM  
pp. 377-380
41. 2022 Round 1 Budget Proposal [216] Halfmoon Bay Fire Protection  
*Fire Chief*  
**(Voting – All Directors)** Annex NN  
pp. 381-386
42. 2022 Round 1 Budget Proposal [220] Emergency Telephone 911  
*Manager, Protective Services*  
**(Voting – All Directors)** Annex OO  
pp. 387-389
43. 2022 Round 1 Budget Proposal [222] Sunshine Coast Emergency Program  
*Manager, Protective Services*  
**(Voting – All Directors)** Annex PP  
pp. 390-393
44. 2022 Round 1 Budget Proposal [504] Rural Planning Services  
*General Manager, Planning and Development*  
**(Voting – A, B, D, E, F)** Annex QQ  
pp. 394-397
45. 2022 Round 1 Budget Proposal [520] Building Inspection Services  
*Chief Building Official*  
**(Voting – A, B, D, E, F, SIGD)** Annex RR  
pp. 398-400

- 46.** 2022 Round 1 Budget Proposal – [350] Regional Solid Waste  
*Manager, Solid Waste Services*  
**(Voting – All Directors)** Annex SS  
pp. 401-411
- 47.** 2022 Round 1 Budget Proposal – [365] North Pender Harbour  
Water Service  
*Manager, Utility Services*  
**(Voting – All Directors)** Annex TT  
pp. 412-421
- 48.** 2022 Round 1 Budget Proposal – [366] South Pender Harbour  
Water Service  
*Manager, Utility Services*  
**(Voting – All Directors)** Annex UU  
pp. 422-431
- 49.** 2022 Round 1 Budget Proposal – [370] Regional Water Service  
*Manager, Utility Services*  
**(Voting – A, B, D, E, F, DoS)** Annex VV  
pp. 432-446
- 50.** 2021 Round 1 Budget Proposal – [381-395] Wastewater  
Treatment Plants Asset Management Plans  
*Manager, Utility Services*  
**(Voting – A, B, D, E, F)** Annex WW  
pp. 447-450

## **COMMUNICATIONS**

## **NEW BUSINESS**

## **IN CAMERA**

## **ADJOURNMENT**

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

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

**SUBJECT:** COMMUNITY PARTNERS AND STAKEHOLDERS 2022 BUDGET REQUESTS

---

### RECOMMENDATION(S)

**THAT** the report titled **Community Partners and Stakeholders 2022 Budget Requests** be received for information;

**AND THAT** the Committee provide direction with respect to the 2022 funding requests for each of the **Community Partners and Stakeholders**.

---

### BACKGROUND

Since 2017, Community Partners and Stakeholders were provided an opportunity to present information at pre-budget and verbally speak to their requests at the Round 1 (R1) budget deliberations. As part of the Budget improvements identified in 2021, the Sunshine Coast Regional District (SCRD) Board recognized the need to streamline the process for Community Partners and Stakeholders, therefore, all their information and requests are being incorporated into the Round 1 (R1) budget meetings.

If the Board requires further detail, a recommendation should be made and staff will work with community groups in advance of the R2 Budget meetings in January 2022.

### DISCUSSION

Included in the agenda are the preliminary 2022 budget requests from the SCRD's Community Partners and Stakeholders. Staff prepared a summary which incorporates the current funding requests, past funding as well as the functions that fund participants (Attachment A).

#### *Financial Implications*

2022 budget requests from all the Community Partners and Stakeholders for SCRD support is approximately \$102,510 over 2021.

There are several one-time or special project requests for 2022:

- A special project request from the Pender Harbour and District Chamber of Commerce is for \$10,000 towards the visitor washroom renovation.

- The Roberts Creek Community School has put forward an additional request for \$4,000 the Legacy Garden and Infrastructure for 2022 and subsequent years. If approved, this could make their annual funding equal to \$14,000 annually (40% increase).
- The Pender Harbour Health Centre (PHHC) has not invoiced the SCRD for a flooring replacement project that was approved for \$20,000 in 2021, the details are included in the PHHC correspondence and there is a request to increase funding by \$17,725.77 for a total over 2021 and 2022 of \$37,725.77. Currently the PHHC [410] has an uncommitted reserve balance of approximately \$23,430. If the additional funding for this project was approved, the balance would be \$13,430 uncommitted.

Staff also suggested to Community Partners and Stakeholders that they provide the Board with any relevant updates on the effect of the ongoing pandemic on 2021 operations.

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

The requests from Community Partners and Stakeholders align with the Boards Strategic Focus Area of Working Together.

### **CONCLUSION**

With a change to the SCRD Budget timeline for 2022 Community Partners and Stakeholders are provided an opportunity to present information and verbally speak to their requests at R1 budget.

The 2022 Budget requests from Community Partners and Stakeholders are presented for receipt and for the Committee to provide direction with respect to the 2022 funding requests for each of the partners and stakeholders.

#### Attachments:

Attachment A - Summary of Budget Requests from Community Partners and Stakeholders

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

# Attachment A

## Summary of Budget Requests from Community Partners and Stakeholders

	Functions	Area Participants	2020	SCRD 2020	2021	SCRD 2021	2022	SCRD 2022	Change over 2021*	% change	Special Project
Sechelt Public Library	643, 645, 646	A, B, & D	\$828,720	\$277,170	\$849,438	\$285,064	\$883,416	\$296,340	\$11,276	3.956%	
Gibsons and District Public Library	640,646	ToG, D, E & F		\$648,841		\$668,901		\$708,366	\$39,465	5.900%	
Roberts Creek Community Library	646	D		\$14,300		\$14,900		\$15,500	\$600	4.027%	
Pender Harbour Reading Centre	643	A		\$2,000		\$2,000		\$3,480	\$1,480	74.000%	
Pender Harbour Health Centre	410	A		\$142,040		\$150,040		\$158,040	\$8,000	5.332%	Request for increase to \$20,000 approved in 2021 for Flooring Project to \$37,726 (\$17,726 for 2022)
Sechelt Archives	648	Regional-All		\$9,548		\$18,000		\$23,750	\$5,750	31.944%	
Sunshine Coast Museum and Archives	648	Regional-All		\$89,316		\$91,100		\$93,500	\$2,400	2.634%	
Skookumchuck Museum / Egmont Heritage Centre	648	Regional-All		\$35,000		\$35,000		\$45,000	\$10,000	28.571%	
Sunshine Coast Community Services Society: Youth Outreach	121-129	A, B, D, E, F	\$81,000	\$40,803	\$83,429	\$42,028	\$96,258	\$50,604	\$8,576	20.405%	
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	125	A, B, D, E, F, ToG, DoS		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	670	Regional (except F-islands)		\$2,700		\$2,700		\$2,700	\$0	0.000%	
Sechelt Community Schools Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Sechelt Community Schools Society: Youth Centre	670	Regional (except F-islands)		\$35,000		\$12,600		\$17,713	\$5,113	40.579%	
Pender Harbour Community School Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$15,000		\$15,000	\$0	0.000%	
Pender Harbour Community School Society: Recreation Programs	670	Regional (except F-islands)		\$32,000		\$32,880		\$32,880	\$0	0.000%	
Pender Harbour Community School Society: Recreation Programs	121	Electoral Area A Grant-in-Aid		\$8,000		\$8,220		\$8,220	\$0	0.000%	
Roberts Creek Community School Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$3,000		\$10,000	\$7,000	233.333%	Requesting \$4000 this year and in subsequent years to support the Legacy Garden and infrastructure. *NOTE to % increase - funding for RCCS was reduced in 2021 due to COVID.
Gibsons Area Community Schools	670	Regional (except F-islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Sunshine Coast Tourism	531-535	Electoral Area Ec-Dev	\$81,000	\$20,000	\$82,000	\$20,000	\$82,000	\$20,000	\$0	0.000%	
Pender Harbour Chamber of Commerce	531	Electoral Area A Ec-Dev		\$18,650		\$22,650		\$24,700	\$2,050	9.051%	Plus - Special Project Request \$10,000 for Visitor Washroom Renovation
Coast Cultural Alliance	531-535	Electoral Area Ec-Dev		\$7,200		\$7,500		\$7,500	\$0	0.000%	
Gibsons and District Chamber of Commerce	531-535	Electoral Area Ec-Dev (Typically Areas E & F)		\$7,700		\$7,700		\$8,500	\$800	10.390%	
TOTAL				\$1,440,268		\$1,469,283		\$1,571,793	\$102,510.00	6.98%	

\*SCRD Portion of Funding Only

470 South Fletcher Road, Box 109  
Gibsons, BC V0N 1V0



T: 604.886.2130 / gibsons.bclibraries.coop

November 10, 2021

Tina Perreault, Chief Financial Officer  
Sunshine Coast Regional District  
1975 Field Road Sechelt, BC V0N 3A1

RE: Gibsons & District Public Library Association 2022 Budget Submission  
Dear Tina,

Please find enclosed the Gibsons & District Public Library (GDPL) Annual 2022 Budget, the 2022 to 2025 Projected Budget that includes our current financial position, the 2022 Submission Report, January to September GDPL 2021 Highlights, the 2019 to 2022 GDPL Strategic Plan and a Letter of Agreement between SPL and GDPL regarding seamless service. On behalf of the GDPL Association, this submission is presented for your consideration and support.

With the support of the SCRD, the Provincial Libraries Branch, the Gibsons Library Foundation, a dedicated library board, staff and volunteers, GDPL will continue to connect our community to the world of culture, information and ideas, and improve quality of life. With the ongoing support of the Sunshine Coast Regional District, in 2022, we will continue to provide the valuable Library services that are so cherished by our community.

The Gibsons & District Public Library Board Chair Janet Hodgkinson and I will be presenting our submission at the December Round 1 meeting and will be happy to answer any questions the Directors may have.

We request that all the attachments aforementioned accompany the Budget figures to the Area Directors for information and discussion. If you require further information or if you have any questions please do not hesitate to contact me at 604-886-2130.

Sincerely,

Heather Evans-Cullen, Library Director

***Our library is located on the unceded, ancestral, and occupied, traditional lands of the Skwxwú7mesh (Squamish) Nation***

**Enclosure:**

2022 Annual Budget

2022 to 2025 Projected Budget including current 2021 Financial Position

GDPL 2022 Budget Report

January to September GDPL 2021 Highlights

2019 to 2022 GDPL Strategic Plan

LOU between SPL and GDPL

**2022 Annual Budget for the Gibsons District Public Library**

Gibsons and District Public Library	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Change Amount	% Change
<b>2022 Budget Version A</b>						
<b>Description</b>						
<b>Public Support Tax Requisition</b>	\$610,309	\$648,841	\$668,901	\$708,366	\$39,465	5.9%
<b>Grants</b>	\$66,166	\$66,166	\$66,166	\$66,166	\$0	0.0%
<b>Library Revenue</b>	\$22,200	\$22,200	\$17,200	\$17,200	\$0	0.0%
<b>TOTAL REVENUE</b>	\$698,675	\$737,207	\$752,267	\$791,732	\$38,765	5.2%
<b>Total Budget</b>				<b>\$791,732</b>		
<b>OPERATING EXPENSES</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Change Amount</b>	<b>% Change</b>
<b>Materials &amp; Services</b>	\$95,037	\$96,037	\$99,037	\$102,087	\$3,050	3.0%
<b>Programming</b>	\$15,700	\$16,200	\$15,200	\$15,500	\$300	1.9%
<b>Office</b>	\$24,500	\$24,800	\$25,400	\$25,900	\$500	1.9%
<b>Equipment &amp; Maintenance</b>	\$3,900	\$4,000	\$4,000	\$4,100	\$100	2.5%
<b>Facility</b>	\$49,850	\$47,850	\$47,850	\$48,500	\$650	1.3%
<b>Personnel</b>	\$499,894	\$543,626	\$556,086	\$602,344	\$46,258	8.0%
<b>Development</b>	\$4,694	\$4,694	\$4,694	\$4,694	\$0	0.0%
<b>Other Expenses</b>	\$0	\$0	\$0	\$3,000	\$3,000	
<b>CAPITAL ASSET PURCHASES</b>	\$5,100	\$0	\$0	\$0	\$0	0.0%
<b>Total Operating</b>	\$698,675	\$737,207	\$752,267	<b>\$806,125</b>	\$53,858	



<b>Gibsons and District Public Library</b>		2021 Budget	Actuals to Sep.30	2022	Chg.	% Chg	2023	2024
<b>REVENUE</b>								
<u>Description</u>								
Public Support Tax Requisition								
SCRD -		\$668,901	\$500,004	\$708,366	\$39,465	5.9%	\$726,075.00	\$744,226.00
<b>Total Tax Requisition</b>		\$668,901	\$500,004	<b>\$708,366</b>	\$39,465	5.9%	<b>\$726,075</b>	<b>\$744,226</b>
<b>Grants</b>								
Libraries Branch: operating & resource sharing grants		\$41,017	\$41,764	\$41,764	\$747	1.8%	\$42,000	\$42,000
Libraries Branch: one card & equity grants		\$19,149	\$19,149	\$19,149	\$0	0.0%	\$19,149	\$19,149
Other grants		\$6,000	\$6,000	\$5,253	\$747	-12.4%	\$14,909	\$14,909
<b>Subtotal, Grants</b>		<b>\$66,166</b>	<b>\$66,913</b>	<b>\$66,166</b>	\$0	0.0%	<b>\$76,058</b>	<b>\$76,058</b>
<b>Library Revenue</b>								
Fundraising & Donations		\$7,200	\$2,219	\$7,200	\$0	0.0%	\$7,850	\$8,796
Fees & charges		\$10,000	\$4,776	\$10,000	\$0	0.0%	\$9,300	\$9,300
<b>Subtotal, Library Revenue</b>		<b>\$17,200</b>	<b>\$6,995</b>	<b>\$17,200</b>	\$0	0.0%	<b>\$17,150</b>	<b>\$18,096</b>
<b>Total Library Generated Revenue</b>		<b>\$83,366</b>	<b>\$73,908</b>	<b>\$83,366</b>	-\$700	-0.8%	<b>\$93,208</b>	<b>\$94,154</b>
<b>TOTAL REVENUE</b>		<b>\$752,267</b>	<b>\$573,912</b>	<b>\$791,732</b>	\$39,465	5.2%	<b>\$819,283</b>	<b>\$838,380</b>
<b>OPERATING EXPENSES</b>		<b>2021</b>			<b>Chg.</b>	<b>% Chg</b>	<b>2023</b>	<b>2024</b>
<b>Materials &amp; Services</b>								
Materials/databases		\$87,237	\$78,280	\$90,237	\$11,957	3.4%	\$91,200	\$94,831
Public Internet		\$1,200	\$1,660	\$1,200	\$0	0.0%	\$1,205	\$1,306
Courier to Sechelt		\$1,600	\$1,320	\$1,650	\$50	3.1%	\$1,650	\$1,750
Inter-library loans		\$1,500	\$1,496	\$1,500	\$0	0.0%	\$1,600	\$1,700
Integrated library system and RFID		\$7,500	\$0	\$7,500	\$0	0.0%	\$7,500	\$7,600
<b>Total Materials &amp; Services</b>		<b>\$99,037</b>	<b>\$82,756</b>	<b>\$102,087</b>	\$3,050	3.0%	<b>\$103,155</b>	<b>\$107,187</b>
<b>Programming</b>								
Programming		\$8,500	\$5,205	\$8,800	\$300	350.0%	\$9,000	\$9,000
InterLINK		\$4,200	\$1,732	\$4,200	\$0	0.0%	\$4,200	\$4,200
Volunteer & Staff appreciation		\$2,500	\$1,928	\$2,500	\$0	0.0%	\$2,500	\$2,500
<b>Total Programming</b>		<b>\$15,200</b>	<b>\$8,865</b>	<b>\$15,500</b>	\$300	1.9%	<b>\$15,700</b>	<b>\$15,700</b>
<b>Office</b>								
Advertising & Promotion		\$2,500	\$3,415	\$2,600	\$100	4.0%	\$2,600	\$2,650
Accounting fees		\$7,700	\$6,177	\$7,700	\$0	0.0%	\$7,800	\$7,800
Dues & Fees		\$850	\$1,202	\$860	\$10	1.1%	\$1,000	\$1,000
Telephone & Internet		\$2,900	\$1,804	\$3,100	\$200	6.9%	\$3,100	\$3,100
Library processing supplies		\$5,150	\$6,662	\$5,240	\$90	1.7%	\$5,200	\$6,150
Board Expenses			\$5,024					

Office supplies & Postage	\$6,300	\$2,511	\$6,400	\$100	1.5%	\$6,400	\$6,300
<b>Total Office</b>	<b>\$25,400</b>	<b>\$26,795</b>	<b>\$25,900</b>	<b>\$500</b>	<b>190.0%</b>	<b>\$26,100</b>	<b>\$27,000</b>
<b>Equipment and Maintenance</b>							
Maintenance	\$3,000	\$2,689	\$3,100	\$100	3.2%	\$3,500	\$3,500
Photocopier	\$1,000	\$860	\$1,000	\$0	0.0%	\$1,500	\$1,500
<b>Total Equipment and Maintenance</b>	<b>\$4,000</b>	<b>\$3,549</b>	<b>\$4,100</b>	<b>\$0</b>	<b>2.5%</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>Facility</b>							
Hydro & Gas	\$25,000	\$10,668	\$25,200	\$200	0.8%	\$25,200	\$25,200
Water/Sewer	\$800	\$924	\$850	\$50	6.2%	\$850	\$850
Maintenance & Repair	\$20,000	\$15,594	\$20,100	\$100	0.5%	\$20,100	\$20,100
Security	\$750	\$686	\$840	\$90	12.0%	\$840	\$840
Insurance	\$1,300	\$0	\$1,510	\$210	16.2%	\$1,510	\$1,510
<b>Total Facility</b>	<b>\$47,850</b>	<b>\$27,872</b>	<b>\$48,500</b>	<b>\$150</b>	<b>1.3%</b>	<b>\$48,500</b>	<b>\$48,500</b>
<b>Personnel</b>							
Wages & Salaries	\$463,315	\$335,802	\$499,902		7.8%	\$512,399	\$525,208
EI, CPP & WCB	\$27,675	\$24,670	\$28,328	\$653	2.3%	\$29,120	\$30,075
Mental Health Fund			\$3,000	\$3,000	100.0%	\$3,000	\$3,000
Benefits & Pension	\$65,096	\$44,070	\$71,114	\$6,018	9.2%	\$71,514	\$71,865
<b>Total Personnel</b>	<b>\$556,086</b>	<b>\$404,542</b>	<b>\$602,344</b>	<b>\$56,567</b>	<b>8.3%</b>	<b>\$616,033</b>	<b>\$630,148</b>
<b>Development</b>							
Staff	\$3,494	\$1,845	\$3,494	\$0	0.0%	\$3,595	\$3,595
Board	\$1,200	\$155	\$1,200	\$0	0.0%	\$1,200	\$1,200
<b>Total Development</b>	<b>\$4,694</b>	<b>\$2,000</b>	<b>\$4,694</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$4,795</b>	<b>\$4,845</b>
<b>Other Expenses</b>							
Union Bargaining/AMORTIZATION			\$3,000	\$3,000		\$0	\$0
<b>Other Grant</b>						\$0	\$0
<b>Total Other</b>							
<b>CAPITAL ASSET PURCHASES</b>	<b>\$0</b>	<b>\$5,245</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Operating</b>	<b>\$752,267</b>		<b>\$806,125</b>	<b>\$24,503</b>	<b>3.2%</b>		
<b>Less Library Revenue/Grants</b>	<b>\$83,366</b>		<b>\$83,366</b>	<b>\$0</b>	<b>0.0%</b>		
<b>CAPITAL EXPENDITURES</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	
<b>TOTAL TAX REQUISITION</b>	<b>\$668,901</b>		<b>\$708,366</b>	<b>\$39,465</b>	<b>5.9%</b>	<b>\$726,075</b>	<b>\$744,226</b>
<b>TOTAL EXPENSE</b>	<b>\$752,267</b>		<b>\$806,125</b>	<b>\$68,700</b>		<b>\$819,283</b>	<b>\$838,380</b>

## **SCRD 2022 Budget Submission Report Gibsons & District Public Library**

- **Community Hub:** Strong locally driven public libraries improve quality of life, and generate personal, community and economic development. GDPL supports the SCRD strategic goal of engaging and connecting community: we are a free and accessible public space where everyone has the same rights and access to resources regardless of income or background. The Library is a hub for community connection and participation, inclusion and sharing.
- **Staff:** The budget we have provided has been diligently developed with a mindfulness to fiscal restraint and responsibility. There is a noted increase to our personnel line item we have assessed as essential to maintain the stability and capacity of our library. Our staff are our most valuable resource and it is essential that their wages and hours are in alignment with the current market value of comparable libraries' compensation. As such, this increase will enable the implementation of appropriate wage rates that will maintain staff retention and ensure we can continue to provide reliable and excellent services to our community
- **Pandemic Impacts:** Our mission at the Gibsons and District Public Library is to connect our community to the world of culture, knowledge and ideas. We continued to meet this mission throughout the challenges of the pandemic. In 2021, we took every possible step to offer full, robust and safe services. We were one of the first libraries to re-open our doors in 2020 and to re-instate programming and services in 2021. Our staff are 100% vaccinated and have taken every precaution to keep themselves and patrons healthy including daily cleaning, and adherence to our comprehensive COVID and Communicable diseases plans which can be found on our website. Thanks to the SCRD for maintaining our high performance HVAC system which also helps us to keep the library healthy.

***Our library is located on the unceded, ancestral, and occupied, traditional lands of the Skwxwú7mesh (Squamish) Nation***

- **Pandemic Costs:** Along with Plexiglas, signage and PPE that have purchased to manage the impacts of COVID 19, we have needed to invest in technology that supports safe library services. These include intercom microphones that allow staff to increase their volume so that patrons with hearing impairments can communicate with ease, and a quality speaker and camera to allow for patrons to access library programs on zoom or in person. This hybrid model of programming takes more resources to implement and is very effective in the current pandemic climate.
- **Circulation:** Our circulation levels continue to be high: total circulation has increased 46% over the last two years with an increased demand for digital materials. As these materials are more costly, our materials budget has increased.
- **Programming:** Our Child and Youth Librarian has offered a range of progressive programs to children and youth that integrated online and in person programs such as Story-times, Coding with Spheros, Escape Rooms, Writing Series with local Author Kallie George, Lego builders club, Tween Book Club, Teen Book Club, Story walks, Youth Advisory Group and special events

Our community events continued to be offered in hybrid and include Book Clubs, Conversational Japanese and French, Knitting Drop-in, Writers' Groups, Open Microphone Nights, Seed Saving workshops, Sustainable Living Events, Author Readings such as Seth Klein presenting his book *The Good War*, Storytelling Workshops, Scrabble Tournaments, and more.

- **Technology:** Public computer and Wi-Fi use increased dramatically in 2021 with 9,801 WIFI logins: this use stems from online access becoming a daily necessity of managing life in the pandemic. We increased our bandwidth and kept our Wi-Fi on 24/7 to ensure connectivity access to our most vulnerable community members.
- **Online support:** Library staff effectively assisted our community with every aspect of navigating online pandemic life including registering people for vaccine passports, assisting with CERB benefit and other benefit applications, assisting with tax reporting etc.

*Our library is located on the unceded, ancestral, and occupied, traditional lands of the Skwxwú7mesh (Squamish) Nation*

- **Accessibility:** GDPL continues to offer and distribute many library cards to people who may be living with homelessness and not have an address or phone number. We work with CELA, the Centre for Equitable Library Access to bring in materials for our patrons who have print disabilities. Monthly outreach to Christenson Village brings library services to isolated seniors.
- **Supporting New Canadians:** We provide personalized information assistance to support newcomers to make connections and feel welcome and included in our community. In 2021 and 2022 we will implementing a Library Champions project with the provincial initiative New to BC – this program offers training and support to New Canadians and enables them to be ambassadors of the library into the future.
- **Lifelong Learning:** Lifelong learning and the pursuit of education is supported as we provide people with tools, space and resources they need to educate themselves. Exam proctoring continues to be in high demand as the pandemic has increased online education.
- **Economic Development:** Our library meets the SCRD strategic objective to support sustainable economic development as we promote and enable the development of human capital in our community for long-term, economic sustainability. Many people use the library as a place to work, and use our free public computers, chrome books and Wi-Fi to conduct their business.

As technologies change, workplaces are in constant transition, demanding employees to participate in continuous training and development to be competitive. Our local library is supporting our community to adapt to the challenges, and new opportunities by providing opportunities for community members to develop new skills in using technology, self-directed training on applications and access to authoritative online knowledge resources.

*Our library is located on the unceded, ancestral, and occupied, traditional lands of the Skwxwú7mesh (Squamish) Nation*

**Conclusion:** The SCRD's support for our community's public libraries is helping the Coast to thrive. The Gibsons Library's digital infrastructure ensures that everyone has public access to online connectivity; its welcoming and vibrant physical space serves as a sanctuary and gathering place; and the diverse range of resources and services the library offers dramatically increases the quality of life for our community giving individuals the tools they need to move forward.

*Our library is located on the unceded, ancestral, and occupied, traditional lands of the Skwxwú7mesh (Squamish) Nation*



# EXPANDING HORIZONS

2019 – 2022 STRATEGIC PLAN

Gibsons & District Public

**Library**

Stories To Tell

With input from members, volunteers and other key stakeholders and through the combined efforts of trustees, director and staff, in 2018 a new strategic plan was developed for the Gibsons and District Public Library. Our activities 2019–2022 to grow the library – *expand its horizons* – involve four main goals:



#### BUILD COMMUNITY



#### ENCOURAGE AND ENABLE LIFELONG LEARNING



#### INVIGORATE PEOPLE AND CULTURE



#### CREATE WELCOMING SPACES AND RESOURCES

## BUILD COMMUNITY



### We will:

- Continue to be a hub, connecting people to each other
- Support staff and volunteers to meet their full potential
- Identify and remove barriers to library services
- Evaluate the impact library services have on our community





## ENCOURAGE AND ENABLE LIFELONG LEARNING



### We will:

- Inspire learning and critical thinking
- Cultivate creativity
- Support digital literacy
- Increase library membership

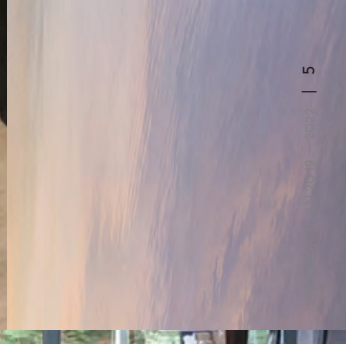


## INVIGORATE PEOPLE AND CULTURE



### We will:

- Celebrate our diverse community
- Participate in ongoing learning about Truth and Reconciliation
- Provide resources that support people to further their education, develop employment skills and grow local businesses



## CREATE WELCOMING SPACES AND RESOURCES



### We will:

- Partner with other organizations to offer collaborative services
- Help create a cultural hub in Lower Gibsons
- Enhance virtual and online spaces



## MISSION

Connecting our community to the world of culture, knowledge, and ideas through our resources, expertise and inspiration.

## VISION

All residents enrich their lives and communities through the library.

## VALUES

We value integrity, community engagement, learning and intellectual freedom.





Gibsons & District Public

# Library

*Stories To Tell*

470 South Fletcher Road, Box 109, Gibsons BC V0N 1V0

T: 604.886.2130 | [gibsons.bclibrary.ca](http://gibsons.bclibrary.ca)

September 7, 2021

### **Letter of Agreement – Seamless Service Between Libraries**

**Goal:** The Sechelt Public Library (SPL) and the Gibsons & District Public Library (GDPL) have a mutual interest in protecting the seamless service all Sunshine Coast residents currently enjoy from both Libraries. The goal of this agreement is to foster and protect this seamless service so that people get the same excellent service from both libraries regardless of which is their home library.

**Partnership:** SPL and GDPL are distinct independent organizations that have their own unique service delivery and culture. The two libraries agree to be mutually supportive.

**Communications:** SPL and GDPL agree to not represent each other in communications with media, funders, stakeholders or the public unless a mutual agreement has been made to do so. Promotion or publicity regarding the shared service area of Roberts Creek should be done in collaboration whenever possible.

**Relationship:** The Library Directors and Board Chairs of SPL and GDPL will meet bi-annually to information share and to work collaboratively on library promotion on the Sunshine Coast.

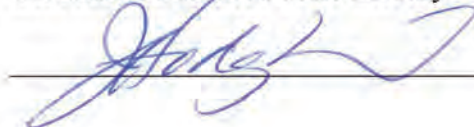
**Resources:** SPL and GDPL agree to cost share and share resources whenever possible, particularly databases.

This Letter of Agreement will be reviewed annually and is sanctioned by the following:

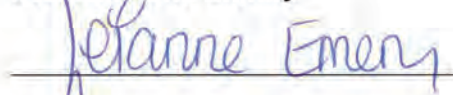
Heather Evans-Cullen  
Library Director  
Gibsons & District Public Library



Janet Hodgkinson  
Library Board Chair  
Gibsons & District Public Library



Leianne Emery  
Library Director  
Sechelt Public Library



Pat Harvey  
Library Board Chair  
Sechelt Public Library





# 2021 Year in Review

GIBSONS & DISTRICT  
PUBLIC LIBRARY DATA  
JAN-SEPT 2021



We provided a safe cool space during the 2021 heat wave.



Our steam kits enable families to learn from home.



GDPL strives to provide opportunities for our community to learn more about the history and cultural perspectives of Indigenous peoples.

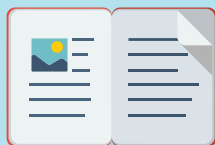


We bring the library to Christenson Village residents every month.

Gibsons & District Public  
**Library**  
Stories To Tell

# CIRCULATION

**83,767**  
of physical  
collection  
(up 56% since 2020)



**24,730**  
of digital  
collection  
(up 20% since 2020)



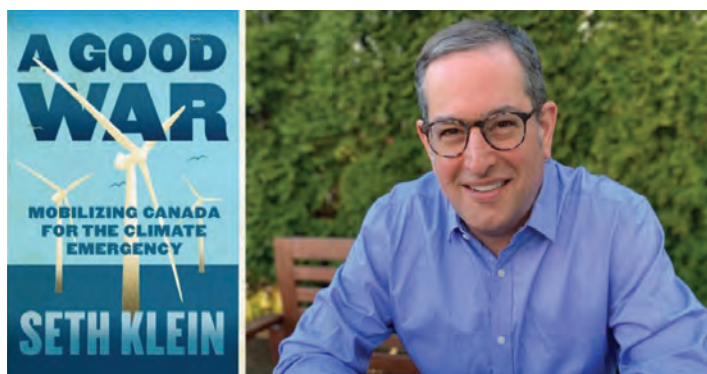
**32,148**  
uses of our database  
offerings up 4.7%



**30,429 visits**  
to GDPL website  
(gateway to library info,  
catalogue, & digital  
collections)



Our Star wars escape room for youth.



ABOVE: GDPL strives to provide education and resources on sustainable living and climate action.

BELOW: We offer hybrid programs so people can attend in person and on zoom.







# Sechelt Public Library

**Presentation for  
Sunshine Coast Regional District  
Special Corporate and Administrative Services Committee Meeting  
December 13-15, 2021**

## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>2022 BUDGET REQUEST from the SUNSHINE COAST REGIONAL DISTRICT .....</b>	<b>6</b>
<b>EFFECTS COVID 19 HAS CONTINUED TO HAVE in 2021 .....</b>	<b>7</b>
<b>Monetary Effects of COVID-19 in 2021: .....</b>	<b>7</b>
<b>Non-Monetary Effects of COVID-19 in 2021: .....</b>	<b>8</b>
<b>PROGRAMMING - CURRENT and INTO 2022.....</b>	<b>11</b>
<b>Programs in 2021 (Children, Youth and Teen):.....</b>	<b>12</b>
<b>Program Wishlist for 2022 (Children, Youth and Teen): .....</b>	<b>12</b>
<b>Programs in 2021 (Adult):.....</b>	<b>13</b>
<b>Program Wishlist for 2022 (Adult): .....</b>	<b>13</b>
<b>FINANCIALS.....</b>	<b>14</b>



## EXECUTIVE SUMMARY

In 2021, another year under the cloud of COVID-19, we navigated through incredible change and volatility while keeping our staff safe, our patrons safe and while continuing to enrich the lives of our Sunshine Coast Community. Despite many challenges, our staff have continued to be excellent examples of service and information providers, both in consistency and quality, they have adapted to an ever-changing environment and continued to deliver the highest level of service to support the needs of our community. Our patrons are overjoyed that we are open 6 days per week, continue to offer quality programs and services and continue to offer unique and creative solutions to their many questions and needs. We are told time and time again by patrons are grateful for the Sechelt Public Library and its staff.

In reviewing library statistics to date, year over year, we can see how COVID-19 has impacted human behavior. Perceived or actual freedom of movement in a community, comfort levels with duration of stay in the library, spending based on changes in discretionary income levels, need for technology purchases, need for technology assistance, social life changes, need for human interaction and contact.

### **Some highlights from a numerical point of view – 10 months (January 1 - Oct 31) only:**

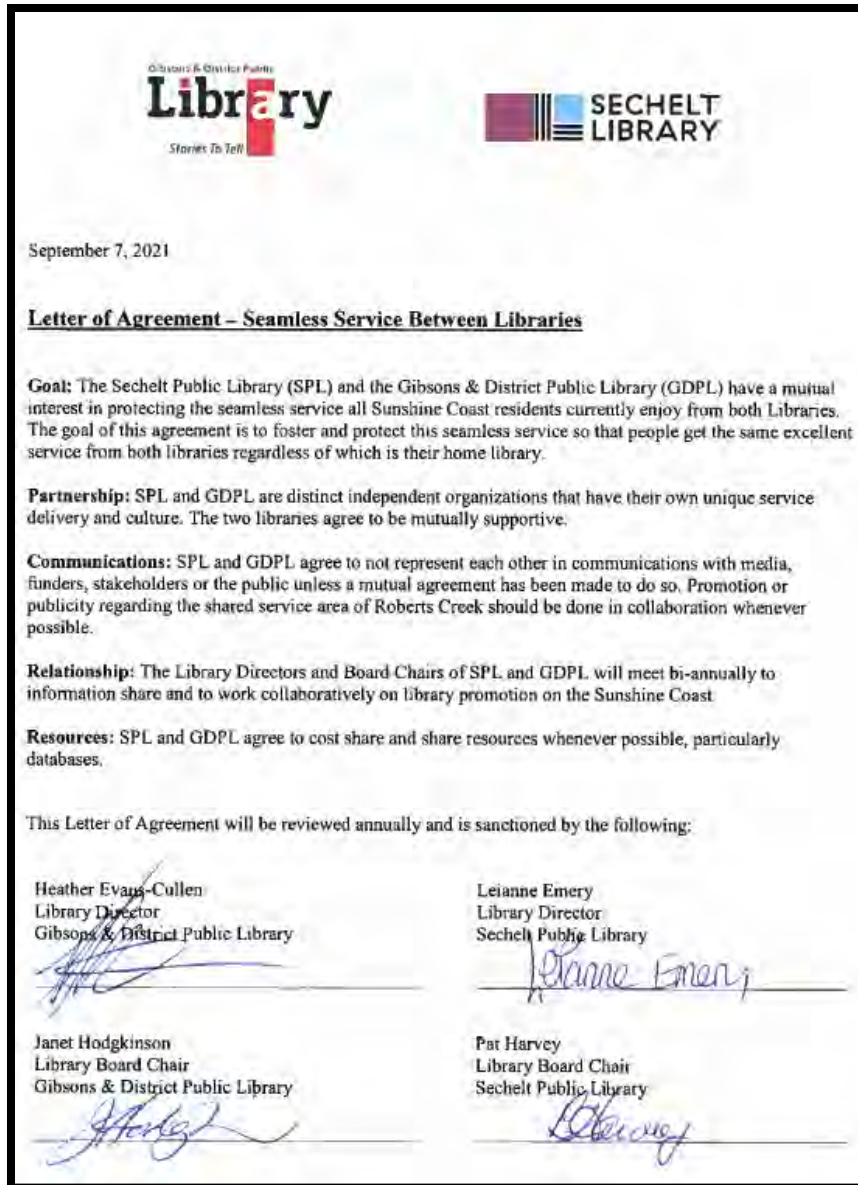
- 59,000 patrons to date through the library door
- 250 average patrons per day in the library
- 117,000 physical items checked out of Sechelt Public Library
- 40,000 website visits
- 15,000 computer and WIFI users
- 400 private ½ hour technology assistance appointments
- 13,000 patrons (minimum) assisted with technology issues via phone and library staff in person
- 32,000 e-books and e-audiobooks taken out from Library to Go Overdrive
- 475 individual transactions for the sale of bus tickets

From a fiscal point of view and as the Library Director, I see why numbers matter – circulation counts, patrons in the door counts, technology appointment counts – but what I continue to see, day in and day out, is that **some of the most important things libraries do and that libraries are, simply cannot be measured in numbers.** Like a patron told me last year, “**you have saved lives just by being here**”.

The library as a whole and each staff individually, have done many things well in 2021, and what we would like to have done better has only been limited by health regulations (which we cannot control), lack of physical space (this has definitely been an issue) and available staff hours (we would love to hire additional staff – and pay all staff higher wages). Of course, as problem solvers, we continue to make the best of all available resources and continue to champion the needs of the citizens in our community.

The presentation that follows is largely focused on the questions asked of us regarding COVID-19, programming and our budget. As you read the words that follow, I hope you will continue to understand the important role a library and its staff play in a healthy community.

We are grateful for the continuing support of the BC Public Library Directors group, Library organizations and our library neighbors, Gibsons and District Public Library, whom we converse with regularly and also now have an official Seamless Service Letter of Agreement with.



We acknowledge, and are also grateful, for the financial contribution that our main funders, the Sunshine Coast Regional District, the District of Sechelt and the Sechelt Indian Government District make to the continued success of the Sechelt Public Library. We also acknowledge the in-kind contributions (hours, time, effort) made that are not financial – Library Board Support, The District's ongoing building maintenance support and support in other areas, and the public advocacy for libraries I know that many of you continue to make in our community.

**Thank-you,**

***Leianne Emery***

**Director, Sechelt Public Library**



## Sechelt Public Library - Not Just About Books...

### Social Services:

- Free tax preparation (for qualified patrons)
- Print/scan/fax services
- Public computers
- Bus ticket sales

### Accessibility Services (physical/ cognitive/ visual):

- Specialized audio book players (eg Daisy)
- Specialized online libraries (compatibility with Daisy, MP3, and Etext)
- Audiobooks
- Large Print format books
- Braille books (print on demand)
- 1:1 technology and service consultations

### Health Services:

- SAD lamps for loan (including one at Pender Harbour health clinic)
- Radon detection kits for loan
- Dementia kits for loan (coming 2022)

### Computer Services:

- Public computers (in library)
- Laptop loans (in library)
- KOBO eReader loans
- Samsung tablet loans
- 1:1 private technology assistance (by appointment)

### Personalized Services (in library):

- Technology assistance
- Genealogy tutoring
- Reference assistance
- Surprise Me Takeout Service

### Discovery (Children and Youth)

- STEAM kits (Science)
- STEAM kits (Technology)
- STEAM kits (Engineering)
- STEAM kits (Arts)
- STEAM kits (Math)

### Programs - Adults:

- Entertainment
- Learning
- Social
- Exercise

### Programs - Youth and Children:

- Entertainment
- Learning
- Social
- Exercise

### Transportation Services:

- Book transportation between Gibsons and Sechelt
- Book transportation between Pender Harbour and Sechelt

### Online Databases/Resources (free):

- Accessibility (2)
- Entertainment (1)
- Learning (5)
- Listening (2)
- Reading (5)
- Reference / research (15)

### Other than Books

- Magazines
- Newspapers
- DVD's
- Video Games
- E-books
- E-Magazines
- E-Newspapers
- E-Audiobooks

### Books

- Fiction (adult, teen, children)
- Non-Fiction (adult, teen, children)
- Graphic Novels (adult, teen, children)
- French (adult, teen, children)
- Biography (adult, teen, children)
- Large Print
- Paperback
- Local Authors (adult, teen, children)
- Oversize
- First Nations

## **2022 BUDGET REQUEST from the SUNSHINE COAST REGIONAL DISTRICT**

At the request of the Sunshine Coast Regional District, we are submitting the following information:

1. Effects that COVID-19 has continued to have on business in 2021 and potential impacts for 2022.
2. Summary of programs and services to be offered in 2022
3. Current 2021 Financial Position (September 2021)
4. Proposed 2022 Budget and 5-year financial plan (2022-2026)

## EFFECTS COVID-19 HAS CONTINUED TO HAVE in 2021

The effects of the ever present COVID-19 virus, continue to impact our lives, livelihoods, communities, global supply chains, travel patterns, mental and physical well-being, social habits and fiscal decisions. With every change the BC provincial government implements, even a slight change in an official Provincial Health Order or Provincial Restriction necessitates change for our library, our staff and our valued patrons.

Some of COVID-19's effects, both direct and indirect, are tangible and can be measured from a financial perspective. But effects that cannot be easily measured in dollars are very often where it becomes crucial to have the support of a library in the community.

### Monetary Effects of COVID-19 in 2021:

- **Masks for the public**
  - we give for free to any patron that asks for one
  - we give for free to any patron that we feel could benefit outside the library from having a clean well-fitting mask but likely cannot afford one.
- **Masks for staff**
  - staff currently wear a mask from the minute they walk in the door to the minute they leave to go home. There is an exception for staff sitting at their desk, but most of the staff have face to face interactions with the public and some have entire shifts in the public eye and therefore wear a mask their entire shift. We go through a LOT of masks.
- **Sanitizer (sprays and gels) and dispensers for both types**
  - We have 16 hand sanitizer locations throughout the library
- **Cleaning supplies for the daily (and twice daily) cleaning of the physical library facility**
  - Door handles (interior and exterior), knobs, screens, keyboards, mice, phones, scanner, light switches, self-check machines, photocopier, table tops, etc.
- **Extra staff labor costs**
  - to accommodate many additional public needs
  - to accommodate extended cleaning time on library opening and closing
  - for casual staff covering weeks and weeks' worth of lost staff time due to sickness of staff or their family members, awaiting COVID-19 testing or awaiting results.
  - to recruit, select, train and oversee new volunteers as most previous volunteers have not returned since COVID-19 hit. This process is ongoing and time consuming.
  - For staff coverage of jobs previously done by volunteers. Staff have been stretched as we continue to develop our volunteer program.
- **Additional telephones**
  - Not all staff members had their own desk phone so we purchased two additional this year (in addition to the 6 additional phones in 2020).
- **Protective dividers for all public computer stations**
- **Additional computer/reading tables and chairs**
  - to accommodate more spacing for patrons enjoying and/or working in our facility



## Non-Monetary Effects of COVID-19 in 2021:

- **Health and well-being of patrons in the community**
  - Patrons, young and old, are feeling unceasing stress in general as they navigate through an everchanging environment with incredible uncertainty. Our library is always a friendly and welcoming space where information, direction and assistance are readily available.
    - Many patrons will use the library as their one outing per week
    - Many patrons come to our library programs and events because life is getting very expensive and our programs are FREE
    - Many patrons will purposely put books “on hold”, because they know this equates to a friendly phone call from our library staff. The simple and friendly communication can be a daily highlight for many.
    - Many patrons come to the library not only to find books but they also know the staff will likely know their name and talk to them.
    - Many patrons use our vast collection of DVD’s because they are trying to pass time in this non-social environment and they can do this for free with materials/items from a library.
- **Local Business Closures**
  - Closure of a local business (eg. local printing shop) may have been due to COVID-19 related reasons but this closure resulted in a huge increase in library staff time needed to serve the increased demands from patrons.
    - Additional staff time (and patience) to assist patrons with accessing, navigating and formatting documents that need printing, faxing and scanning that would normally have been done by printing professionals at the local print shop business. One single patron with tricky print jobs can easily take up 20-30 minutes of our circulation and reference staff’s time. It is hard to tell patrons to go all the way to Gibsons to have their printing needs addressed so we try and help them as best we can.
- **Lack of Business Hours Available by some government agencies**
  - Lack of staff or reduction in hours open (eg. Service BC and Service Canada) have increased the requirements on library staff time to serve the increased demands from patrons requiring assistance with accessing and navigating government website sites for:
    - tax forms
    - unemployment forms
    - government assistance forms
    - job applications
    - immigration paperwork
    - medical and hospital forms
    - fishing licenses
    - census forms etc.

- **BC Vaccination Passport**
  - If you have printed off any vaccine passport, you will know how potentially difficult it could be for somebody to access, navigate, enter personal health data, find a print button, re-size, format and print. It takes a tremendous amount of staff time to assist patrons with the understanding and implementation of printing vaccine passports.
  - In the early days of vaccine passports, BC Library Directors were instrumental in advising the BC government how to improve their initial website design and in navigating wording on BC Government websites to clearly address where libraries, events in libraries, library programming and outside organizations using library facilities fit in.
- **Official Orders issued by BC Provincial Health Officer (PHO) and Provincial Restrictions**
  - Continual changes (sometimes daily) by BC Government and BC Provincial Health Officer has necessitated continual requirements on the library to be accurately informed and to clarify when necessary, update staff, update patrons, change signage, change ways in which we advertise, change how we implement and conduct adult, teen and children's programming, deliver one-on-one services and change how our staff is required to enforce new provincial laws.
  - This comes with continual responsibility and additional time to ensure we are doing all we can to be continually informed and keep our staff and patrons as safe as possible.
- **One-on-One Personal appointments (again free) for assistance with Technology, Genealogy and Accessibility Services and Devices**
  - Many changes have taken place throughout 2021 in relation to how we properly and safely conduct these free services to our patrons – including, but not limited to, table setup, spacing, room requirements, cleaning, mask wearing, physical proximity of tutor and patron, equipment handling and appointment timing to allow for cleaning in between appointments.
- **ZOOM Meetings**
  - A huge change throughout COVID-19 has been the increased demand to host and participate in meetings conducted virtually (via the ZOOM software program and service – or similar services). Your needs will change on whether you need to listen, speak and or be on camera.
    - **Implications for patrons**
      - Lack of understanding by patrons on how to use ZOOM. This is why we are here! We continue to teach many patrons how to use ZOOM. Not an easy task for many.
      - Lack of space in the Library to allow a private space for patrons needing to participate in their own personal ZOOM meetings. We have allowed patrons, on occasion, the private use of the shared community room but this is not optimal as, through the year, the demand for use by the District of Sechelt and Sechelt Library Programming has increased. Patrons have also had to use the very open and un-private building foyer and, of course, have sat in the library, used the WIFI and listened only. It would have been

wonderful to have had a dedicated space to offer patrons for this purpose.

- **Implications for staff**

- On the positive side, we can attend more meetings without the heavy cost of time and travel
- On the negative side
  - none of our staff computers have cameras or microphones so we have to transfer to laptops any time we need to participate in a zoom meeting.
  - We have a severe lack of appropriate space for staff to participate in a zoom meeting. The Directors office is the only private space any of us can use to have a meeting, other than the occasional availability of the “Room of Requirement” in the back of the library which is primarily used for programming, genealogy tutoring, technology assistance and staff workspace. Other than those two locations we have to use the staff kitchen which of course prevents anyone else from using it.

- **Sunshine Coast Transit Ticket Selling**

- Due to the initial closure of the Sechelt Recreation Centre, Sechelt Library entered into a Vendor Sales Agreement with the SCRD in December 2020 to sell transit tickets to the general public. In 2021 alone, our staff have conducted over **475** individual transactions for ticket sales. Although we are very happy to provide this service to citizens on the Sunshine Coast, it does take much staff time.

- **Health and well-being of staff**

- COVID-19 has put a cloud on everything and everyone. Each and every one of our staff feel this COVID-19 cloud as well, but they wear masks for numerous hours each day and work through the ever-increasing demands on their time from patrons and from the many services we offer. They continue to make Sechelt Public Library the welcoming and supportive place it is to all our citizens on the Sunshine Coast.



## PROGRAMMING - CURRENT and INTO 2022



In 2021, the what, where and how of Sechelt Library programming (**all FREE to the community**) has been largely influenced by four factors:

1. Official Orders issued by the BC Provincial Health Officer
2. BC Provincial Restrictions
3. Space (or mostly lack of space) available for use
4. Finances

These four factors have restricted, directed and influenced:

1. Mask wearing
2. Vaccine passports
3. Indoor / outdoor (thank-you District of Sechelt for use of your large outdoor tent)
4. In person, Zoom or hybrid
5. Quantity of programs we can offer
6. Group sizes

### Programs in 2021 (Children, Youth and Teen):

Story Walks	Strong Start/ Parents and	Youth Book Club
Treasure Hunt	Tots/ Bellies and Babies	Teen Book Club
Storytime	outreach	Teen Anime Club
Magic Show	School visits	After School Drop in
Kids Yoga	Summer Reading Club	Take and Make Kits
SPCA Talk	Logs	Virtual board Games
Kids Pound	Card Making Class	Zoe Si Drawing Workshop
Drag Queen Storytime	Dungeons and Dragons	Rock Painting
Acting Class	Scavenger Hunts	Geotour

### Program Wishlist for 2022 (Children, Youth and Teen):

Story Walks	Dungeons and Dragons	Teen Prom Dress event
Treasure Hunt	Youth Book Club	Clothing Swaps for kids
Storytime	Teen Book Club	Maker Space
Magic Show	Teen Anime Club	Coding Club
Drag Queen Storytime	After School Drop in	Kids Crafting
Strong Start/ Parents and	Take and Make Kits	Toddler Teatime
Tots/ Bellies and Babies	Rock Painting	Baby time
outreach	Summertime Outdoor	Baby birthday party
School visits	movies	Books for BC Babies
Summer Reading Club	Construction - canned food	1000 books before
Logs	donation drive and	kindergarten
Card Making Class	sculpture competition	Video game tournaments

### Programs in 2021 (Adult):

Writers Group with Anthea Penne  
 Genealogy Workshop  
 Chronic Pain Support Group  
 Crafting –Card Making, etc.  
 Spanish Café  
 Author Readings – local authors  
 General Fiction Book Club  
 Non-fiction Book Club  
 Mystery Book Club  
 Reading – Winnie the Pooh

Writers Course with Sherryl Latimer  
 A Dickens' Christmas  
 Christmas Crafts  
 Aromatherapy with Welcoming Communities  
 Advanced Care Planning  
 Ukulele Beginners course  
 Stitchin' – incl knitting scarves for homeless  
 Chair Yoga  
 Zumba/Pound  
 Family History Group

### Program Wishlist for 2022 (Adult):

Writers Studio in association with SFU  
 Men's Book Club, History Fiction Book Club  
 Crafting – Scrapbooking, Calligraphy, Painting (fun stuff)  
 Conversation Café  
 Bridge, Mahjong, Cribbage, board games  
 Cognitive care kit training for care givers  
 Possible Cognitive Care activity group  
 More talks – community – eg recycling, fraud alert  
 More talks and workshops – hopefully timed with different – mental health, genealogy  
 More talks – businesses – olive oil tasting, wine, etc with local businesses when we can congregate – especially during the summer  
 First Nations talks (that were cancelled with Covid & whatever else comes along)  
 Advanced Care Planning/Death Café, etc.  
 ADHD support group  
 Possible poetry month focus  
 LGBTQ Speakers  
 Intergenerational  
 In Partnership with other community organizations  
 Writers Group with Anthea Penne  
 Writers Course with Sherryl Latimer  
 Repair Café  
 Astronomy Talks (Zoom)  
 Ukulele Jam  
 Ukulele Beginners course  
 Stitchin' – incl knitting scarves for homeless  
 Chair Yoga  
 Zumba/Pound

Family History Group  
 Genealogy Workshop  
 Chronic Pain Support Group  
 Crafting –Card Making, etc.  
 Spanish Café  
 Author Readings – local authors  
 General Fiction Book Club  
 Non-fiction Book Club  
 Mystery Book Club  
 Reading – Winnie the Pooh  
 A Dickens' Christmas  
 Christmas Crafts  
 Aromatherapy with Welcoming Communities  
 Advanced Care Planning

## FINANCIALS

### Attached to this Report you will find:

1. September 2021 Income Statement - Budget vs Actual
2. 5 Year Budget Request for 2022 - 2026

### Funding and Service Agreement:

The Funding and Service Agreement for the Sechelt Public Library, dated April 14, 2021, was entered into between the following parties:

Sunshine Coast Regional District - Area A - Egmont/Pender Harbour  
 Sunshine Coast Regional District - Area B - Halfmoon Bay  
 Sunshine Coast Regional District - Area D - Roberts Creek  
 District of Sechelt (DOS)  
 Sechelt Indian Government District (SIGD)  
 Sechelt Public Library

The Funding and Service Agreement allowed for the following overall percent increases:

**2021 - 2.5%**  
**2022 - 4.0%**  
**2023 - 3.0%**  
**2024 - 3.0%**  
**2025 - 3.0%**

As the contribution percentage to the population served changes over the years for the SIGD, the percentage of increase will change each year for each of the funders. The following is the annual financial contribution of each of the funders previously agreed upon.

	2022	2023	2024	2025
<b>REVENUE</b>				
LOCAL GOVERNMENT				
* DISTRICT OF SECHELT	570,950	587,829	605,207	623,099
* SCRD - AREA A	48,394	49,825	51,298	52,815
* SCRD - AREA B	152,350	156,854	161,491	166,265
* SCRD - AREA D	95,596	98,422	101,332	104,328
* SECHELT INDIAN GOV	16,125	16,988	17,888	18,826



Space to think

## INCOME STATEMENT - JANUARY to SEPTEMBER 2021

	2021	YTD	VARIANCE
	BUDGET	ACTUAL	\$
<b>REVENUE</b>			
LOCAL GOVERNMENT			
* DISTRICT OF SECHELT	549,223	480,659	68,564
* SCRD - AREA A	46,553	34,850	11,703
* SCRD - AREA B	146,553	109,715	36,838
* SCRD - AREA D	91,958	68,846	23,112
* SECHELT INDIAN GOVERNMENT DISTRICT	15,151	15,151	-
PROVINCIAL GRANTS	77,183	77,183	-
FEDERAL GRANTS - CANADA SUMMER JOBS	3,404	-	3,404
DONATIONS & OTHER GRANTS	2,330	3,562	(1,232)
LIBRARY REVENUE	9,972	12,374	(2,402)
<b>TOTAL REVENUE</b>	<b>\$ 942,327</b>	<b>\$ 802,340</b>	<b>\$ 139,987</b>
TRANSFERS FROM RESERVES	44,764	-	-
<b>TOTAL REVENUE</b>	<b>\$ 987,091</b>	<b>\$ 802,340</b>	<b>\$ 139,987</b>
<b>OPERATING EXPENSES</b>			
STAFF SALARIES & BENEFITS			
* STAFF SALARIES	639,638	416,729	222,909
* STAFF BENEFITS	113,704	73,412	40,292
STAFF, BOARD & VOLUNTEER EXPENSES	11,100	3,302	7,798
UNION & NEGOTIATION EXPENSES	500	-	500
MATERIALS & LIBRARY ITEMS	83,950	48,803	35,147
ONLINE RESOURCES	29,000	18,323	10,677
INTERLINK & ILL/ILC DELIVERY	5,000	4,520	480
DELIVERY - GIBSONS PUBLIC LIBRARY	2,000	1,480	520
DELIVERY - PENDER HARBOUR READING CENTRE	2,000	1,224	776
BUILDING & MAINTENANCE	32,000	20,168	11,832
HARDWARE, SOFTWARE & IT EXPENSES	15,290	3,994	11,296
INTERNET - PENDER HARBOUR READING CENTRE	500	480	20
ACCOUNTING & LEGAL	2,200	(6,772)	8,972
ADULT & YOUTH PROGRAMMING	7,800	5,639	2,161
OFFICE, PROCESSING & ADMINISTRATION	37,804	35,122	2,682
<b>TOTAL EXPENSES</b>	<b>\$ 982,486</b>	<b>\$ 626,424</b>	<b>\$ 356,062</b>
<b>SURPLUS/DEFICIT</b>	<b>\$ 4,605</b>	<b>\$ 175,916</b>	



Space to think

## FIVE YEAR FINANCIAL PLAN - 2022 to 2026

	2022	2023	2024	2025	2026
	4%	3%	3%	3%	4%
<b>REVENUE</b>					
LOCAL GOVERNMENT					
* DISTRICT OF SECHELT	570,950	587,829	605,207	623,099	648,023
* SCRD - AREA A	48,394	49,825	51,298	52,815	54,928
* SCRD - AREA B	152,350	156,854	161,491	166,265	172,916
* SCRD - AREA D	95,596	98,422	101,332	104,327	108,501
* SECHELT INDIAN GOVERNMENT DISTRICT	16,125	16,988	17,888	18,826	19,579
PROVINCIAL GRANTS	77,183	77,183	77,183	77,183	77,183
FEDERAL GRANTS - CANADA SUMMER JOBS	3,472	3,541	3,612	3,684	3,758
DONATIONS & OTHER GRANTS	2,330	2,330	2,330	2,330	2,330
LIBRARY REVENUE	12,728	12,897	13,067	13,242	13,422
<b>TOTAL REVENUE</b>	<b>\$ 979,128</b>	<b>\$ 1,005,869</b>	<b>\$ 1,033,408</b>	<b>\$ 1,061,771</b>	<b>\$ 1,100,640</b>
TRANSFERS FROM RESERVES	8,467	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 987,595</b>	<b>\$ 1,005,869</b>	<b>\$ 1,033,408</b>	<b>\$ 1,061,771</b>	<b>\$ 1,100,640</b>
<b>OPERATING EXPENSES</b>					
STAFF SALARIES & BENEFITS					
* STAFF SALARIES	607,878	617,384	631,029	643,582	660,728
* STAFF BENEFITS	141,523	145,897	151,025	156,087	161,878
STAFF, BOARD & VOLUNTEER EXPENSES	11,800	13,040	13,910	13,280	13,480
UNION & NEGOTIATION EXPENSES	5,000	500	500	500	5,000
MATERIALS & LIBRARY ITEMS	82,150	83,587	84,650	87,050	88,661
ONLINE RESOURCES	26,000	26,780	27,583	28,686	29,834
INTERLINK & ILL/ILC DELIVERY	5,125	5,273	5,433	5,615	5,800
DELIVERY - GIBSONS PUBLIC LIBRARY	2,184	2,295	2,408	2,528	2,654
DELIVERY - PENDER HARBOUR READING CENTRE	2,250	2,318	2,388	2,460	2,533
BUILDING & MAINTENANCE	37,500	40,265	43,312	47,954	53,213
HARDWARE, SOFTWARE & IT EXPENSES	15,855	16,482	17,110	17,771	18,429
INTERNET - PENDER HARBOUR READING CENTRE	510	525	540	560	580
ACCOUNTING & LEGAL	2,300	2,400	2,500	2,600	2,700
ADULT & YOUTH PROGRAMMING	10,000	10,500	11,000	11,550	12,150
OFFICE, PROCESSING & ADMINISTRATION	37,520	38,389	39,678	41,091	42,667
<b>TOTAL EXPENSES</b>	<b>\$ 987,595</b>	<b>\$ 1,005,635</b>	<b>\$ 1,033,066</b>	<b>\$ 1,061,314</b>	<b>\$ 1,100,307</b>
TRANSFERS TO RESERVES	-	234	342	457	333
<b>SURPLUS/DEFICIT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Roberts Creek Community Library

	Budget 2022	Actual Jan-Oct 2021	Budget 2021
<b>REVENUE</b>			
Book sales & Fundraising	2,000	2,170	1,800
Donations	800	640	700
Room rent	150		600
Lost books repayment	152	116	150
SCRD - Grant	15,500	14,900	14,900
Interest income	135	134	130
Transfer from reserve			
<b>TOTAL REVENUE</b>	<b>18,737</b>	<b>17,960</b>	<b>18,280</b>
<b>EXPENSES</b>			
Books	6,750	4,942	6,500
Cleaning	1,440	1,080	1,440
Internet	1,300	985	1,103
Office	290	232	500
Rent	7,872	6,560	7,872
Supplies	45	44	60
Supplies - Library	100	251	120
Supplies - Processing	450	428	200
Telephone	490	405	485
<b>TOTAL EXPENSE</b>	<b>18,737</b>	<b>14,927</b>	<b>18,280</b>
<b>NET</b>	<b>0</b>	<b>3,032</b>	<b>0</b>

### COVID issues

Our Open hours have increased to 18 hours/week (22 hours prepandemic).

Hours are limited since many of the volunteers are higher risk and unable to do shifts.

As a result, revenue from donations & book sales is still less than normal.

We expect 0 to minimal Room rental income since the small space makes social distancing difficult.

The 2022 book budget is still less than prepandemic (close to 95% of last year's books were bought locally). Other expenses are fixed.

For these reasons we are requesting a small increase for 2022

### CONTACT:

Kathleen Hudson, treasurer

kmhudson@telus.net

604-885-8800

## 2022-2026 BUDGET Projection FOR PENDER HARBOUR READING CENTRE

	BUDGET	ACTUAL	BUDGET	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	2022	2021	2021	2020	2023	2024	2025	2026
MEMBERSHIPS	\$500		\$ 500	\$460	\$515	\$530	\$544	\$557
BOOK Overdues/sales	200		175	30	206	211	216	222
DONATIONS	2500		6000	7029	2000	2050	2101	2154
SCRD GRANT	3480		2700	2694	3689	3910	4145	4393
SPECIAL PROJECT GRANT	1500				1500	1538	1576	1500
FUNDRAISING	2000				3000	3075	3152	3231
Sechelt PL Grant	480		480	480	480	440	451	462
REBATE INCOME					0	0	0	0
INTEREST	1000		1000	1097	1030	1061	1093	1126
	\$11,660		\$ 10,855	\$11,790	\$12,420	\$12,815	13278	\$13,645
ACCOUNTING	\$350		\$ 350	\$350	\$361	\$370	\$379	\$388
ADVERTISING AND PROMO	300		\$ 100	315	309	317	325	333
SERVICE CHARGES	25		\$ 20	25	26	26	27	28
BOOKS PURCHASES	4600		\$ 4,500	4475	4738	4856	4978	5102
SPECIAL PROJECT EXPENSE	3200				1200	1200	1200	1200
INSURANCE	1600		\$ 1,800	1747	1648	1689	1731	1775
OFFICE SUPPLIES	250		\$ 250	508	258	500	250	500
RENT	5		\$ 5	5	5	5	5	6
REPAIRS AND MAINTENANCE	*3000		\$ 200	180	200	205	210	215
TELEPHONE	1600		\$ 1,650	1561	1648	1689	1731	1775
UTILITIES	1500		\$ 2,000	1214	1545	1591	1639	1680
MISCELLANEOUS	200			210	210	215	221	226
GST EXPENSES	200		\$ 200	195	206	211	216	222
	\$13,830		\$ 11,075	\$ 10,785	\$12,353	\$12,876	\$13,184	\$13,449
Projected loss/SURPLUS	-\$2,170.00		\$220.00		\$67	-\$60	\$93	\$195

\*Projected costs of wall and thermostat repair

\$ 10,575





Box 278  
Madeira Park, BC  
V0N 2H1  
604-883-2744

## **PENDER HARBOUR READING CENTRE**

### **MAJOR INITIATIVES FOR 2022**

- Fundraiser (Garden Tour or House and Garden Tour for June 2022) with a target of \$2,000. This will be the first time we have organized a big event, so it should be a bit of a learning curve.
- Special Projects - grant applications submitted to improve our collection on indigenous people, and to provide FREE! Library services
- Community Needs Assessment to identify what our community wants from Pender Harbour Reading Centre. We will experiment with several approaches to learn what our users, non-users, and other residents want/need from the Pender Harbour Reading Centre. This will help us to prioritize our future planning.
- We have repair work to do in the Reading Centre's bathroom, where one wall is crumbling from a water leak years ago which dried but was neglected ever since. This repair is complicated because there might be mold in the wall cavity and there is likely asbestos in the floor tile. We are having a great problem getting any contractor interest in this work.



PO Box 308  
Madeira Park, BC V0N 2H0  
Phone: 604-883-2764  
FAX: 604-883-2780  
[phhc@dccnet.com](mailto:phhc@dccnet.com)

November 1, 2021

Tina Perrault  
Treasurer  
Sunshine Coast Regional District  
1975 Field Road.  
Sechelt, BC  
V0N 3A1

Dear Tina:

Attached please find our budget submission for the 2022-23 fiscal year. We have provided:

1. A summary of the effect of COVID-19 on 2021 business and forecast for 2022
2. Current 2021 financial position (budget vs actuals) – including Attachment A
3. 2022 draft budget plans (2022 – 2027 proposed financial plan) – see Attachment B
4. Capital project funding update and request – including Attachment C
5. An overview of the services and programs that will be delivered in 2022.

## **1. Effect of COVID-19 on business**

Covid 19 has had a profound effect on services and finances of the health centre.

**Increased expenses:** While many programs were closed for months, the nursing clinic, providing ambulatory, urgent, home care and lab services continued to operate and support the community. This was unique on the Sunshine Coast since physician offices closed (and offered virtual care only). The only other in-person health services available were at the hospital. There was more pressure on our services from people who needed to have in-person attention from a health care provider **resulting in a 57% increase in our ambulatory care services**. Even more significantly, our **home care nurses provided 33% more hours of service (unfunded) than two years ago**. One of the other reasons for this was that many families have brought their loved one's home from long-term care. This means that we have some very complex patients in the community who need frequent and high-level nursing care, as well as families who need coaching and education on care giving. **Our laboratory services now have a two week wait list** because of the length of time needed for infection control of the lab space between appointments.

We continue to experience a substantial increase in medical supplies because of the need for personal protective equipment and disinfection of equipment. Janitorial continue to increase because of the need for greater frequency and intensity of cleaning in the building. Through some small emergency grants, we have been able to recoup some of these costs.



**Financial losses:** We have experienced losses of revenue from:

- a significant drop in donations, in particular from the Health Care Auxiliary whose donations will be less than one third of their normal amount and whose donations provide close to 1/10<sup>th</sup> of the operating budget
- tenants who closed their services here because they are providing virtual care and no longer need an office (physicians)
- tenants who had to close during the first part of the pandemic and have not been able to cover the rent during closure

## **2. Current 2021 financial position – and see Attachment A**

### **Operational funding**

Fiscal 2022-2023 will be a year with a request for an increase for this year and the next year. We had completed year three of the three- year catch-up program we presented to the SCRD board in 2016 but find that Covid-19 is ever changing and has created additional costs. For 2021-2022 we received a base grant of \$150,040, an \$8,000 increase. That is very much appreciated. For 2021-2022 we are managing all discretionary expenses and delaying expenditures wherever possible. We expect that our expenses will be **\$174,187** against our submitted 2021-2022 budget of **\$154,893**. This is an unfavorable variance of **\$19,294** to planned budget and will result in a deficit of **\$24,147** after applying our operating grant. We continue to seek ways to reduce costs in all areas, but have experienced overruns in 1) Insurance 1,866; 2) Janitorial and Office has increased \$4,766 and \$737 respectively mainly due to COVID 19; 3) Utilities are coming in close to the budgeted amount; 4) Grounds maintenance has been favorable by \$1,285 and; 5) Repair & maintenance costs have been unfavorable by \$1,933 with additional repairs made to increase the safety for our patients- sidewalks repaired and additional railing; 6) Waste disposal is an unfavorable \$2,206 and up mainly due to the increasing cleaning procedures implemented because of Covid - 19; 7) Advertising has increased for this year with the intent to increase donations from other sources to offset the decrease in donations from our auxiliary caused by Covid-19. We are anticipating this to be for this year only. We are projecting overall operational expenses for 2021-2022 at **\$174,187** which does not reflect efforts to contain/reduce operating costs and is consistent with our five-year plan.

In grant funding for 2022-2023 we are requesting an increase of **\$8,000** from **\$150,040** to **\$158,040**. And for 2023-2024 we are requesting another increase of \$5,000. This is in line with our two-year-catch up plan. A baseline of **\$163,040** will enable PHHC to hold the gap between operational expenses versus grant funding and result in a projected deficit of only **(\$3,878)**. See five-year operational funding projection, attachment (B)

## **3. 2022 Draft Budget Plans (2022-2027) – see Attachment B**

## **4. Capital Projects Update and Request – and see Attachment C**

1. **Update - Garage for wheelchair accessible van** –Both the Van & Garage are completed and are currently helping those in need of transportation to their medical appointments.
2. **Update – Capital Planning:** our current strategic plan includes refurbishing the physician wing of the health centre, while we put plans for a new building temporarily on hold. The reason for this is that the Ministry of Health is not currently committing to new capital and operational funding requests, in light of the pandemic. The current physician wing has been vacated by the Sechelt Medical Associate physicians and a new physician began in May of this year. This gives us an opportunity to redesign the space and upgrade it with necessary infrastructure such as centralized heating and ventilation. With

the need for greater infection control we will need to significantly upgrade this area of the building as it has no air flow. We will also be able to create more space for other community programming. We have initiated a capital fundraising campaign for this year. This has caused our advertising expense to increase this year as much as it has.

3. **Request** - Last year we made a request to replace the carpeting in the main lobby because funding was needed for the van shelter. We would like to renew our capital request to replace the carpeting in our lobby, hallways and reception area with vinyl plank flooring that is easy to clean. The carpeting is very difficult to clean, and nursing staff have been concerned because of the additional requirements for infection control with COVID 19. This has become an urgent issue for the health centre. **Based on an actual quote, we are estimating the cost at \$37,725.77 to have it increased from the \$20,000.**

## 5. Current services

The services available at the Health Centre have not changed, with the exception that we are now offering more social work service through an additional grant from the Ministry of Health. The physician clinic is going through transition, and we are in final stages of negotiation with a physician and a nurse who will be moving to Pender Harbour to create a physician practice at the health centre. We have the following:

### **Nursing services**

- Ambulatory care
- Urgent care
- Lab services (venepuncture)
- Home care nursing (outreach)
- Public Health nurse – one day every two weeks
- Nurse practitioner - Women's wellness and youth clinics .2 FTE

### **Allied, specialized RN and community programming including:**

- Dietician .2 FTE
- Diabetes RN .2 FTE
- LPN – Adult Day Program .2 FTE
- Chronic Disease Management RN .2 FTE
- Social Worker .5 FTE
- Community program coordinator .2 FTE
- Mental health counsellor and psychiatrist once every two weeks (from VCH)
- Harbourship Friendships
- Pender Harbour Seniors Initiative.

**Community programming** includes the Harbourside Friendship group, Adult Day Program, Caregiver Support Group, Community Garden, Wheelchair accessible van (currently being operationalized). The facility is also used for community support groups such as 12 step groups, community education workshops, etc.

### **Fee for service professionals including:**

- Physicians
- Dental clinic
- Foot care nurse
- Chiropractor

- Registered Massage Therapists
- Hearing Clinic

We are entering the second year of our two-year catch-up plan to reduce our annual operational deficit and we have made good progress against targets, however our operations have been adversely affected by the pandemic, as discussed above. We are still realizing a sizable operational deficit and have not been able to reduce that because of current economic factors. The deficit negatively impacts our ability to cover needed training, medical equipment and preventative health care program costs. The Health Centre funds these initiatives through fund raising and community support. We are very appreciative of any additional support that can be offered by the SCRD for our capital and operating budget.

Sincerely,



**Susann Richter**  
**COO Pender Harbour Health Centre**

CC Leonard Lee  
SCRD Director,  
Area "A" - Pender Harbour/Egmont



**Pender Harbour & District Health Centre****CURRENT FISCAL YEAR 2021-22**

	SCRD BUDGET 2021-22	PHHC ACTUAL YEAR TO DATE Sep 30 2021	PROJECTED YEAR END TO 3/31/22	DIFFERENCE	SCRD BUDGET 2022-23
Administration Cost	\$ 26,734	\$ 13,367	\$ 26,734	\$ -	\$ 27,135
Advertising & Promotion	5,814	13,180	16,087	10,273	6,087
Garbage & Hazardous Waste Disposal	2,811	3,049	5,017	2,206	4,811
Professional Fees	7,500	7,175	7,500	0	7,500
Grounds Maintenance	5,369	1,400	4,085	-1,285	4,085
Insurance	9,733	6,732	11,599	1,866	11,600
Janitor Contract & Expenses	26,860	18,196	31,626	4,766	31,600
Office & Small Asset Purchases	7,912	4,693	8,649	737	7,912
Postage	684	182	524	-160	684
Repair & Maintenance	28,439	14,653	30,372	1,933	30,400
Phone/Fax/Internet	5,624	1,925	4,737	-887	5,224
Utilities	17,998	8,916	17,915	-83	17,998
Vehicle- Wheelchair Assessable	5,000	2,074	4,574	-426	5,000
GST	4,415	2,560	4,767	352	4,415
<b>TOTAL BUDGET</b>	<b>\$ 154,893</b>	<b>\$ 98,103</b>	<b>\$ 174,187</b>	<b>\$ 19,294</b>	<b>\$ 164,450</b>
<b>COMMITTED GRANT</b>	<b>\$ 150,040</b>		<b>\$ 150,040</b>		<b>\$ 158,040 Request</b>
<b>PLANNED DEFICIT</b>	<b>\$ 4,853</b>		<b>\$ 24,147</b>		<b>\$ 6,411</b>

**Pender Harbour & District Health Centre****PROPOSAL FOR THE 2022 -23 FISCAL YEAR**

Administration Cost	\$ 27,135
Advertising & Promotion	6,087
Garbage & Hazardous Waste Disposal	4,811
Professional Fees	7,500
Grounds Maintenance	4,085
Insurance	11,600
Janitor Contract & Expenses	31,600
Office & Small Asset Purchases	7,912
Postage	684
Repair & Maintenance	30,400
Phone/Fax/Internet	5,224
Utilities	17,998
Vehicle -Handicapped	5,000
GST	4,415
<b>TOTAL</b>	<b>\$ 164,450</b>
<b>REQUESTED GRANT:</b>	<b>\$ 158,040</b>
<b>Anticipated Deficit:</b>	<b>-\$ 6,411</b>

# **Pender Harbour & District Health Centre**

## **FIVE YEAR OPERATIONAL FUNDING PROJECTION**

	2021-2022 Current Year	2022-23	2023-24	2024-25	2025-26	2026-27
Administration Cost	26,734	27,135	27,542	27,955	28,374	28,800
Advertising & Promotion	16,087	6,087	6,178	6,271	6,365	6,461
Garbage & Hazardous Waste Disposal	5,017	4,811	4,883	4,956	5,031	5,106
Professional Fees	7,500	7,500	7,613	7,727	7,843	7,960
Grounds Maintenance	4,085	4,085	4,146	4,208	4,272	4,336
Insurance	11,599	11,600	11,774	11,951	12,130	12,312
Janitor Contract & Expenses	31,626	31,600	32,074	32,555	33,043	33,539
Office & Small Asset Purchases	8,649	7,912	8,031	8,151	8,273	8,398
Postage	524	684	694	705	715	726
Repair & Maintenance	30,372	30,400	30,856	31,319	31,789	32,265
Phone/Fax/Internet	4,737	5,224	5,302	5,382	5,463	5,545
Utilities	17,915	17,998	18,268	18,542	18,820	19,102
Vehicle-Wheel Chair Assessable	4,574	5,000	5,075	5,151	5,228	5,307
GST	4,767	4,415	4,481	4,548	4,617	4,686
<b>OPERATING BUDGET</b>	<b>174,187</b>	<b>164,451</b>	<b>166,918</b>	<b>169,422</b>	<b>171,963</b>	<b>174,542</b>
Budget figures are based on 1.5% increase/year from the 2021-2022 projected totals (Attachment A)						
<b>INCREASE REQUESTED</b>	<b>8,000</b>	<b>8,000</b>	<b>5,000</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>
<b>SCRD GRANT</b>	<b>150,040</b>	<b>158,040</b>	<b>163,040</b>	<b>165,486</b>	<b>167,968</b>	<b>170,487</b>
<b>DEFICIT</b>	<b>24,147</b>	<b>6,411</b>	<b>3,878</b>	<b>3,936</b>	<b>3,995</b>	<b>4,055</b>

## Pender Harbour &amp; District Health Centre

## HISTORICAL OPERATIONAL FUNDING

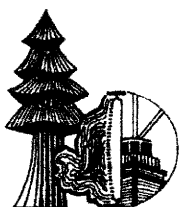
	Bylaw Grant	Actual Costs	Deficits
2002 - 2007	80,000/year		
2008 - 2010	95,000/year		
2010-2011	\$ 97,533	\$ 120,228	\$ 22,695
2011-2012	103,149	131,681	28,532
2012-2013	103,312	134,054	30,742
2013-2014	105,874	131,583	25,709
2014-2015	107,125	128,259	21,134
2015-2016	108,844	132,789	23,945
2016-2017	110,040	134,887	24,847
2017-2018	118,040	139,109	21,068
2018-2019	126,040	143,976	17,936
2019-2020	134,040	147,786	13,746
2020-2021	142,040	148,846	6,806
2021-2022			
	projected		
TOTALS	\$ 1,256,038	\$ 1,493,197	\$ 237,160

## HISTORICAL CAPITAL PROJECT FUNDING

		Total Cost	SCRD Support	PHHC Cost
Nurses' emergency call system		\$ 13,900		\$ 13,900
BC Hydro PowerSmart upgrade		11,754	3,500	8,254
24/7 generator		95,689	20,000	75,689
Sprinkler system		56,727	16,727	40,000
HVAC upgrade, 2015-16		14,476	14,476	0
HVAC upgrade, 2014-15		3,530		3,530
HVAC upgrade, 2013-14		6,342		6,342
HVAC upgrade, 2012-13		4,256		4,256
Community garden 2015		4,742		4,742
New furnace	2016	8,897		8,897
Physio office	2017	5,277		5,277
Bear Fence	2017	2,256		2,256
New Furnace	2018	6,420		6,420
Parking	2018	8,324		8,324
Flooring *	2018	0	0	0
Computer	2018	1,678		1,678
Medical Equip	2018	10,715		10,715
Medical Equip	2019	13,945		13,945
Computer	2019	9,252		
Vehicle - Handicapped	2020	65,000		65,000
Vehicle - Secure Storage	2020	20,000	20,000	0.00
Flooring *	2021	37,726	20,000	17,726
TOTALS		\$ 400,905	\$ 94,703	\$ 296,950

\* Note : The flooring project has not started (total cost to replace flooring is just under \$40,000)





Sunshine Coast  
**Museum**  
& Archives

716 Winn Road, P.O. Box 766  
Gibsons BC V0N 1V0  
Phone/Fax (604)886-8232  
scm\_a@dccnet.com  
www.sunshinecoastmuseum.ca

### **Effect of COVID-19 on Operations and Summary of 2022 Museum Programs and Services**

Despite the ongoing challenges that COVID-19 has presented, we have adapted the focus and delivery of our programs to continue offering a high standard of heritage services to all Sunshine Coast residents and visitors. In November 2020, we made the tough decision to close to the public due to the impending second wave of COVID-19. With much of our visitation at the time coming from locations with high levels of transmission, we felt confident making this decision to keep our community safe.

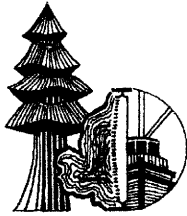
During our closure in early-2020, we pivoted our resources to ensure we could still offer our core research/outreach services while working on special projects such as the creation of an online educational portal and continuing collections-based work. For our second closure from November 8, 2020 – July 1, 2021, we returned our focus to these priorities, adding archival and educational content to Museum at Home, continuing collections cataloguing, and responding to research requests from the public. We also worked with UBC Masters of Education student Heather Passmore on the creation of an Education Kit for SD #46 teachers to borrow to teach about Sunshine Coast history. During this time, we took the opportunity to update our Museum Membership program, adding an online payment system and creating new incentives to encourage membership sign-up. In spring 2021, we signed the BC Museum Association's repatriation Call to Action for First Nations artifacts, and were also featured in Maclean's Magazine as a repatriation success story for our work with the Squamish Lil'wat Cultural Centre. From January-June, we operated with only one full time staff member, but as we neared our re-opening on July 2, 2021, we began the hiring process and subsequent training of our new Curatorial Assistant Allie Bartlett. As anticipated, our summer season was very busy with museum visitation as we welcomed 2353 visitors from July to September. For context, our busiest year on record (2019) had 3057 visitors for this same time frame.

For 2022, we anticipate remaining open for regular year-round operation. In winter, we will be installing a new HVAC system to the museum building that will greatly improve our collections preservation and visitor comfort. We will also be working with the District of Sechelt to take over administrative and operational control of the Sechelt Archives as a satellite location, expanding our work as the regional heritage museum. In 2022, museum staff will continue the ongoing improvement of new museum exhibits; we also anticipate returning to our regular museum programming schedule, including offering workshops and our popular Halloween Block Party event.

THANK YOU to all Staff and Directors of the Sunshine Coast Regional District for all of your hard work throughout the Covid-19 pandemic. Your professionalism and leadership during these challenging times is appreciated!

*Sunshine Coast Museum & Archives is situated on the traditional, unceded, and ancestral territory of the Skwxwú7mesh and shíshálh Nations*





Sunshine Coast  
**Museum**  
& Archives

716 Winn Road, P.O. Box 766  
Gibsons BC V0N 1V0  
Phone/Fax (604)886-8232  
scm\_a@dccnet.com  
www.sunshinecoastmuseum.ca

In accordance with your request we have also attached the following:

1. The Financial Operating results for the year to October 31, 2021 including the 2021 Annual Budget and the Actual results to October 31 as a percentage of the 2021 Annual Budget.
2. The 2022 proposed budget and 5-year financial plans (2022-2026) with basic assumptions noted.

If further information or explanation is required please contact the undersigned.

The Sunshine Coast Museum & Archives is respectfully requesting a 2.6% increase in the SCRD 2022 contribution for our museum operations to better preserve and protect the important history of the Sunshine Coast.

Yours truly

A handwritten signature in black ink, appearing to read 'T. L. Olsen'.

Thor Olsen

Treasurer, Sunshine Coast Museum and Archives

# SUNSHINE COAST MUSEUM & ARCHIVES SOCIETY

## 2021 OPERATING RESULTS - YTD October 31, 2021, Annual Budget and % of Annual Budget

		YTD	2021	
		Oct 31 2021	Annual	% of
		Actual	Budget	Annual Budget
<b>REVENUE:</b>				
<b>SCRD Grant</b>		\$ 76,920	\$ 91,100	84.43%
Grants incl. Federal CSJ & GST		\$ 4,642	\$ 4,800	96.71%
Donations, & Gifts		\$ 12,685	\$ 11,600	109.35%
Events, Fundraising, & Memberships		\$ 2,155	\$ 8,700	24.77%
Gift Shop Revenues & Museum Services		\$ 3,979	\$ 6,000	66.32%
Interest Earned on Restricted Funds		\$ 1,703	\$ 1,753	97.14%
<b>TOTAL REVENUE</b>		\$ 102,084	\$ 123,953	82.36%
<b>EXPENSES:</b>				
Salaries, Wages and Benefits (note 1)		\$ 60,458	\$ 85,400	70.79%
Telephone and Utilities		\$ 5,579	\$ 6,600	84.53%
Insurance		\$ 2,509	\$ 3,600	69.69%
Fundraising		\$ -	\$ 6,100	0.00%
Accounting and Bookkeeping		\$ 5,507	\$ 6,400	86.05%
Outreach and Programs		\$ 1,866	\$ 1,400	133.29%
Elevator, Fire and Security		\$ 2,393	\$ 2,600	92.04%
Computer, Internet and Website		\$ 2,234	\$ 2,100	106.38%
Exhibits and Displays		\$ 542	\$ 2,000	27.10%
Office expense and Maintenance		\$ 2,047	\$ 1,500	136.47%
Conservation Supplies		\$ 2,297	\$ 1,820	126.21%
Cost of Goods Sold		\$ 1,323	\$ 1,660	79.70%
Dues, Fees, Memberships, Permits		\$ 616	\$ 850	72.47%
Banking charges		\$ 18	\$ 170	10.59%
Education and Training		\$ 111	\$ 400	27.75%
Repairs and Maintenance		\$ 39	\$ 600	6.50%
Travel and Accommodation		\$ -	\$ 300	0.00%
Storage(off-site)		\$ -	\$ 400	0.00%
<b>TOTAL EXPENSES</b>		\$ 87,539	\$ 123,900	70.65%
<b>TOTAL REVENUES LESS EXPENSES</b>		\$ 14,545	\$ 53	
<b>Notes:</b> 1. Salary and wages below budget as our curatorial assistant was not hired until July 2021 due to Covid closures.				







## *YOUR COMMUNITY MUSEUM!*

- ✓ **DISCOVER** the fascinating histories of the Sunshine Coast
- ✓ **SPARK** your historical imagination
- ✓ **INSPIRE** heritage advocacy, research & volunteering
- ✓ **CELEBRATE** our unique & diverse histories
- ✓ **TRAVEL** back in time & dream of the future

## *MISSION*

The Sunshine Coast Museum & Archives is committed to preserving, promoting and presenting the vibrant and diverse histories of the Sunshine Coast

## *VISION*

To be the best destination to discover the story of the Sunshine Coast -  
Striving to be the best community museum in Canada





# Sunshine Coast Museum at Home

Your online heritage education portal for the Sunshine Coast

## Online Museum Education

Time Travel  
Videos



Take a  
Virtual Tour!



Community  
Storytelling



Archival  
Photos



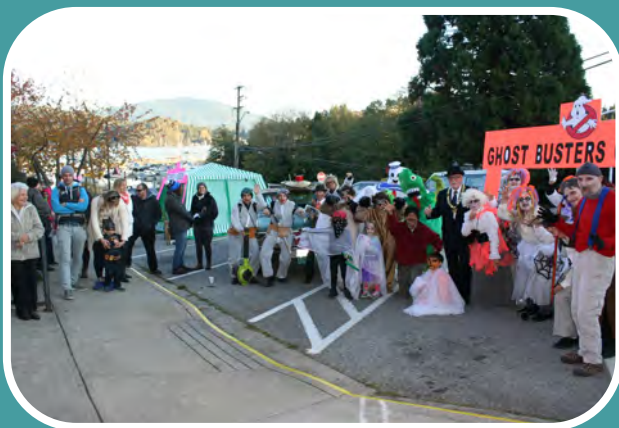
History Quiz



Historic  
Newspapers







Community Events

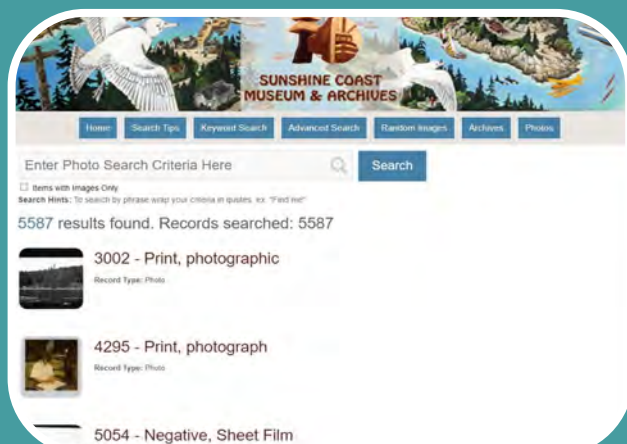


Museum Exhibits

## Resources at the Sunshine Coast Museum & Archives!



Research Services



Online Collections



Educational Resources



Workshops





Tsawaysia & Dominique Spukwus  
at SCMA event, 2016

## Repatriation Call to Action

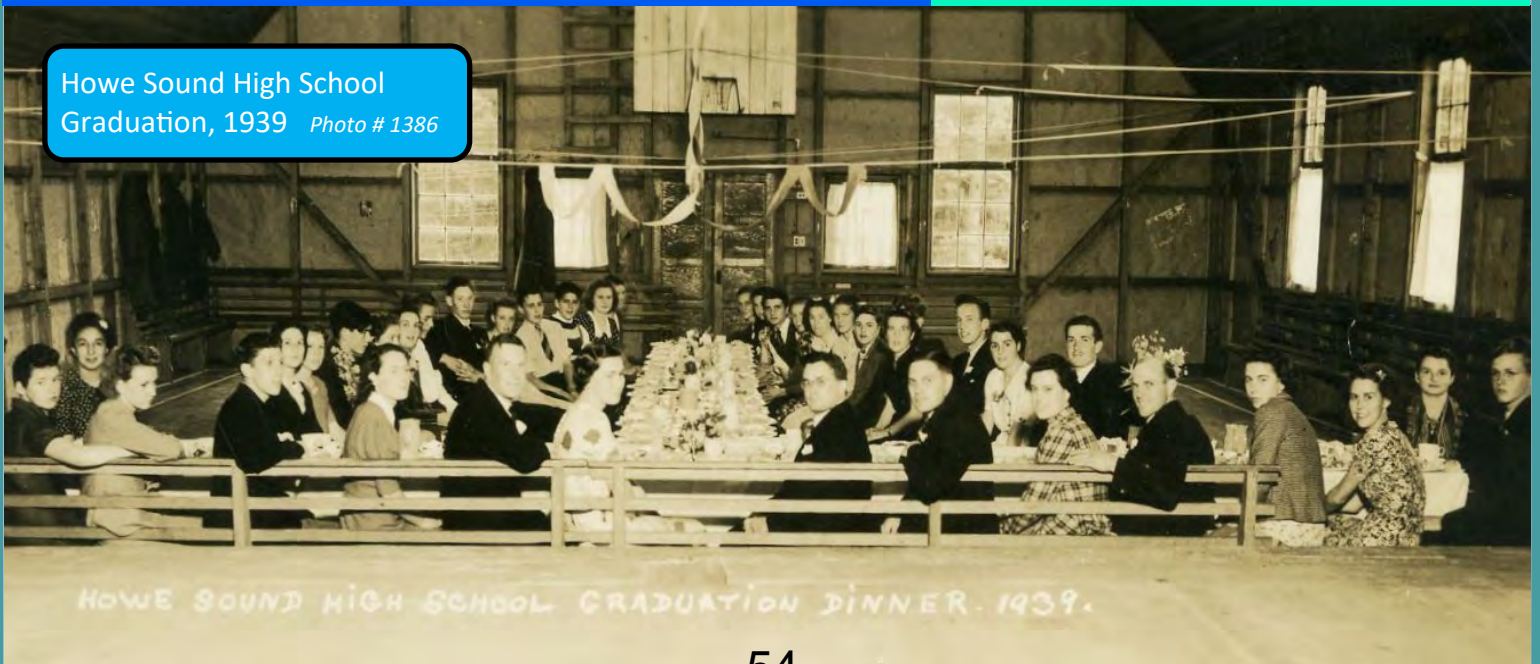
In the spring 2021, we signed the BC Museum Association's Call to Action for the repatriation of culturally significant artifacts to First Nations. The SCMA has been working on repatriation for many years, and our organization was recently featured in a Macleans Magazine article as a repatriation success story for our work with the Squamish Lilwat Cultural Centre.

*We are dedicated to this important and vital work.*



Artist: Sarah Jim

Howe Sound High School  
Graduation, 1939 Photo # 1386



HOWE SOUND HIGH SCHOOL GRADUATION DINNER. 1939.



## Sunshine Coast Museum and Archives Board of Directors 2021/2022

**President:** Mike Clement

**Vice-President:** Larry Penonzek

**Treasurer:** Thor Olsen

**Recording Secretary:** Ian Thomson

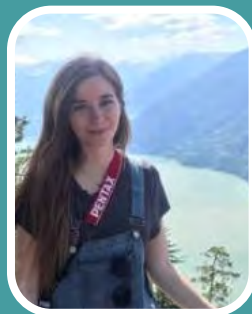
**Directors:** Stephen Suh, Sharon Venechuk,  
Lisa Hilton, Carol Service,  
Carol Howie, Trish Wray



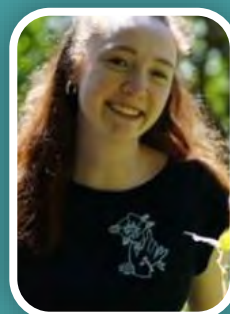
## Sunshine Coast Museum & Archives Staff



**Curator/Manager**  
Matthew Lovegrove



**Curatorial Assistant**  
Allie Bartlett



**Museum Assistant**  
Kaylin Schober

### Contact Us

Sunshine Coast Museum and Archives  
716 Winn Road, PO Box 766  
Gibsons, BC V0N 1V0

**W:** [sunshinecoastmuseum.ca](http://sunshinecoastmuseum.ca)

**E:** [scm\\_a@dccnet.com](mailto:scm_a@dccnet.com)

**T:** 604.886.8232



**Upcoming:** *Sechelt Archives*  
*Museum HVAC Project*  
*Gibsons Cultural Corner*



Union Steamship ad, 1930s

Sechelt Community Archives				
2021 Financial Position (Budget versus Actuals)				
	2021	Jan - Sept 2021	2021	
	ANNUAL BUDGET	ACTUALS	PROJECTED	NOTES
REVENUES				
Local Government (SCRD)	\$ 18,000.00	\$ 12,796.00	\$ 18,000.00	
TOTAL REVENUES	\$ 18,000.00	\$ 12,796.00	\$ 18,000.00	
IN-KIND INCOME				
Volunteer labour (est. value at \$15/hr)	\$ 3,750.00	\$ 750.00	\$ 750.00	
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Insurance (District of Sechelt)	\$ -	\$ -	\$ -	Insurance paid by District of Sechelt
TOTAL IN-KIND REVENUE	\$ 5,250.00	\$ 2,250.00	\$ 2,250.00	
EXPENSES				
Administrative Fees	\$ 1,350.00	\$ 1,013.00	\$ 1,350.00	
Human Resources	\$ 8,700.00	\$ 6,007.00	\$ 8,009.00	7 hours/week archivist
Supplies	\$ 250.00	\$ 49.00	\$ 49.00	
Fees	\$ 172.00		\$ 72.00	Membership to Archives Association of BC; Heritage BC
Phone	\$ 300.00		\$ 300.00	
Lease & utilities	\$ 7,600.00		\$ 7,600.00	Lease agreement is \$7,600/yr. for first 3 years, \$8,600/yr. thereafter
TOTAL EXPENSES	\$ 18,372.00	\$ 7,069.00	\$ 17,380.00	
IN-KIND EXPENSES				
Volunteer labour (est. value at \$15/hr)	\$ 3,750.00	\$ 750.00	\$ 750.00	
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Insurance	\$ -	\$ -	\$ -	
TOTAL IN-KIND EXPENSES	\$ 5,250.00	\$ 2,250.00	\$ 2,250.00	
Archives Trust Balance (2020 deficit)			\$ (603.00)	As per Sechelt Library notes, Sechelt Archives began 2020 with a -\$603 deficit.
TOTAL REVENUE LESS EXPENSES	\$ (372.00)	\$ 5,727.00	\$ 17.00	2021 deficit result of formula error in budget submitted to SCRD

Sechelt Community Archives				
2022 Budget and 3 Year Financial Plan				
	2022	2023	2024	
	PROPOSED PLAN	PROPOSED PLAN	PROPOSED PLAN	NOTES
<b>REVENUES</b>				
Local Government (SCRD)	\$ 23,750.00	\$ 25,049.56	\$ 25,855.11	
<b>TOTAL REVENUES</b>	<b>\$ 23,750.00</b>	<b>\$ 25,049.56</b>	<b>\$ 25,855.11</b>	
<b>IN-KIND INCOME</b>				
Volunteer labour (est. value at \$15/hr)	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	Based on previous years projections
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	District of Sechelt pays for website, internet for duration of the Service Agreement
Local Government (District of Sechelt)	\$ 720.00	\$ 720.00	\$ 720.00	District of Sechelt pays for phone service for duration of Service Agreement
Insurance (District of Sechelt)	\$ -	\$ -	\$ -	Insurance paid by District of Sechelt
<b>TOTAL IN-KIND REVENUE</b>	<b>\$ 5,970.00</b>	<b>\$ 5,970.00</b>	<b>\$ 5,970.00</b>	
<b>EXPENSES</b>				
Administrative Fees	\$ 1,350.00	\$ 1,377.00	\$ 1,404.54	Administrative expenses, including bookkeeping. Assumes 2% increase.
Human Resources	\$ 13,628.00	\$ 13,900.56	\$ 14,178.57	7 hrs/week archivist; 7.5 hrs/month SCMA management. Assumes 2% increase
Supplies	\$ 250.00	\$ 250.00	\$ 750.00	
Fees	\$ 172.00	\$ 172.00	\$ 172.00	Membership to Archives Association of BC; Heritage BC
Computer equipment/Maintenance	\$ 750.00	\$ 750.00	\$ 750.00	
Lease & utilities	\$ 7,600.00	\$ 8,600.00	\$ 8,600.00	Lease agreement is \$7,600/yr. for first 3 years, \$8,600/yr. thereafter
<b>TOTAL EXPENSES</b>	<b>\$ 23,750.00</b>	<b>\$ 25,049.56</b>	<b>\$ 25,855.11</b>	
<b>IN-KIND EXPENSES</b>				
Volunteer labour (est. value at \$15/hr)	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Local Government (District of Sechelt)	\$ 720.00	\$ 720.00	\$ 720.00	
Insurance	\$ -	\$ -	\$ -	
<b>TOTAL IN-KIND EXPENSES</b>	<b>\$ 5,970.00</b>	<b>\$ 5,970.00</b>	<b>\$ 5,970.00</b>	
<b>TOTAL REVENUE LESS EXPENSES</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	



File: 0550-2021

DISTRICT OF SECHELT  
CERTIFIED COUNCIL RESOLUTION

Re: Service Agreement for the Sechelt Community Archives

**District of Sechelt Council Resolution No. 2021-11A-4:**

“That Council direct staff to draft a 3-year service agreement with the Sunshine Coast Museum and Archives for the operation of the Sechelt Community Archives, and that Council continue to provide in-kind support of the Archives’ website, phone and internet for the duration of this agreement; and

That Council direct staff to place a notice in the newspaper, advising of the District’s intent to enter into a service agreement with the Sunshine Coast Museum and Archives for the purpose of the operation of the Sechelt Community Archives.”

*I, Jo-Anne Frank, Corporate Officer hereby certify the above to be a true and correct copy of District of Sechelt Council Resolution No. 2021-11A-4, adopted by Council at its meeting held on November 3, 2021.*

Dated at Sechelt, BC this 9<sup>th</sup> day of November, 2021.

A handwritten signature in black ink, appearing to read 'JoAnne Frank', is written over a horizontal line.

Jo-Anne Frank  
Corporate Officer

## REQUEST FOR DECISION

**TO:** Committee of the Whole      **MEETING DATE:** October 27, 2021

**FROM:** Arts, Culture and Communications Coordinator

**SUBJECT:** Service Agreement for the Sechelt Community Archives

**FILE NO:** 7740-02

---

### RECOMMENDATIONS

1. That the report from the Arts, Culture and Communications Coordinator, regarding the Governance of the Sechelt Community Archives, be received.
  2. That the Committee recommend that Council direct staff to draft a 3-year service agreement with the Sunshine Coast Museum and Archives for the operation of the Sechelt Community Archives, and that Council continue to provide in-kind support of the Archives' website, phone and internet for the duration of this agreement.
  3. That the Committee recommend that Council direct staff to place a notice in the newspaper, advising of the District's intent to enter into a service agreement with the Sunshine Coast Museum and Archives.
- 

### PURPOSE

This report presents the Committee with options for operation of the Sechelt Community Archives, including the Helen Dawe Collection.

### OPTIONS

1. Endorse the above recommendations as presented.
2. The Committee can recommend that Council ask the Sechelt Public Library to submit an additional budget request to the Sunshine Coast Regional District on behalf of the Sechelt Community Archives.
3. The Committee can recommend that Council direct staff to undertake the governance and succession planning for Sechelt Community Archives.

### DISCUSSION

#### Context/Background

The Sechelt Community Archives is a collection of primary source documents and materials dating back to the 1870s. The original collection, referred to as the Helen Dawe Collection, was donated to the District of Sechelt in 1996. While the Helen Dawe Collection has not changed since



being donated, the overall collections of the Sechelt Community Archives have grown considerably since 1996.

In 2002, the Sunshine Coast Regional District (SCRD) took on the function of “regional museum funding” with the passing of *Bylaw 1049 – Museum Service*. This was the same year that the Sunshine Coast Museum and Archives was formed.

Each year the SCRD accepts budget requests from community partners and stakeholders. Since 2004, the Sechelt Public Library has applied for, and accepted, this regional funding on behalf of the Sechelt Community Archives.

Although the Archives were physically removed from the Library in 2020, the Library offered to continue accepting regional SCRD funding on their behalf for 2021. The Library takes an administrative fee from this amount to manage payroll for the Archives.

The SCRD has established a deadline of November 15, 2021 for organizations to submit their 2022 budget requests under the Community Partnerships and Stakeholders category.

Because the Community Archives is not a legal entity, it cannot apply for, nor sign, its own funding agreement with the SCRD.

Although the Library has offered to continue managing the SCRD funding on behalf of the Archives, the Archives has needs that extend beyond the ability to sign an agreement with the SCRD. The Community Archives needs the stability and oversight of a governing body that can ensure the long-term sustainability of the collection. The current Archivist is interested in retiring in 2022, but there is no succession plan in place. There are opportunities for increased programming and access to the collections of the Archives, but this will not happen without a governing body and staff to oversee the collection. The current lease for the temporary location of the Archives is set to expire at the beginning of 2025. There are no plans in place for a permanent location.

The Sunshine Coast Museum and Archives (SCMA) has expressed interest in taking on the day-to-day operations of the Sechelt Community Archives. Their mandate is aligned with that of the Archives, and they have a governing board and qualified staff to oversee the long-term care of the collections. As a registered charity, the SCMA is eligible for grants from various levels of government and public foundations.

Both because of the space required to house the Sechelt Community Archives, and because of the relevance of the materials to the community of Sechelt, the SCMA does not intend to physically relocate the collection. As such, the SCMA would operate the Sechelt Community Archives as a satellite location of their main facility in Gibsons. The SCMA would be responsible for any succession planning and hiring of staff for the Archives, and they would also apply for funding and grants to cover the costs associated with operating the Archives.

## **Strategic Plan**

Entering into a service agreement with the Sunshine Coast Museum and Archives for the purpose of operating the Sechelt Community Archives is aligned with the following goals and objectives of the 2019 – 2022 Strategic Plan:

2.1 Continuing to improve our asset management program

3.5 Providing support to community arts and culture initiatives

7.0 Improve the delivery and effectiveness of municipal services and infrastructure throughout the District to meet community needs and respond to changing conditions.

### **Policy Implications**

Staff will ensure that any users of the Sechelt Community Archives mobile phone have read and signed *Council Policy 1.7.1 Acceptable Use (Technology)*.

### **Financial Implications**

Entering into a service agreement with the Sunshine Coast Museum and Archives would not change the ownership of the collection. The District of Sechelt will continue to own the contents of the Sechelt Community Archives.

At present, the District of Sechelt covers the cost of the Sechelt Community Archives internet, and their phone is a mobile device connected to the District of Sechelt corporate phone plan at a cost of approximately \$720/year. The website for the Archives is also hosted on the District of Sechelt server. To ease the transition to a new governance structure, staff recommend that the District continue to provide the phone, internet, and website service for the duration of the 3-year service agreement.

If the SCMA takes on the role of operating the Sechelt Community Archives, they will also be responsible for applying for grants to support the operations Archives. Samples of these grants and funding programs include:

#### **Federal:**

- Documentary Heritage Communities Program
- Museums Assistance Program
- Building Communities Through Arts and Heritage
- Canada Cultural Spaces Fund
- Young Canada Works
- Canada Summer Jobs

#### **Provincial:**

- BC Arts Council
- Heritage BC
- Community Gaming Grants (ineligible if operating under a funding agreement with government)

#### **Other:**

- BC History Digitization Program
- Terry Reksten Memorial Fund
- SCRd community partners and stakeholder grants

## Communications

Staff will communicate Council's decision directly to the Sunshine Coast Museum and Archives and the Sechelt Community Archives. As well, staff will place a notice in the newspaper, advising of the District's intent to enter into a service agreement with the Sunshine Coast Museum and Archives.

Respectfully submitted,

Siobhán Smith

Arts, Culture and Communications Coordinator

Attachments:

1 - Letter from the Sunshine Coast Museum and Archives

<b>Reviewed by:</b> A. Allen, Director of Planning & Development	<b>X</b>
<b>Reviewed by:</b> D. Douglas, Director of Financial Services	<b>X</b>
<b>Reviewed by:</b> K. Dhillon, Director of Engineering and Operations	<b>X</b>
<b>Reviewed by:</b> K. Poulsen, Acting Communications Manager	<b>X</b>
<b>Reviewed by:</b> J. Frank, Corporate Officer	<b>X</b>
<b>Approved by:</b> A. Yeates, Chief Administrative Officer	<b>X</b>



Sunshine Coast  
**Museum**  
& Archives

716 Winn Road, P.O. Box 760  
Gibsons BC V0N 1V0  
Phone/Fax (604)886-8232  
scm\_a@dccnet.com  
www.sunshinecoastmuseum.ca

**ATTACHMENT 1**



**Sunshine Coast Museum & Archives'**

***Sechelt Archives Proposal***

**OVERVIEW**

The Sunshine Coast Museum & Archives (SCMA) has operated at 716 Winn Road on Gibson's Cultural Corner since 1974. Purpose-built by the Town of Gibsons to meet the heritage needs of the community, a 2<sup>nd</sup> floor exhibition gallery was added in 1984, followed by expanded operations in 2002 when the organization became the regional museum of the lower Sunshine Coast. We have worked with the Sechelt Archives for many years as a collaborator on projects, events, and research initiatives. In the past, we have often had a representative of the Sechelt Archives on our Society's Board of Directors.

**FUTURE OF THE SECHULT ARCHIVES**

As the regional heritage museum, our organizational interest is the preservation and presentation of the diverse histories of the lower Sunshine Coast from Port Mellon to Egmont. Within our geographical collection mandate, there is overlap with other organizations such as the Pender Harbour Living Heritage Society, Egmont Heritage Centre, and Sechelt Archives. The SCMA has enjoyed a beneficial relationship with all regional collaborators; operating the Sechelt Archives as a satellite location would fit our organizational mandate, and benefit the preservation of the Sunshine Coast history.

## **1. FUNDING**

- To ensure a smooth transition, we would plan to operate the museum under the current funding structure. As the Sechelt Archives is currently located in a privately-owned building, we would like to make the DoS and SCR D aware that we may need to request additional operational funding for any lease increases or future re-location of this collection.

## **2. STAFFING**

- Moving forward, we would plan to operate the Sechelt Archives with the same staffing hours currently in place – 1 day/week, with support from a strong team of volunteers.

## **3. ARCHIVAL COLLECTION**

- There would be no change in the scope of collecting conducted by the SCMA under the Sechelt Archives umbrella. As we currently have overlap in terms of geographical collection mandate, the Sechelt Archives collection would fit seamlessly into the scope of our operations.
- As a long-term goal, the Sechelt Archives digital collection could be migrated into the SCMA Past Perfect database, providing better research possibilities and intellectual control of the collection.

## **4. LOCATION**

- As the lease for the Trail Bay property expires in 2024, we would like to incorporate some assurances that DoS and SCR D are aware of this situation, and may need to provide additional funding as required for the move of the collection and/or any increase in annual lease costs.
- In terms of planning, we would anticipate the inclusion of the Sechelt Archives in any future discussions for building space. We are aware of the possibility of a Union Steamship-oriented facility related to the USS Lady Rose on the Sechelt waterfront, which may play a role in future housing of the collection.



## 5. OPERATION

- We envision the Sechelt Archives remaining in Sechelt and being operated as a satellite archives site of the of the SCMA in Sechelt.
- Moving forward, the Sechelt Archives website would remain under the Sechelt.ca until future time when a possible web amalgamation could occur.
- If possible, we would prefer to amalgamate the Sechelt Archives collection into our current collection instead of operating under a service agreement.

## 6. ADMINISTRATION

- The SCM&A would pursue a variety of grants for increasing operational opportunities.

***Thank you for your Consideration!***



**Skookumchuck Heritage Society (SHS)**  
**2022 SCRD Budget Request**

**ANNEX I**

*The Actual Totals are estimates. The Skookumchuck Heritage Society Fiscal Year is January 1 – December 31.*

<b>Revenue</b>	<b>Budget 2021</b>	<b>Actual 2021</b> <small>Estimated Nov &amp; Dec 2021</small>	<b>Budget 2022</b>
Operating Grant SCRD	35,000.00	35,090.00	45,000.00
Admission & Other Donations	7,500.00	7,411.10	8,000.00
Gift Shop Sales & Commissions	12,500.00	11,592.49	11,500.00
Memberships (most members = lifetime)	75.00	30.00	50.00
Summer Student Grant	0.00	6,331.00	0.00
Refunds & Error Corrections	0.00	0.00	0.00
Interest	<u>0.10</u>	<u></u>	<u></u>
<b>Total Revenue</b>	<b>55,075.10</b>	<b>60,454.59</b>	<b>64,550.00</b>

*\* We do not include Summer Employment Grants in expected Revenue because they are not guaranteed funds.*

## *Skookumchuck Heritage Society (SHS)*

### **2022 SCRD Budget Request**

*The Actual Totals are estimates. The Skookumchuck Heritage Society Fiscal Year is January 1 – December 31.*

#### **Expense**

##### ***Utilities:***

BC Hydro	2,500.00	2,500.00	2,500.00
Telephone	500.00	501.54	500.00
Internet & Website	700.00	448.00	450.00
Security & Alarm Monitoring	400.00	383.02	400.00
SCRD Water	400.00	243.00	300.00
	<u>4,500.00</u>	<u>4,075.56</u>	<u>4,150.00</u>

##### ***Maintenance & Repairs:***

Cleaning & Washroom Supplies	350.00	264.91	300.00
Bldg Maintenance & Grounds Keep	1,500.00	1,918.54	1,000.00
	<u>1,850.00</u>	<u>2,183.45</u>	<u>1,300.00</u>

##### ***Staffing:***

Wages & Remittances	31,500.00	49,760.28	40,000.00
University & High School Students	3,000.00	6,688.43	6,500.00
Worksafe BC	100.00	127.00	150.00
	<u>34,600.00</u>	<u>56,575.71</u>	<u>46,650.00</u>

##### ***Office Overhead:***

Accounting & Legal	0.00	12.00	50.00
Tourism Development	0.00	250.00	300.00
Advertising & Promotion	300.00	250.00	250.00
Insurance on Bldg & Liability	3,500.00	3,856.00	4,000.00
Office Supplies	500.00	835.37	1,000.00
Gift Store Inventory & Supplies	5,500.00	5,610.13	5,500.00
Display Supplies, Archives			
Legacy	700.00	1,100.00	800.00
Fundraising Expenses	100.00	500.00	500.00
Dues & Fees	100.00	80.00	100.00
First Data & Square Up Card Costs	200.00	246.44	250.00
Miscellaneous Unforeseen	250.00	50.00	200.00
COVID-19 Expenses	2,500.00	1,167.35	2,000.00
Expansion / Acquisitions	0.00	0.00	0.00
	<u>13,650.00</u>	<u>13,957.29</u>	<u>14,950.00</u>
<b>Total Expenses</b>	<b>54,600.00</b>	<b>76,792.01</b>	<b>67,050.00</b>

## *Skookumchuck Heritage Society (SHS)*

### *2022 SCRD Budget Request*

*The Actual Totals are estimates. The Skookumchuck Heritage Society Fiscal Year is January 1 – December 31.*

## **A Letter To The SCRD Board of Trustees:**

***Thank you for hearing this request for funding, and for your many years of support. We hope that we have met your generosity with adequate stewardship of the resources you've provided.***

As you may have heard the SHS has been riding a sad wave of events as of late. In May we lost our one and only President, Billy Griffith. Reportedly, he was volunteering and prawning right up until the day, from uncharacteristic exhaustion, he quietly sat down and then not many days later, just as quietly retired from our midst. The year before we lost an equally valued volunteer executive member, Tom Simmons. An unassuming, generous and stoic 'doer', who's space in our hearts, and on our board, has yet to be filled. And then, as if to prove the theory of "threes", just a matter of days ago, another blow to our winnowing board saw Kal Helyar, Egmont Fire Chief, unexpectedly suffer a serious stroke leaving one more SHS executive chair empty.

The physical ills of our manager along with the pressures of COVID-19 have also thrown some wrenches into our day-to-day operations. Sandra Hughes (Sam), with us since 2013, fell on hard health times just prior to the pandemic and we've been looking to replace her (in the more physical roles) ever since. We recruited a semi-qualified (with promise) manager in June and spent around \$5,000.00 to orient and train him to take over Sam's on-site duties. With her surgery and the regular peak season demands looming we felt lucky to find anyone at all. Then, quite unexpectedly, only 1 ½ months into his employ, he quit. Sam graciously stepped back in and we hired a reluctant part time person (out of retirement) to get us through until Labour Day. With this we were able to adequately meet our Canada Summer Jobs contractual obligations and handle the summer work load.

We are STILL leaning heavily on Sam to keep the museum open while seeking a suitable replacement. She reports that although it is a strain to continue, she has no plans to willingly abandon us within the foreseeable future. Also, our COVID expenses remain unchanged as we continue to honour our sanitation obligations that have been keeping our one remaining, on site regular employee (and visitors and patrons) safe from infection. These two factors make up the bulk of our unusual increase in funds request.

We have also been actively seeking federal funding as opportunities have arisen but have yet to hear if we've been successful.

**Note:** Billy would have been reluctant to ask for even a dollar more, as you know, but we are hampered by events as they have presented. In past years the Society, its members and employees have rarely asked for increased funding. Sam has been quite generous with her time as well (volunteer & paid), her salary asks (only one modest raise request in 9 years as manager), and in 2017 she even donated one month of her pay back to the society (wild fires having led to significant reductions in visitors and revenue). Her current paid hours are minimal and museum open hours have been cut right back.

***Sincerely,***

***The Skookumchuck Heritage Society & The Egmont Heritage Centre***

## *Skookumchuck Heritage Society (SHS)*

### **2022 SCRD Budget Request**

*The Actual Totals are estimates. The Skookumchuck Heritage Society Fiscal Year is January 1 – December 31.*

<b>SKOOKUMCHUCK HERITAGE SOCIETY</b>				
<b>Five Year Projections</b>				
<b>Revenue</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Operating Grant SCRD	40,000.00	40,000.00	42,000.00	42,000.00
Admission & Other Donations	8,500.00	9,000.00	10,000.00	10,500.00
Gift Shop Sales & Commissions	11,000.00	12,000.00	13,000.00	14,000.00
Memberships (most members = lifetime)	100.00	100.00	100.00	100.00
Summer Student Grant	-	-	-	-
Refunds & Error Corrections	-	-	-	-
Interest	-	-	-	-
<b>Total Revenue</b>	<b>59,600.00</b>	<b>61,100.00</b>	<b>65,100.00</b>	<b>66,600.00</b>
<b>Expense</b>				
<i>Utilities:</i>				
BC Hydro	3,000.00	3,100.00	3,200.00	3,300.00
Telephone	550.00	560.00	570.00	580.00
Internet & Website	500.00	525.00	550.00	575.00
Security & Alarm Monitoring	400.00	425.00	450.00	475.00
SCRD Water	300.00	350.00	400.00	450.00
	4,750.00	4,960.00	5,170.00	5,380.00
<i>Maintenance &amp; Repairs:</i>				
Cleaning & Washroom Supplies	300.00	300.00	310.00	320.00
Bldg Maintenance & Grounds Keep	1,000.00	1,000.00	1,000.00	1,000.00
	1,300.00	1,300.00	1,310.00	1,320.00



## *Skookumchuck Heritage Society (SHS)*

### *2022 SCRD Budget Request*

*The Actual Totals are estimates. The Skookumchuck Heritage Society Fiscal Year is January 1 – December 31.*

#### *Staffing:*

Wages & Remittances	35,000.00	35,000.00	37,000.00	37,000.00
University & High School Students	3,000.00	3,000.00	6,500.00	6,500.00
Worksafe BC	150.00	150.00	175.00	175.00
	38,150.00	38,150.00	43,675.00	43,675.00

#### *Office Overhead:*

Accounting & Legal	50.00	50.00	50.00	50.00
Tourism Development	300.00	300.00	300.00	300.00
Advertising & Promotion	450.00	500.00	550.00	600.00
Insurance on Bldg & Liability	4,300.00	4,600.00	4,900.00	5,200.00
Office Supplies	1,000.00	1,000.00	1,000.00	1,000.00
Gift Store Inventory & Supplies	6,000.00	6,200.00	6,400.00	6,600.00
Display Supplies, Archives Legacy	500.00	500.00	500.00	500.00
Fundraising Expenses	300.00	400.00	500.00	600.00
Dues & Fees	100.00	120.00	140.00	160.00
First Data & Square Up Card Costs	260.00	270.00	280.00	290.00
Miscellaneous Unforeseen	100.00	100.00	100.00	100.00
COVID-19 Expenses	2,000.00	2,000.00	1,000.00	1,000.00
Expansion / Acquisitions	-	-	-	-
	15,360.00	16,040.00	15,720.00	16,400.00
Total Expenses	59,560.00	60,450.00	65,875.00	66,775.00

## SCRD Budget Increase Request

### SCCSS Youth Outreach Worker Program

#### Program Access

- Supports for youth 12-23
- Langdale-Egmont
- Call or text 604-865-0178
- Instagram @scyouthoutreach (posts, stories, and direct messages)
- Community referral
- Scheduled groups (Pop-Up events, Stop 'N' Talk, GDN, Naloxone Training)
- In school outreach
- Community on-foot outreach

#### Statistics

##### **417 connections with youth via on-foot outreach**

- 8% preteen
- 41% 13-15yrs
- 49% 16-19yrs
- 2% 20-23yrs

##### **Scheduled groups (virtual and in person)**

- 38 (in schools and the community collectively)
- 846 attendances

##### **Workers identified youth as underserved in the following areas:**

- 45% for mental health, substance use
- 37% for safety (vulnerable to sexual exploitation, bullying, unhealthy relationships, isolation, etc.)
- 18% for food and housing insecurity

#### Impacts of Covid-19

##### **Issues:**

- Isolation and increase in mental health concerns due to:
  - Youth choosing to limit their access to people/programming due to fear of virus, uncertainty around state of virus and fluctuating PHOs
  - Loss of certain programs and limited access to others due to Covid-19 safety restrictions and companies going out of business

- Increased risk of substance use due to
  - Depression and boredom
  - Lack of oversight and mentorship (limited programming to access)
  - Lack of access to meaningful ways to spend time
- Job loss due to
  - Being overworked by employers because of staffing shortages
  - Youth employees feeling unsafe (workplaces being high risk for Covid transmission, such as grocery stores, restaurants, etc.)
  - Burnout due to dealing with customers unwilling to respect Covid safety protocols

### **Youth Outreach Program Offerings:**

- Pop-Up Parties returned in July 2021 with safety protocols in place (masks, outdoor only, sanitizer and surface wipes in abundance, prepackaged food, ample space to spread out, etc.) to allow for youth to come together, access resources, ask questions of youth workers, enjoy free food, play games. These events are heavily attended and run monthly. Location rotates between Langdale and Egmont.
- Stop 'N' Talk returned to in-person in schools in September 2021 with safety protocols in place (masks, sanitizer and surface wipes in abundance, prepackaged food, etc.). During the Zoom-only time, the attendance was minimal with a maximum attendance of 5 and a minimum of 0. This event is well-attended as an in-person event and the students and staff have consistently reported how important it is. It currently runs exclusively at one school due to limited staff time and resources. It has been requested by many other schools. YOWP would like to expand this offering to serve more schools and students.
- Gender Diverse Network Drop-In (GDN) continued to run via Zoom until August 2021, when drop-in returned to in-person at the Sechelt Youth Centre with safety protocols in place (masks, distance, sanitizer and surface wipes in abundance, prepackaged food, ample space, door open for airflow, etc.). The Zoom option continues to be offered for those not comfortable or unable to attend in person. Attendance expands each month.
- Naloxone Training for Youth began in October and was offered a second time in November with safety protocols in place (masks, distance, sanitizer and surface wipes in abundance, ample space, windows open for airflow, etc.). This was offered as both a pre-register event and a drop-in to keep youth engaged and to offer low barrier access for youth who can walk in on short notice.
- On-Foot Outreach returned in April 2021 with safety protocols in place (masks, physical distance, using sanitizer/wipes when giving youth physical items). Hundreds of youth have been reached now that we can offer this service again.
- Social Media Outreach continues via posts and stories about resources and promotion of events/programming. Youth workers continue to engage in direct messaging with youth who reach out.
- One-To-One Outreach via community and self-referrals returned to in-person in January with safety protocols in place (masks, distance, sanitizer, and surface wipes in abundance, etc.). This

is a very limited, short-term offering for one youth at a time due to limited staff time and resources.

- Youth Outreach Phone is rotated weekly between youth workers and continues to be answered (calls and texts) Monday to Friday.

**Our budget increase request:**

The SCCSS YOWP requests an increase in funding due to increasing demand for Youth Outreach services in all areas. Below are some highlights:

- Stop 'N' Talk currently runs exclusively at one school due to limited staff time and resources. It has been requested by many other schools, and YOWP would like to expand its offering to accommodate this. More staff hours are needed.
- One-to-one outreach is frequently requested by youth and other service providers (between 2-4 requests per month) who often don't fit the mandate of other programs SCCSS Youth Services offers. More staff hours are needed to meet the demand.
- SCCSS Youth Services will be launching a Queer Youth Drop-In in early 2022. This resource has been requested by 24% of the youth who have been served this year. To do this effectively without pulling resources from other programs, more funding is needed for staff hours and supplies.
- Pop-Up parties attract youth of all ages and all locations from Langdale to Egmont. To accommodate this, the location changes each month. YOWP would like to run this service more often, but staff hours are limited, and an increase is necessary.
- Food for programming and staff mileage between Langdale to Egmont are significant budgetary considerations, and due to meeting the needs through more programming, an increase in funds is needed.

Thank you for considering our budget increase request.

<b>Name of Organization</b>	Sunshine Coast Community Service Society
<b>Date Created:</b>	03-Nov-21
<b>Revision Date:</b>	
<b>Budget Planning Year:</b>	2022
<b>Year to Date:</b>	January to September 2021

	2021 Budget	9 mth acutals to Sep-21	2020 Budget	Variance	% Variance 2021	Financial Planning					
						2022	2023	2024	2025	2026	NOTES:
<b>REVENUE:</b>											
<b>Local Government Request</b>											
SCRD (Budget Proposal)	\$ 42,028.00	\$ 33,565.76	\$ 40,804.00	\$ 1,224.00	3%	\$ 50,604.00	\$ 52,628.00	\$ 54,733.00	\$ 56,922.00	\$ 59,199.00	Confirmed to end of 2022, will make up difference in 2022 with donations to cover deficit
District of Sechelt (confirmed to 2022)	\$ 27,075.00	\$ 19,864.60	\$ 26,287.00	\$ 788.00	3%	\$ 27,887.00	\$ 33,904.00	\$ 35,260.00	\$ 36,670.00	\$ 38,137.00	
Town of Gibsons (proposed)	\$ 14,756.00	\$ 10,855.26	\$ 13,909.00	\$ 847.00	6%	\$ 17,767.00	\$ 18,478.00	\$ 19,217.00	\$ 19,986.00	\$ 20,785.00	
Total Request	\$ 83,859.00	\$ 64,285.62	\$ 81,000.00	\$ 2,859.00	3%	\$ 96,258.00	\$ 105,010.00	\$ 109,210.00	\$ 113,578.00	\$ 118,121.00	For 2022 to 2026, we are asking for a 4% increase for COLA's, particularly around our staffing costs.
<b>TOTAL REVENUE</b>	\$ 83,859.00	\$ 64,285.62	\$ 81,000.00	\$ 2,859.00	3%	\$ 96,258.00	\$ 105,010.00	\$ 109,210.00	\$ 113,578.00	\$ 118,121.00	

	2021 Budget	Acutals to Sep-21	2020 Budget	Variance	% Variance 2021	Financial Planning					
						2022	2023	2024	2025	2026	
<b>EXPENSES:</b>											
<b>Materials and Supplies</b>											
Program Supplies	\$ 2,798.00	\$ 3,856.07	\$ 2,355.00	\$ 443.00	16%	\$ 2,910.00	\$ 3,026.00	\$ 3,147.00	\$ 3,273.00	\$ 3,404.00	Program supplies higher due to PPE requirements
Publicity & Advertising	\$ 320.00	\$ 131.84	\$ 310.00	\$ 10.00	3%	\$ 320.00	\$ 333.00	\$ 346.00	\$ 360.00	\$ 374.00	
Sub Total	\$ 3,118.00	\$ 3,987.91	\$ 2,665.00	\$ 453.00	15%	\$ 3,230.00	\$ 3,359.00	\$ 3,493.00	\$ 3,633.00	\$ 3,778.00	
<b>Office / Equipment</b>											
Office Expenses	\$ 140.00	\$ 128.69	\$ 135.00	\$ 5.00	4%	\$ 140.00	\$ 146.00	\$ 152.00	\$ 158.00	\$ 164.00	
Cellular	\$ 1,565.00	\$ 1,737.30	\$ 1,520.00	\$ 45.00	3%	\$ 1,628.00	\$ 1,693.00	\$ 1,761.00	\$ 1,831.00	\$ 1,904.00	
Computer mtncn/service/support	\$ 989.00	\$ 741.75	\$ 960.00	\$ 29.00	3%	\$ 1,000.00	\$ 1,040.00	\$ 1,082.00	\$ 1,125.00	\$ 1,170.00	
Sub Total	\$ 2,694.00	\$ 2,607.74	\$ 2,615.00	\$ 79.00	3%	\$ 2,768.00	\$ 2,879.00	\$ 2,995.00	\$ 3,114.00	\$ 3,238.00	
<b>Facility / Utilities</b>											
Rent	\$ 2,070.00	\$ 1,552.50	\$ 2,010.00	\$ 60.00	3%	\$ 2,100.00	\$ 2,184.00	\$ 2,271.00	\$ 2,362.00	\$ 2,456.00	
Insurance	\$ 155.00	\$ 116.25	\$ 150.00	\$ 5.00	3%	\$ 160.00	\$ 166.00	\$ 173.00	\$ 180.00	\$ 187.00	
Telephone/Fax/Internet	\$ 747.00	\$ 560.25	\$ 725.00	\$ 22.00	3%	\$ 750.00	\$ 780.00	\$ 811.00	\$ 843.00	\$ 877.00	
Sub Total	\$ 2,972.00	\$ 2,229.00	\$ 2,885.00	\$ 87.00	3%	\$ 3,010.00	\$ 3,130.00	\$ 3,255.00	\$ 3,385.00	\$ 3,520.00	
<b>Personnel</b>											
Supervision	\$ 3,325.00	\$ 1,988.73	\$ 3,227.00	\$ 98.00	3%	\$ 3,458.00	\$ 3,596.00	\$ 3,740.00	\$ 3,890.00	\$ 4,046.00	Asking for 7 hrs/week more staff time due to increased demand
Direct Service Salaries & Benefits	\$ 52,585.00	\$ 43,131.97	\$ 51,051.00	\$ 1,534.00	3%	\$ 66,063.00	\$ 68,520.00	\$ 71,260.00	\$ 74,111.00	\$ 77,074.00	
Sub Total	\$ 55,910.00	\$ 45,120.70	\$ 54,278.00	\$ 1,632.00	3%	\$ 69,521.00	\$ 72,116.00	\$ 75,000.00	\$ 78,001.00	\$ 81,120.00	
<b>Other Expenses</b>											
Travel	\$ 7,835.00	\$ 2,415.87	\$ 7,607.00	\$ 228.00	3%	\$ 9,075.00	\$ 9,438.00	\$ 9,815.00	\$ 10,207.00	\$ 10,617.00	Doing more outreach to Pender Harbour
Audit	\$ 309.00	\$ 231.75	\$ 300.00	\$ 9.00	3%	\$ 320.00	\$ 333.00	\$ 346.00	\$ 360.00	\$ 374.00	
Dues & Subscriptions	\$ 108.00	\$ 90.00	\$ 105.00	\$ 3.00	3%	\$ 110.00	\$ 114.00	\$ 119.00	\$ 124.00	\$ 129.00	
Admin Fee (12%)	\$ 10,063.00	\$ 7,714.00	\$ 9,720.00	\$ 343.00	3%	\$ 11,551.00	\$ 12,601.00	\$ 13,105.00	\$ 13,629.00	\$ 14,175.00	
Sub Total	\$ 18,315.00	\$ 10,451.62	\$ 17,732.00	\$ 583.00	3%	\$ 21,056.00	\$ 22,486.00	\$ 23,385.00	\$ 24,320.00	\$ 25,295.00	
<b>Training / Development</b>											
Staff Development	\$ 850.00		\$ 825.00	\$ 25.00	3%	\$ 1,000.00	\$ 1,040.00	\$ 1,082.00	\$ 1,125.00	\$ 1,170.00	Asking for more staff development for increased staffing

	2021	9 mth acutals to	2020		% Variance	Financial Planning					
	Budget	Sep-21	Budget	Variance	2021	2022	2023	2024	2025	2026	NOTES:
Sub Total	\$ 850.00	\$ -	\$ 825.00	\$ 25.00	3%	\$ 1,000.00	\$ 1,040.00	\$ 1,082.00	\$ 1,125.00	\$ 1,170.00	
<b>TOTAL EXPENSES</b>	<b>\$ 83,859.00</b>	<b>\$ 64,396.97</b>	<b>\$ 81,000.00</b>	<b>\$ 2,859.00</b>	<b>3%</b>	<b>\$ 100,585.00</b>	<b>\$ 105,010.00</b>	<b>\$ 109,210.00</b>	<b>\$ 113,578.00</b>	<b>\$ 118,121.00</b>	
	2021	Acutals to	2020		% Variance	Financial Planning					
	Budget	Sep-21	Budget	Variance	2021	2022	2023	2024	2025	2026	
<b>CAPITAL REQUIREMENT</b>											
Purchases:											3-4 year replacement plan included in computer
Laptops and other technology	\$ -	\$ -	\$ -	\$ -							mtncs/service/support line
Subtotal Purchased	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL COMMITTED EXPENDITURES</b>	<b>\$ 83,859.00</b>	<b>\$ 64,396.97</b>	<b>\$ 81,000.00</b>	<b>\$ 2,859.00</b>	<b>3%</b>	<b>\$ 100,585.00</b>	<b>\$ 105,010.00</b>	<b>\$ 109,210.00</b>	<b>\$ 113,578.00</b>	<b>\$ 118,121.00</b>	
<b>LESS PROPOSED EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>LESS ORGANIZATION REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>TOTAL TAX REQUISITION</b>	<b>\$ 83,859.00</b>	<b>\$ 64,396.97</b>	<b>\$ 81,000.00</b>	<b>\$ 2,859.00</b>	<b>3%</b>	<b>\$ 100,585.00</b>	<b>\$ 105,010.00</b>	<b>\$ 109,210.00</b>	<b>\$ 113,578.00</b>	<b>\$ 118,121.00</b>	





Halfmoon Bay-Chatelech Community School Association  
5904 Cowrie Street  
Sechelt, BC  
V0N 3A0

Sunshine Coast Regional District  
Special Corporate and Administrative Services Committee  
Sechelt, BC  
V0N 3A1

**October 15, 2021**

## **Summary of Programs and Services**

Once again, we thank you on behalf of our Association for your continued support of our Community Schools and specifically Tween Nights and Restorative Practices. As we continue through this pandemic, we are grateful of our partners such as you who share the value of social-emotional, financial, and practical supports that Community Schools have become known for. Our Association has continued to respond to families experiencing social isolation, uncertainty, loss, and the financial hardship that this pandemic has brought us. We have learned new ways of providing support, gained understanding of what is most important to our community and become stronger as a team in the work we do.

In this report we will provide an overview of the programming offered by our Association and how we continue to be affected by the pandemic. We will provide more detailed information on Tween Night and Restorative Approaches, the two programs funded by your generosity.

As you are aware our Association provides programming in Chatelech Secondary, Halfmoon Bay Elementary as well as district wide services in the areas of Early Years and Restorative Approaches. Our programs are funded by CommunityLINK, SD#46, the United Way, and yourselves. We will begin with an overview of programs, followed by reporting on the specific programs you fund, those being Tween Night and Restorative Approaches.

Our Association provides a Community School Coordinator in both Halfmoon Bay Community Elementary and Chatelech Secondary. Coordinators oversee programming that address the needs of students and families connected to each school. They work in close partnership with school staff, our volunteer board as well as other local volunteers, businesses, and service organizations.

Both schools ensure all students have access to healthy meals by coordinating fruit and veggie programs, snacks, hot breakfast, and lunch items. Practical supports are always also available such as toiletries, gym clothes, backpacks, and bus tickets. In addition to provision of food and individual support each school coordinates a wide range of clubs and social-emotional supports to enhance student's experience of school and community.

In Halfmoon Bay programs such as Tween Nights, Kicks for Kids, Garden Club, Textiles Club, Lego Club, Fishing Club, Literacy activities, Yearbook, and Family Book Clubs are offered regularly. Community members are recruited to provide Homework Support and Volunteer Reading at the school. School events such as Thanksgiving Turkey Give Away, Bike to School Initiatives, Christmas activities, and Truth and Reconciliation activities continue throughout Covid thanks to the creativity and resourcefulness of our staff. Student Leadership has a strong focus. Students use circle process to share in decision-making, planning and implementation of many meaningful initiatives at the school. Their legacy includes the buddy bench, a school newspaper, community service work and many student events focusing on community values. Due to Covid gathering at the school during after school hours has not been possible. In order to help our students remain connected and engaged we have taken our programming outdoors and online as much as possible. Garden Club, Fishing Club and Zoom programs have been developed. Primary and Intermediate Art Clubs on Zoom have been well attended and we have had good success with the evolution of Tween Cooking and Art Nights which we will discuss in more depth.

At Chatelech Secondary a big focus is student mental health and well-being. This is addressed through music, art and group support. Musician Steve Wright provides musical training, two local Art Therapists provide weekly sessions, and an Addictions and Recovery Support Worker works with school counsellors to provide weekly sessions for students. Through our Community School Association, a community lounge was developed to house these important programs. Our coordinator works with community partners to fund offerings as well as offer individual financial support. She is available to provide emotional support and encourage participation in programming. Other programs include Robotics, which has grown in popularity over the past several years and Make It, a program run by volunteers allowing students access to Chatelech metal and wood working shops. Presently we are awaiting further Covid protocols to begin Make It for this school year. School events supported by our coordinator include Covid friendly Grad Welcome Day, Terry Fox Run, and student transition activities. Another area of focus for Chatelech Secondary is inclusion. Our coordinator works with school staff to ensure all students feel they can contribute to and be part of all programs at Chatelech Secondary.

In addition to providing staff at Halfmoon Bay and Chatelech Schools our Association carries a contract with SD#46 to provide a 16 hour per week Family Support Navigator who works with the Early Learning Team. This navigator is part

of a Family Resource Program working in Strongstart, co-facilitating parenting classes, meeting with families one on one through Zoom and in person and providing support in classrooms during Kindergarten transition. Our staff work in partnership with other school district navigators and early learning program staff as well as community partners such as public health, the early intervention team, supported child development, local childcare centres and mental health. All our parent classes focus on trauma informed, restorative approaches to parenting teaching skills that enhance parent-child relationships and child development.

It is worth mentioning that all three of our coordinators are participating in Truth and Reconciliation activities, trainings, and professional development. Our district has gifted all staff with the book “Ensouling our Schools” by Jennifer Katz with Kevin Lamoureux. The teachings of the book and Kevin Lamoureux who offered a keynote speech on Sept. 27<sup>th</sup> are in alignment with the values that drive Community Schools. Inclusion, social-emotional, and mental health are all looked at through a holistic lens, we are all very excited to be part of this initiative.

As Covid continues our school coordinators meet regularly with other Community Schools to assess needs, share ideas, and adapt to the situation at hand. We work closely with school staff to assess needs and ensure Covid precautions are in place for all programming. Many programs remain on Zoom, for others we are beginning to be able to meet in person or have volunteers in the school based on numbers and observing communicable disease safety. The work done last year to adapt to Zoom has paid off allowing us the option of both on-line, in person or a combination of both for programming. We offered in person and Zoom parenting classes this fall for the first time in over a year and a half. We saw cautious registration numbers with in-person classes with only one of the three offered running. On-line classes had a much stronger participation. As mentioned, some restrictions have been reduced, this has allowed us a return to drop in Strongstart and in person meetings and trainings. We continue to offer as much outdoor programming as possible. The needs of our community continue to be at the forefront of our concern as we continue to navigate this ongoing community wide trauma. Financial strain, social isolation, anxiety, and the reduced capacity of many supports such as childcare, counselling, and early intervention services are very real issues for the families we work with. We are all working to ensure our programs are both responsive and as effective as possible given the limitations we continue to work with.

We will now turn to the two programs you fund – Tween Night and Restorative Practices.



Halfmoon Bay-Chatelech Community School Association  
5904 Cowrie Street  
Sechelt, BC  
V0N 3A0

### **Halfmoon Bay Tween Night (Tween Cooking Nights & Tween Art Nights)**

For the last 5 consecutive years, funding from the SCRD for the Halfmoon Bay Tween Night program has made a huge impact on our Halfmoon Bay youth. Before Covid we ran this program with 2 safe adults, providing structured and unstructured activities as well as healthy snacks and meals to Grade 5-7 students in person. We hope to one day be able to return to that model. Over the past year and a half, we have had to adapt the program to be in line with Covid restrictions, and although we were unable to meet in person, we did find a way get up and running again and saw outcomes that we weren't expecting. This program still gives our youth a safe place to be after school hours and provides fun activities. Instead of movie nights, dance parties, and sports we have provided fun crafts, painting, art and cooking in a Zoom platform. We were able to evolve our Tween Night programming to meet the ever-changing needs of our students and community. We are so grateful that your funding enabled us to reconstruct this program! We started slow as we realized that it took more time and resources to pull the program together and support all the needs we did before; giving kids a safe place to be with youth mentors and adults and start the weekend with a warm healthy meal. What we didn't expect was it fostered family engagement, developed life skills and we were able to feed not only the tweens but their entire families.

Halfmoon Bay Tween Night has evolved into Halfmoon Bay Tween Cooking Nights and Halfmoon Bay Tween Art Nights. Tween Cooking Nights features a guest chef and their youth mentor Zooming in with students. Grocery kit bags are put together that contain all of the ingredients needed, a list of kitchen supplies to have ready, and the recipe. At the end of the session Tweens have prepared a meal they could serve to their entire family. Tween Art Nights feature a guest artist that Zooms in with kids to create art in different mediums. Tweens take home an art kit with all the materials and supplies needed as well as a healthy snack that they eat together as we work on our art pieces. Both programs are very popular, Cooking Nights had an average of 18 kids zooming in and Art Nights averaged 14 participants. Students from Pender Harbour, Sechelt and Ecole du Pacifique joined with our Halfmoon Bay Tweens creating a beautiful sense of community.

As you can see below, we did not spend all funds for 2020/21 school year. This is because we did not start running programming until March of 2021. Between March and June 2021, we ran 2 Cooking Nights and 5 Art Nights. We plan to use deferred funds along with our present funding to offer programming from October 2021 to June 2022 which will include 4 Cooking Nights and 8 Arts Nights.

**Halfmoon Bay Tween Nights Funding 2020/2021: Grant received \$2,700 (Received August 2020)**

	<b>Funding Received</b>	<b>Actual</b>	<b>Remaining</b>
Grant Received	\$2,700		
Deferred from 2019/20	\$1,106		
Expenses Art Nights & Cooking Nights		\$1,815	\$710
Staff Wages		\$516	\$684
Admin Fees		\$81	0
<b>Total</b>	<b>\$3,806</b>	<b>\$2,412</b>	<b>\$1,394</b>

Below is our proposed budget for 2021/2022

**Halfmoon Bay Tween Night Funding 2021/2022: Grant received: \$2,700 (Received August 2021)**

	<b>Funding Received</b>	<b>Proposed</b>
Grant Received	\$2,700	
Deferred from 2020/2021	\$1,394	
Expenses Cooking Nights		\$1,813
Expenses Art Nights		\$1,000
Staff wages		\$1,200
Administration		\$81
<b>Total</b>	<b>\$4,094</b>	<b>\$4,094</b>

We respectfully request your continued funding for Tween Night for the coming year in the amount of \$2,700. As in the past, funds will be split between program materials, food and staff wages with a small portion (\$81) allotted to administration.

Thank you for all your support and consideration.

Respectfully submitted,

Wendy White, Halfmoon Bay Community School Coordinator



Halfmoon Bay-Chatelech Community School Association  
5904 Cowrie Street  
Sechelt, BC  
V0N 3A0

## **Restorative Practices**

I always appreciate this opportunity to share with you the many ways your funds have been used to promote Restorative Approaches in our District. Your unwavering commitment over the past 16 years has allowed growth based on a strong foundation of practice and has given us opportunity for expansion to new areas of learning.

In the over decade and a half history of Restorative Practices funded by the SCRD we have offered trainings with Restitution, Circle Process, and Positive Discipline. We began with Restitution and offered many district-wide trainings that opened us up to new ways of looking at classroom discipline and the importance of relationships. This was followed by several years of training and successful Civil Forfeiture grant applications offering Peace Circles with Evelyn Zellerer. Over 100 school staff including principals, counsellors, aboriginal education staff and classroom teachers were trained. In the past eight years our focus has shifted to Positive Discipline, a restorative approach to parenting and classroom discipline. Over this time five Elementary Schools and hundreds of parents have received training in this relationship based, non-punitive, trauma informed approach. During this time, we have continued a strong working relationship with the Restorative Justice Program of the Sunshine Coast and reported annually to our District Superintendent on how our programs complement one another.

As you are aware over the past two years many families and school staff have had to cope with the stress of a pandemic. The need and desire for more trauma informed relationship-based approaches has increased. In the first year of the pandemic many of our planned trainings did not happen leaving us with deferred funds we were able to use this past year (20/21) as our capacity to do Zoom trainings grew. Through strong relationships and resourceful adaptation to Zoom we were able to offer multiple trainings in 2020/21 resulting in a sense of moving forward with our vision of a restorative community of practice.

Areas of focus for training have been overseen by a committee made up Kate Kerr (Director of Inclusion Services), Kirsten Deasey (Principal of Innovation and Learning), Sarah Joseph (Positive Discipline Trainer) and myself. We have been mindful of how Restorative Approaches fit with other School District social-emotional supports and inclusion. We believe change happens with practice, integration and systemic supports embedded over time. We prefer working with



schools where there is strong commitment by both staff and principal and who were willing to commit to a 3-year plan.

During the 2020/21 school year we continued our work with Langdale Elementary offering classes to a group of parents on a weekly basis. Our goal was to provide positive discipline strategies and to create a sense of community for families through the summer. In the fall we offered a “Teaching Through Challenging Times” workshop for staff using circle format on Zoom.

Next came a training initiated by Kate and her counselling team. All Elementary School Principals as well as Chris Lekakis from Pender Secondary joined their school counsellors for a three-part series looking at circle process and how it can be used in specific situations in schools. Principals appreciated the time to practice with their counsellors using restorative questions in mock situations based on real issues they encounter in classrooms.

Also initiated by Kate Kerr was a school wide training at Kinnikinnick Elementary. The training was held throughout the year focusing on Positive Discipline and trauma informed practice. The training was delivered by Sarah Joseph and Karys Foley, both Family Support Navigators with SD#46. We contributed funds to help with the development of the training modules and provided a year end gift for staff of books and chocolate to all staff in appreciation of their time committed.

The modules developed for the Kinnikinnick training inspired us to consider offering mini-workshops open to all district staff for this year. Presently Sarah, Karys and myself are working on the idea of “Navigator Nook” monthly sessions.

Positive Discipline Parenting continues 3 times a year through Early Learning. We are thrilled to see such strong participation after 8 years of delivery. Sarah Joseph and Michelle Smart have developed a Level Two class for those wishing to continue after attending the initial 7-week session, it was well received.

Two other trainings were funded this year through our SCRD grant. A two-day Positive Discipline workshop was held over spring break open to all Education Assistants in the District. On April 12 a one-day session with Madeira Park staff was held on Zoom, a second day was held August 30<sup>th</sup> in person. Staff and Principal Sandy Magnussen are looking forward to further training create a consistent, encouraging approach to discipline school wide.

Interest in Positive Discipline seems to be growing. Daycares have asked for materials; laminated posters were provided to Halfmoon Bay and Serendipity Childcare Centre’s.

The Spider Program also expressed interest in learning more about restorative practices. Parents requested a day of circles to be held with students, so time was set aside to visit three classes last spring.

Plans for 2021/22 include further work with Madeira Park Elementary and continued training with Education Assistants over spring break. We are working closely with the Restorative Justice Program providing parent support and coaching for families requesting this service. We will be meeting with our new superintendent of schools, Kate Kerr, this month along with Restorative Justice Program coordinator Jan Smalley to discuss further collaboration. Given Kate's previous support of Restorative Approaches we are excited to see what may develop from our meeting with her.

Below is a reporting of funds used for 2020/21, our proposed plans for 21/22, as well as our request for 2022/23.

Financial reporting 2020/21 School Year (Funds received August 2020)

<b>Income:</b>				
Grant	\$10,000.00			
Deferred 2019/20	\$3,470.00			
Total	\$13,470.00			
<b>Expenses</b>		<b>Proposed</b>	<b>Actual</b>	<b>Remaining</b>
Training/Parent Supports		\$8,570.00	\$8,398.00	\$172.00
Staff wages		\$4,600.00	\$4,364.00	\$236.00
Administration		\$300.00	\$300.00	
Total		\$13,470.00	\$13,062.00	\$408.00

Training Funds were spent in the following areas: Parent Support (Langdale), Teaching Through Challenging Times Workshop (Langdale), Elementary School Counsellors and Principals training (Circle Practice), Kinnikinnick staff training and resources, Education Assistant training over Spring Break (Positive Discipline), school wide training Madeira

Park (Positive Discipline), and photocopying posters of Restorative Practices in SD#46, and Positive Discipline posters for childcare centres.

Our proposed budget for our present year 21/22 (funds received August 2021)

<b>Income:</b>	
Grant	\$10,000.00
Deferred from 20/21	\$408.00
<b>Total</b>	\$10,408.00
<b>Expenses:</b>	
Training and Resources	\$5,507.00
Wages	\$4,600.00
Administration	\$300.00
<b>Total</b>	\$10,408.00

Training and Resource funds will be spent in the following areas: Positive Discipline Training Madeira Park Elementary (August 30 completed, future dates TBA), Spring Break training with Education Assistants, Parent Workshop, Ensouling Our Schools.

Staff time will continue to be used for coordination and co-facilitation of training, with the addition of parent coaching for families participating in Restorative Justice forums. We will continue to partner with the Restorative Justice Program, and School Age Family Navigators Sarah Joseph and Karys Foley, to provide support to principals, counsellors and classroom teachers in the areas of Circle Practice and Positive Discipline.

Request:

We respectfully request continued funding in the amount of \$10,000.00 for the 22/23 School Year. The funds would be used as in the past, to support training and resources (\$5100.00) and a four hour per week coordinator position (\$4,600.00) as well as a \$300 administration fee. We thank you for considering our request.

Respectfully Submitted,

Sue Lamb, Restorative Approaches Coordinator

**Halfmoon Bay - Chatelech Community School Association**  
**July 1, 2021 - June 30, 2022 Budget**

**INCOME**

GST Rebate	A	\$	150.00
Interest Income	A		450.00
Grant - Family Resource Program (SD46)	B		21,616.93
Grant -Restorative Practices (SCRD)	C		10,000.00
Grant - Restorative Practices -Deferred	C		407.87
Admin Funds - Restorative Practices	C	-	300.00
Grant - United Way Regular	D		7,500.00
Grant - Tween Night (SCRD)	E		2,700.00
Grant - Tween Night (SCRD) - Deferred	E		1,394.02
Admin Funds - Tween Night	E	-	81.00
Grant - SD#46 Community Link - CHAT	F		20,585.00
Grant - SD#46 Community Link - HMB	F		20,585.00
Admin Funds - Community Link	F	-	1,235.00
Grant - SD#46 Community Link CHAT- Deferred	G		9,184.08
Grant - SD#46 Community Link HMB -Deferred	H		363.01
Total Admin Funds	J		5,616.88
Grant - AceBC (SD46)	K		882.96
<b>Total Income</b>		<b>\$</b>	<b>99,819.75</b>

**EXPENSES**

Amortization	n/a	\$	100.00
Dues and Fees - funded from savings	*		100.00
Insurance - funded from savings	*		650.00
Website Design *funded from savings	*		350.00
Accounting and Legal *funded from savings	*		1,450.00
Office *funded from savings	*		600.00
WCB *funded from savings	*		200.00
Volunteer Recognition & Honorariums	A		300.00
Development and Training	A		300.00
Advertising and Promotion	A		25.00
Wages & Benefits - Family Resource Program	B		21,000.00
Wages & Benefits - Family Resource Program (deferred from 2021)	B		616.93
Restorative Practices Project Expense	C		5,507.87
Restorative Practices - Wages & Benefits	C		4,600.00
United Way Regular -Wages & Benefits	D		7,500.00
Tween Night Program Expenses (included deferred from 2021)	E		2,813.02
Tween Night -Wages & Benefits	E		1,200.00
Community Link Exp - Chat Site Team Exp	F		2,220.00
Community Link Exp - HMB Site Team Exp	F		1,896.00
Community Link -Wages & Benefits	F		35,144.00
Wages & Benefits - Kinderspark	F		675.00
Chatelech Programs (Robotics, Make It, Art Therapy etc.)	G		9,184.08
HMB Site Team Extras (funded from 2021 deferred funds)	H		363.01
Wages & Benefits - Administrative & Payroll Duties	J		5,634.00
Wages & Benefits - AceBC	K		882.96
<b>Total Expenses</b>		<b>\$</b>	<b>103,311.87</b>
<b>NET INCOME (LOSS)</b>		<b>-\$</b>	<b>3,492.12</b>

**SUMMARY OF DEFICIT**

GST Rebate & Interest Income	A	-\$	25.00
Family Resource Program	B		-
Restorative Practices	C		-
United Way	D		-
Tween Night	E		-
Community Link	F		-
Deferred Link - Chatelech	G		-
Deferred Link - HMB	H		-
AceBC	K		-
Admin Funds	J	-	17.12
Expenses funded by Savings Account	*	-	3,350.00
Amortization *non cash transaction	n/a	-	100.00
<b>Total Deficit</b>		<b>-\$</b>	<b>3,492.12</b>

# **Halfmoon Bay-Chatelech Comm.School Assn.** **Income Statement 01/07/2021 to 01/10/2021**

## **REVENUE**

<b>Grant/Program Income</b>		
LINK Grant-SD46	7,987.00	
LINK Grant-Admin Fun	247.00	
Restorative Practice Grant-SCRD	9,700.00	
Restorative Practices - Admin	300.00	
Family Resource Grant - MCFD	5,250.00	
Tween Night Grant - SCRD	2,619.00	
Tween Night Grant - Admin	81.00	
Food in Schools Grant SD46 -C...	14,545.00	
Food in Schools Grant SD46 -H...	4,775.00	
<b>Total Grant/Program Income</b>		<b>45,504.00</b>
Deferred Rev - HMB LINK	363.01	
Deferred Rev - CHAT LINK	9,184.08	
Deferred Rev - Restorative Pract	407.87	
Deferred Rev - Admin Restorati...	300.00	
Deferred Rev - Family Resourc	616.93	
Deferred Rev - Admin FRP	1,700.88	
Deferred Rev -Tween Night H	1,394.02	
Deferred Rev - AceBC	882.96	
<b>Deferred Revenue Total</b>		<b>14,849.75</b>
Interest Revenue	2.87	
<b>Total Other Income</b>		<b>2.87</b>
<b>Total Income</b>		<b>60,356.62</b>
<b>TOTAL REVENUE</b>		<b>60,356.62</b>

## **EXPENSE**

<b>Wages Expense</b>		
Wages/Benefits LINK - HMB	1,715.38	
Wages/Benefits LINK- Chatelech	1,562.19	
Wages/Benefits - Restorative Pra	499.52	
Wages/Benefits - Family Resour	4,709.06	
Wages/Benefits - United Way	762.38	
Wages/Benefits - Treasurer/Acc	1,772.09	
Wages/Benefits - Food Chatelech	210.16	
<b>Total Wages Expense</b>		<b>11,230.78</b>
<b>Program Expenses</b>		
HMB Site Team Expenses	236.63	
Chatelech Site Team Expense	433.53	
Restorative Practices Prgm Ex	1,500.00	
Food in Schools- Chatelech	634.02	
Food in Schools - HMB	465.77	
<b>Total Program &amp; Club Expenses</b>		<b>3,269.95</b>
Accounting & Legal	357.95	
Development & Training	115.00	
Office Supplies & Postage	392.42	
<b>Total General Expenses</b>		<b>865.37</b>
<b>Total Expenses</b>		<b>4,135.32</b>
<b>TOTAL EXPENSE</b>		<b>15,366.10</b>
<b>NET INCOME</b>		<b>44,990.52</b>

Printed On: 09/10/2021



November 15, 2021

Sunshine Coast Regional District  
1975 Field Rd, Sechelt, BC V0N 3A1

Attention: Tina Perrault, SCRD Board of Directors

**Re: Sechelt Community Schools Sechelt Youth Centre Request for Funding 2022**

Dear Ms. Perrault, and Directors of the Board,

Please find attached documentation to support our request for continued funding for 2022 in the amount of **\$17,713.00** to support activities at the Sechelt Youth Centre.

- 2020-21 SYC Budget Actual
- COVID-19 Impacts on SYC Programming/Description of Services 2020-22
- 2021-22 Current Financial Position (Budget vs Actual) Sechelt Youth Centre
- 2022-25 SYC Proposed Budgets

In 2020-21 we were not able to offer the 'cohorted' programming for multiple schools we had hoped for. Sechelt Community Schools was at capacity working to provide childcare, enhanced in-school nutrition programs, and out of school food support to families. We were not able to provide the extra time required to coordinate instructors, promote to schools and families, and register youth to reduce mixing of students from different schools.

We have started this year at close to normal capacity, providing services Monday to Friday for Youth and Tweens, and expect to run a slight 'deficit' to replace furniture and equipment that needed to be stored last year, and suffered some mould damage or had succumbed to age and overuse.

This year's proposed budget will leave us with a surplus of \$17,287.00 which combined with our 2022 funding request will return us to our \$35,000 operating budget for the 2022-23 year.

This funding directly supports SYC operations, including rent, program materials and supplies, wages and MERC's of the Youth Workers who offer free after school programming to Tweens and Youth in the Sechelt area Monday to Friday, 2:30pm to 6pm.

Thank you for considering this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Ted Chisholm", with a long horizontal line extending to the right.

Ted Chisholm  
Sechelt Community Schools Coordinator  
E-mail: [secheltcommunityschools@gmail.com](mailto:secheltcommunityschools@gmail.com)  
Phone: 604 989-5365



## **\$35,000 SECHELT YOUTH CENTRE BUDGET 2022-25**

### **Sechelt Community Schools Society**

Projected Revenues & Expenses for the years ending June 30, 2023-26

	<b>Projected</b>	<b>Variance</b>
<b>Revenues</b>		
<i>Sunshine Coast Regional District</i>	35000	
Direct Access	5500	
<b>Total Income</b>	<u>40500</u>	
<b>Expenses</b>		
<i>Wages and MERCS</i>	25600	
<i>Wages and MERCS supervision and payroll</i>	3000	
<i>Program Materials</i>	500	
Rent - SCRD Portion	5000	
Insurance	900	
<i>SCRD Expenses Total</i>	<i>35000</i>	
Program Materials - Direct Access	4000	
Rent - Direct Access	1500	
<b>Total Expenses</b>	<u>40500</u>	
<b>Surplus (Deficit)</b>	0	

#### **Description:**

##### **Wages and MERCS**

**Direct Service:** Two youth workers providing supervision for drop in programs Monday to Friday between 2:30pm and 6pm, planning, staff meetings.

**SCS Administration time:** coordinator and payroll time relating to program (hiring, staff meetings, protocol development and training, reporting, grant writing, payroll)

**Program Materials** - budgeted minimum amount for food, program supplies

**Direct Access:** DA grant funds specifically designated for rent, food, program supplies



### **Impact of COVID-19 on Operations of the Sechelt Youth Centre**

From March 2020 through June 2021, Sechelt Community Schools staff focused on filling gaps to meet the increased needs of children and families caused by the pandemic. We focused on providing childcare (K to grade 5), enhanced nutrition programs in three elementary schools, and out of school food support programs for families.

Although we had planned on opening SYC to cohorts of youth in February (grade 6 and 7 students from different schools invited to attend on specific days, to do specifically organized activities) once Public Health restrictions had eased, we did not have the capacity to do the front-end work required to recruit instructors, promote, and register participants.

We also lost staff during this period, as individuals preferred not to work frontline with youth, or chose other work due to the extended closure.

This operational year sees us returning to 'more normal' -we have limited promotion to past regular participants allowing us to keep numbers small and to evaluate our protocols. Our Tweens program is growing as word spreads that we are operating again, and we are strategizing ways to cap numbers if necessary to ensure adequate spacing and staff and participant safety. Staff are also beginning to promote at Chatelech and the Alternate School and have partnered with Youth Outreach on a Hallowe'en event.

### **2020-21 Description of Services**

We offered grade 6/7 students from Kinnikinnick Elementary (KES) a 10 week *Now We're Cookin'* Program, which provided 10 participants with the opportunity to learn cooking skills, how to find and use recipes, how to experiment safely, and how to make healthy eating choices based on a balanced diet. We hired an instructor specifically to teach the foods component, and our Youth Centre Worker provided support during the lessons, and then facilitated opportunities for art, gym time, board games etc. once clean up was complete. This program took place one day per week and was partially limited by instructor availability.

## 2021-22 Description of Services

### Program Schedule

<b>Day of the Week:</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<b>Hours of operation:</b>	<b>2:30 – 5:30</b>	<b>2:30 – 5:30</b>	<b>3pm – 6pm</b>	<b>2:30 – 5:30</b>	<b>3pm – 6pm</b>
<b>Age Group:</b>	<b>Tweens 10-14</b>	<b>All Ages 10 – 18</b>	<b>Youth 14-18</b>	<b>Tweens 10 - 14</b>	<b>All Ages 10 – 18</b>

Activities offered include art, cooking, use of computers, pool, foosball and air hockey tables, gaming system, access to gym, field, sports equipment, sewing machines and musical instruments.

Youth Centre Workers invite youth to participate in decision making, and then plan activities accordingly, and work hard to foster a welcoming and safe environment.

The Sechelt Youth Centre provides the space for monthly Gender Diverse Network (GDN) and LGBTQ2 Youth Support Groups in partnership with SCCSS/ Youth Outreach staff, as well as the Kids in Control Program (for youth with family members experiencing mental illness or addictions).

SYC and Youth Outreach staff also partnered to offer a pop-up Hallowe'en Party, utilizing tents outside the centre, and will collaborate with other groups to provide opportunities for youth.

### Attendance 2021-22

	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>TOTAL</b>
<b>Tweens</b>			60	33									<b>93</b>
<b>Youth</b>			29	29									<b>58</b>
<b>GDN and LGBTQ2</b>		25	9	14									<b>48</b>
<b>Total</b>		<b>25</b>	<b>98</b>	<b>76</b>									<b>199</b>

## \$35,000 SECHELT YOUTH CENTRE BUDGET 2020-21

### Sechelt Community Schools Society

Projected vs Actual Revenues & Expenses for the year ending June 30, 2021

	Projected	Actual	Variance
<b>Revenues</b>			
<i>Sunshine Coast Regional District</i>	35000	35000	100%
SCRD 2019-20 Carry Forward	11577	11577	100%
<i>SCRD Total</i>	<i>46577</i>	<i>46577</i>	
Direct Access	5500	2225 <sup>1</sup>	40%
<b>Total Income</b>	<b>52077</b>	<b>48802</b>	<b>94%</b>
<b>Expenses</b>			
<i>Wages and MERCS</i>	16704	0 <sup>2</sup>	0%
<i>Wages and MERCS supervision and payroll</i>	3500	3000	86%
<i>Program Materials</i>	2400	0 <sup>2</sup>	0%
Rent - SCR D Portion	5000	493 <sup>2</sup>	10%
Insurance	800	303 <sup>2</sup>	38%
<i>SCR D Expenses Total</i>	<i>28404</i>	<i>3796</i>	
Program Materials - Direct Access	4000	719	18%
Rent - Direct Access	1500	1500	100%
<b>Total Expenses</b>	<b>33904</b>	<b>6015</b>	<b>18%</b>
<b>Surplus (Deficit)</b>	<b>18173</b>	<b>42787</b>	

#### Description:

<sup>1</sup> DA funds were diverted to purchase food to support children and families in and out of schools

<sup>2</sup> Due to lack of capacity (SCS focused on emergency childcare, nutrition programs in schools and food support to families) the coordination, promotion, and registration services to schools to facilitate cohorted after school programming at SYC did not take place to the degree projected.

All expenses for programs run were attributed to Grant in Aid to utilize that funding.

**SCS Administration time:** coordinator and payroll time relating to program (hiring, staff meetings, protocol development and training, reporting, grant writing, payroll)

**Program Materials** - budgeted minimum amount for food, program supplies

**Direct Access:** DA grant funds specifically designated for rent, food, program supplies

## \$35,000 SECHELT YOUTH CENTRE BUDGET 2021-22

### Sechelt Community Schools Society

Projected Revenues & Expenses for the year ending June 30, 2022

	Projected	Actual (Nov 5)	Variance
<b>Revenues</b>			
<i>Sunshine Coast Regional District</i>	16827 <sup>1</sup>	12600 <sup>3</sup>	75%
SCRD 2020-21 Carry Forward	18173 <sup>2</sup>	42787 <sup>4</sup>	235%
<i>SCRD Total</i>	<i>35000</i>	<i>55387</i>	
Direct Access	5500	5500	100%
<b>Total Income</b>	<b>40500</b>	<b>60887</b>	<b>150%</b>
<b>Expenses</b>			
<i>Wages and MERCS</i>	25700	5582	22%
<i>Wages and MERCS supervision and payroll</i>	3000	3000	100%
<i>Program Materials</i>	3500 <sup>5</sup>	0	0%
Rent - SCRD Portion	5000	1,224	24%
Insurance	900	0	0%
<i>SCRD Expenses Total</i>	<i>38100</i>	<i>9806</i>	
Program Materials - Direct Access	4000	133	3%
Rent - Direct Access	1500	1,500	100%
<b>Total Expenses</b>	<b>43600</b>	<b>11439</b>	<b>26%</b>
<b>Surplus (Deficit)</b>	<b>-3100</b>	<b>49448</b>	

#### Description:

<sup>1</sup> 2021 Funding Request

<sup>2</sup> Projected Surplus based on anticipated spending 2020-21

<sup>3</sup> Actual funding received 2021

<sup>4</sup> Actual Surplus - drop in programming limited due to community school capacity, used only Grant in Aid

<sup>5</sup> Need for space required storing furniture/equipment - mould damage/age requires replacement

#### Wages include:

**Direct Service:** 2 staff to supervise youth centre programming Monday to Friday afternoons from 2:30 to 6pm, for Tweens and Youth aged 10 to 17.

**Planning Time:** 3 hours per week for Youth Worker Supervisor, monthly staff meeting time for 2 staff

**SCS Administration time:** coordinator and payroll time relating to program (hiring, staff meetings, protocol development and training, reporting, grant writing, payroll)

**Program Materials** - budgeted minimum amount for food, program supplies

**Direct Access:** DA grant funds specifically designated for rent, food, program supplies



November 12, 2021

Sunshine Coast Regional District  
1975 Field Rd, Sechelt, BC V0N 3A1

Attention: Tina Perrault, SCRD Board of Directors

**Re: Sechelt Community Schools Grant in Aid Request for Funding 2022**

Dear Ms. Perrault, and Directors of the Board,

Please find attached documentation to support our request for continued Grant in Aid funding for 2022 in the amount of \$10,000.00 to support activities at the Sechelt Youth Centre.

This funding is integral to SYC operations, contributing to the wages and MERC's of the Youth Workers who offer free after school programming to Tweens and Youth in the Sechelt area Monday to Friday, 2:30pm to 6pm.

Attached documents include:

- 2020-21 Grant in Aid Budget Actual
- 2021-22 Grant in Aid Current Financial Position (Proposed vs Actual)
- 2022-25 Grant in Aid Budget Proposed

In the interest of saving paper, please see the COVID-19 Impacts on Programming/Description of Activities 2020-22 attached to our Sechelt Youth Centre funding request.

Thank you again for considering our funding request, and for making these opportunities possible in our community.

Sincerely,



Ted Chisholm  
Sechelt Community Schools Coordinator  
E-mail: [secheltcommunityschools@gmail.com](mailto:secheltcommunityschools@gmail.com)  
Phone: 604 989-5365



## **\$10,000 GRANT IN AID BUDGET 2022-25**

### **Sechelt Community Schools Society**

Projected Revenues & Expenses for the years ending June 30, 2023-26

	<b>Projected</b>	<b>Variance</b>
<b>Revenues</b>		
Sunshine Coast Regional District	10000	
Total Income	10000	
<b>Expenses</b>		
Wages and MERCS	10000	
Total Expenses	10000	
Surplus (Deficit)	0	

#### **Description:**

The Grant In Aid is used to fund a free Tween Drop In program at the SYC on Mondays and Tuesdays from 2:30pm to 6 pm for pre-teens and teens aged 10 to 17.

Wages contribute to 2 staff working for 4 hours, and planning time weekly for the Youth Worker

## **\$10,000 GRANT IN AID BUDGET 2020-21**

### **Sechelt Community Schools Society**

Actual Revenues & Expenses for the year ending June 30, 2021

	<b>Projected</b>	<b>Actual</b>	<b>Variance</b>
<b>Revenues</b>			
Sunshine Coast Regional District	10000	10000	
Total Income	10000	10000	100%
<b>Expenses</b>			
Wages and MERCS	10000	2514	25%
Program Materials	0	2488	
Rent - SCRD Portion	0	4421	
Insurance	0	577	
Total Expenses	10000	10000	100%
<b>Surplus (Deficit)</b>			
	0	0	

#### **Description:**

**Wages and MERCS:** Planning and organizing time for SYC Youth Supervisor, as furniture and program materials needed to be moved out of the space to accommodate other uses during closure.  
Direct supervision by Youth Centre Supervisor and Cooking Instructor Mondays from Apr. 19 to June 21.

**Program Materials:** internet, phone, food

We chose to expense a portion of the rent, materials, insurance etc. normally attributed to Sechelt Youth Centre to fully utilize Grant in Aid.

## **\$10,000 GRANT IN AID BUDGET 2021-22**

### **Sechelt Community Schools Society**

Projected vs Actual Revenues & Expenses for the year ending June 30, 2022

	<b>Projected</b>	<b>Actual (Nov 5)</b>	<b>Variance</b>
<b>Revenues</b>			
Sunshine Coast Regional District	10000	10000	
Total Income	10000	10000	100%
<b>Expenses</b>			
Wages and MERCS	10000	0	
Total Expenses	10000	0	0%
<b>Surplus (Deficit)</b>			
	0	10000	

#### **Description:**

The Grant In Aid is used to fund a free Tween Drop In program at the SYC on Mondays and Tuesdays from 2:30pm to 6 pm for pre-teens and teens aged 10 to 17.

Wages contribute to 2 staff working for 4 hours, and planning time weekly for the Youth Worker

## Pender Harbour Community School Society

Date: November 15, 2021  
To: SCRD Special Corporate and Administrative Services Committee  
From: Francine Clohosey, PHCS Manager  
Darcie Murray, Youth Program Lead  
RE: **2022 R1 BUDGET PROPOSAL**  
**PENDER HARBOUR YOUTH PROGRAM (Area A)**  
**BUDGET REQUEST for 2022: \$15,000**



### Program Description

---

*Pender Harbour Youth Program has two areas of focus ~ Youth Restitution & Youth Drop-in Activities. With the support of the SCRD, service agencies and other non-profits, we work directly with our youth to provide activities and services based on their needs. Our budget request for 2022 for the Pender Harbour Youth Program is \$15,000.*

### Update on activities for 2021

---

We wish to thank the SCRD for the ongoing financial support and especially for the increase in funding we received for this year. We are also fortunate to have the expertise and dedication of our contractor staff, Darcie Murray, to do this important work.

This year, we have been able to more adequately address the increasing needs and complexities facing our young people. We have been able to provide more customized activities for individuals and small groups of youth (instead of the larger group sizes we enjoyed pre-Covid) and have integrated more on-line activities as appropriate.

Here's what the year has been like in terms of statistics. In 2020, this program supported 26 youth. In 2021, we had estimated this number would increase to 30, but in fact it rose to 42. We were able to increase the number of hours of direct support to 375 (from 330) to help address this increase. For next year, we are hopeful that the numbers will remain constant and not increase beyond current levels.

On the financial front, we provided a long over-due increase in remuneration for our team and are now sustaining staffing levels that better meet the need. Administration costs are now reflected as program expenses and are no longer over-straining other program budgets. Another addition to this year's financial reporting is a line item indicating the additional funding we have secured to directly add support to this program.

With regards to our Youth Drop-In Activities, we offered a variety of social and physical activities, providing much needed relief from isolation and social media. Examples include forest walks, online yoga classes, outdoor sports activities, and “Lake Day” summer events. Details forthcoming in our Annual Report.

In 2021, the Restitution Program was modified several times and we now provide services both in-person and virtually. The youth have proven to be very resilient and adapted well to the changes. While physical-distancing and mask mandates remain in place the benefits of meeting in person, staying connected and developing positive relationships with other participants far out way any of the negative effects of these safety protocols. Over the year, we were able to customize support for individual youth who remain isolated due to health issues or difficult family dynamics.

For most of 2021, we did not have access to most facilities due to closures related to Covid-19. We moved many of our activities outdoors which turned out to be one of the unintended benefits of the pandemic. We were fortunate to be able to continue to meet up with youth in our schools because of the direct support we provide so there was no interruption of contact with students. Until recently, our indoor youth sports nights had been suspended thanks to Covid, though we are planning to resume them shortly now that we are able.

A couple more key activities for 2021:

- We worked closely with the local food bank and referred youth and families who needed ongoing support. Healthy Meals Program made it possible for us to offer a mobile food program for youth (which supported 5 to 8 Pender youth with groceries and/or meals on a weekly basis).
- We experimented with online technologies, though we found “digital fatigue” to be widely experienced.
- We continued to be flexible to the ever-changing restrictions and limits of services available in our community, while remaining focused on our number one goal of meeting our youths’ needs. We also worked with regional partners to secure resources and additional funding.
- Over the past number of years, food for youth has become an important focus for our Youth Program. The Pender Harbour community has stepped forward with significant donations to help us do the work of this program and to specifically increase nutritional supports for youth. Community contributions that directly benefit this program will now be reflected in our financial reports.

## ***Potential Impact of COVID-19 on our 2022 Youth Program***

---

We recognize that the ‘new normal’ will take some time to come about and, while we will continue to put full effort into providing activities and services, we understand that flexibility is key and that success can be measured in a variety of ways.

Among our youth, we continue to see elevated stress and anxiety, participation in high risk activities and unsafe behaviors, difficult living situations, ongoing food needs, and an increase in the amount and severity of mental health challenges. The longer-term effects of an ongoing pandemic are not yet known.

We expect that food supports available during school-time to those youth who are also students will not be interrupted this year. We anticipate that access to facilities will increase.

We anticipate a continuing need for supplemental support for food and essential supplies for youth and their families will be supported by community donations.

## ***Summary of programs and services to be offered in 2022***

---

We will continue to provide supervision to youth involved in the formal RCMP and BC Youth Justice Services’ Restitution Program. Informal restitution support will also be provided through resources and referrals, education, and one-to-one guidance. We will work with social service agencies to provide wrap-around support and referrals to youth year-round.

Our Drop-in activities will provide Pender youth with opportunities for social interaction and physical activity. Activities will be adapted to follow Public Health Orders. Typical activities will include sports nights, movie & pizza parties, picnics in the park and other outdoor gatherings.

In addition to restarting our regular youth sports nights during the week, we will be launching a new weekend Youth Club that will incorporate art, nutrition and mindfulness.

We will continue to modify the ways we interact with youth to offer Covid-friendly options, working one-on-one or in small groups and utilizing online tools and social media as appropriate.

Relying on the talents of our youth, we will keep on exploring and developing safe virtual/online spaces with them.



We will continue to work with our community partners to provide social interactions, physical activities, and nutritional support, especially for those at higher risk. We will continue to so, both person and virtually if required.

Despite the limited capacity, the Harbour Learning Centre continues to be a key space for meetings, small gatherings, workshops and distribution of supplies. Over the past year, the Rotary Club of Pender Harbour have taken on the task of assessing the condition of our 50+ year old building, which is no longer in repairable condition. They determined the best option is a building replacement and are currently assisting us in securing Federal grants to move forward as early as the Spring of 2022. We are looking forward to expanding access and services for youth and for all residents of Pender Harbour/Area A in the near future.

## Pender Harbour YOUTH PROGRAM

### Income & Expense Statement for Jan to Oct 2021 (with 2021 Budget) & Proposed Budget for 2022



	ACTUALS Jan-Oct 2021	BUDGET 2021	PROPOSED BUDGET for 2022
<b>INCOME:</b>			
SCRD Grant	15,000.00	15,000.00	15,000.00
Contributing funds	12,134.74	8,000.00	8,000.00
<b>Total Income</b>	<b>27,134.74</b>	<b>23,000.00</b>	<b>23,000.00</b>
<b>EXPENSES:</b>			
Youth Program staff	11,500.00	13,000.00	13,000.00
Youth Program admin	2,240.00	2,500.00	2,300.00
Program Materials & Supplies	1,220.44	2,000.00	1,700.00
Nutritional support	5,986.19	4,500.00	5,000.00
Travel / mileage	847.8	1,000.00	1,000.00
<b>Total Expenses</b>	<b>21,794.43</b>	<b>23,000.00</b>	<b>23,000.00</b>
<b>BALANCE for remainder of 2021</b>	<b>5,340.31</b>		

## Pender Harbour Community School Society

Date: November 15, 2021

To: SCRD Special Corporate and Administrative Services Committee

From: Paola Stewart, Community Recreation Coordinator  
Francine Clohosey, PHCS Manager

RE: **2022 R1 BUDGET PROPOSAL**

**COMMUNITY RECREATION PROGRAM for Area A**

**BUDGET REQUEST \$41,100**



### Program Description

---

*The Community Recreation Program provides a full range of programs for all residents of Pender Harbour/Area A. Responding to community needs and interests and working with other organizations and community groups, we plan, research, develop and implement recreational, social and education programs and activities for various ages and interest groups.*



### Update on Activities Offered in 2021

---

Despite the complications of this year, we are proud of the community activities and supports we were able to provide in 2021.

As reported in our quarterly reports, here's a quick reflection on what our Community Recreation Program looked like in 2021. We:

- Continued to have high demand for certification courses (for employment and other purposes) and adapted some of our courses to a blended format with a mix of online and supported learning
- Switched to an outdoor focus for adult activities with mushrooms forays and cultural storytelling circles in wilderness settings, and offered a number of self-lead activities such as the Literacy Crawl, Winter Bird Identification, and the Good Egg Project
- Moved pickleball to the outdoor court at the high school until we were able to restart indoor play in November 2021

- Organized a hands-on demonstration of AED machine and fire extinguisher use, as well as a mock 911 call (in partnership with the Fire Department and Harbourside Friendship)
- Increased our Elementary school aged offerings, such as more art classes and a summer soccer skills camp
- Utilized social media, email newsletters and private group pages to share information and stay connected and switched to virtual activities, like our ‘virtual’ running club that encouraged people to post their time and distance and motivate others
- Developed Covid-19 protocols following local and provincial guidelines and adjusted our programs to align with the comfort level of our participants



### *Potential Impact of COVID-19 on our program in 2022*

---

As community leaders we believe it is important for us to take the more conservative and cautious approach to set a positive example and to keep our community safe.

While many venues have not fully opened at the time of writing this report, we do anticipate that full reopening will happen by the new year.

We are working with many different individuals and organizations who each have their own specific guidelines so, as Covid-19 regulations change, continued flexibility is needed.

Most community organizations including our own are experiencing an increased shortage of volunteers because of the pandemic.

Some of our facilitators have decided to not get vaccinated ~ this will slow down the programming process as we research new activities and look for new facilitators.

Extra time will be also needed to ensure appropriate documentation and checking the vaccination cards for almost every adult activity.

A further complication for us next year is that the public washrooms in Madeira Park are scheduled for a renovation sometime (we rely on this facility for our weekend programs).



## Programs and Services for 2022

---

In 2022, we plan to start the year off with our annual Pender Harbour Literacy Crawl - a community wide celebration of BC Family Literacy Week. We are planning a number of outdoor activities and events that bring attention to the many forms of literacy.

We will continue to offer in-person certification training and other health and safety info sessions. We hope to expand our programs for children, with new instructors and topics. We will also continue our adult classes and activities and if we're lucky, there will be Cooking classes again and Dance classes too!

We will keep to smaller class sizes to maintain physical distancing requirements and to alleviate concerns. The benefit of these smaller classes is a more customized and personalized training experience. The downside of smaller classes as well as the self-lead activities we have been offering, is reduced revenue from registration fees. In 2022 however, we do expect to have an increase over 2021.

In the Spring, we plan to host a forum for our local organizations to see where they are at after this long period of time. Our goal will be to provide an opportunity for our nonprofits to be together again and to share information, increase their volunteer base, and meet with the newcomers who have not been able to get involved during Covid.

We will conduct a community survey to solicit ideas and suggestions for future activities.

We will continue to lead the Pender Harbour Community Recreation Team, consisting of PHCS, PHAFC staff, PH Seniors Initiative, and PH Health Centre, who meet monthly to collaborate on programs and to share resources.

We will continue to adapt our programs to meet the needs of our community, virtually or otherwise, and innovate as we go along. We will continue to work with our regional partners to address the increased needs of food security, mental health, unemployment, social isolation, and other supports.

We are actively working to address the limited capacity and deterioration of the Harbour Learning Centre which has challenged our operational activities over the past 20 months. We are hopeful that our Building Replacement Project will be completed within the coming year. We do not anticipate significant disruption to our programs since we are able to work remotely year-round and we also plan to have most of the work completed over the summertime when the facility is normally closed.

## Community Recreation Program for Area A

### Income & Expense Statement for Jan to Oct 2021 (with 2021 Budget) & Proposed Budget for 2022

	ACTUALS Jan-Oct 2021	BUDGET 2021	PROPOSED BUDGET for 2022
<b>INCOME:</b>			
<b>SCRD Recreation Grant</b>	40,000.00	41,100.00 <sup>1</sup>	41,100.00
Program revenues	5,069.19	5,000.00	10,000.00
Contributing funds	4,000.00	4,000.00	5,000.00
<b>Total Income</b>	<b>49,069.19</b>	<b>50,100.00</b>	<b>56,100.00</b>
<b>EXPENSES:</b>			
REC Coordination	19,605.38	24,150.00	25,000.00
REC Facilitation	10,890.00	13,500.00	15,500.00
Program Materials & Supplies	2,145.96	2,500.00	3,270.00
Program Venue Rentals	0.00	0.00 <sup>2</sup>	1,870.00
Accounting/financial	1,300.00	1,500.00	1,500.00
Advertising / promotion	2,719.96	3,560.00	3,560.00
Insurance	1,722.00	1,600.00	1,700.00
Membership	166.99	200.00	200.00
Office supplies & postage	370.41	500.00	500.00
ProD / skills development	0.00	290.00	500.00
Telephone & internet	362.90	500.00	500.00
Technical & maintenance	622.08	600.00	800.00
Travel / mileage	402.20	750.00	700.00
WCB expense	525.36	450.00	500.00
<b>Total program &amp; admin costs</b>	<b>42,350.24</b>	<b>50,100.00</b>	<b>58,100.00</b>
<b>BALANCE for remainder of 2021</b>	<b>6,718.95</b>		

Notes for 2021:

1. A balance of \$1,100 from the 2021 SCRD Recreation Grant will not be received until final payment in January 2022 – we will reflect this revenue at that time
2. No venue rental fees paid, and no venue rental revenue collected; adjusted for 2022

*Roberts Creek Community School Society  
SCRD Budget 2022  
Table of Contents*

Part 1	Roberts Creek Community School Society	
1.1	Roberts Creek Community School Society Mission Statement	p1
1.2	Roberts Creek Community School Society Budget 2021-2022	p1
Part 2	NIGHTS ALIVE	
2.1	COVID-19 Effects on Program	p2
2.2	RCCS Fiscal Year vs. SCRD Budget Year & Grant Amount	p3
2.3	Summary of Programs and Services for 2021	p3
2.4	Benefits of the Program	p3
2.5	Budget vs. Actuals 2020	p4
2.6	5 Year Financial Plan	p5
Part 3	ROBERTS CREEK LEGACY GARDEN	
3.1	Legacy Garden - Letter from SCRD CFO May 28, 2021	p6
3.2	Legacy Garden - Project History and Overview	p7
3.2.1	History of the Sunshine Coast Regional District Partnership	p7
3.2-2	The Project	p7
3.2-3	Increase locally produced food & community resilience	p7
3.2-4	Supporting physical and mental health of our citizens	p7
3.2-5	Building capacity of our youth	p8
3.2-6	Environmentally Sustainable	p8
3.2-7	The Roberts Creek Legacy Garden Partners	p8
3.3	Legacy Garden Funding Request	p8
3.3-1	SCRD Funding Moving Forward	p8
3.3-2	Break Down of SCRD Funding Request	p9
3.3-3	Total Compost Build Estimate and Diagram	p 9,10
3.4	Legacy Garden 2022 Budget	p11
Part 4	Legacy Garden Photos	p12-14
Part 5	Legacy Garden Plant List	



**Roberts Creek Community School  
NIGHTS ALIVE Youth Program  
Report to the Sunshine Coast Regional District  
November 2021**



Part 1.1 Roberts Creek Community School Society (RCCS) Mission Statement

*Roberts Creek Community School is committed to supporting and improving student learning and to strengthening communities by providing quality programs, lifelong learning opportunities, and connections to school and community resources. RCCS is a Non-Profit Society overseen by a volunteer Board of Directors with a paid Coordinator and staff member. Ministry of Education Community LINK funding is leveraged to secure grants that broaden the scope of in and out of school time deliverables that address nutritional, physical, social, and emotional well-being. RCCS provides site-specific programming to Roberts Creek and Cedar Grove Elementary Schools and oversees several larger district-wide initiatives.*

Part 1.2 Roberts Creek Community School Society Budget 2021-2022

<b>RCCS Budget 2021-2022</b>	<b>Budget 2021-2022</b>	<b>Budget 2020-2021</b>
<b>Revenue</b>		
Accessible Garden Funds - Received	\$ 15,000	\$ 15,000
SCRD - Nights Alive	10,000	10,000
Ministry of Education Community LINK	41,100	40,650
United Way of British Columbia	32,000	18,000
SD 46 - COVID Safe Return to Schools	11,500	6,500
Ministry of Tourism Arts Sport and Culture	16,000	15,400
<b>Total Revenues</b>	<b>\$ 125,600</b>	<b>\$ 105,550</b>
<b>Expenses</b>		
Accounting & Legal (Professional fees)	\$ 2,500	\$ 2,500
Advertising & Promotion	1,000	300
Amortization	500	
Automotive & travel	500	500
General Liability & Directors' Insurance	2,900	2,400
Bank charges & Interest	200	150
Food Programs - groceries, prepared foods	9,100	6,500
Garden materials, supplies	15,000	15,000
Licenses & Fees	300	300
Materials & Office Supplies	2,000	1,000
Printing expense	500	200
Program Expenses & Equipment rental	3,000	2,300
Repairs & Maintenance	600	600
Telephone & communications.	1,200	1,200
Training & Development	1,000	1,000
Kinderspark program x 2	1,500	1,600
Sub contractors - Nights Alive	8,500	8,000
Sub contractors - food prep & after school	4,300	
Salary- Woodin (includes taxes, CPP, EI, WBC)	26,000	23,000
Coordinator (includes taxes, CPP, EI, WBC)	45,000	39,000
<b>Total Expenses</b>	<b>\$ 125,600</b>	<b>\$ 105,550</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ -</b>

**Roberts Creek Community School  
NIGHTS ALIVE Youth Program  
Report to the Sunshine Coast Regional District  
November 2021**



Part 2.1 NIGHTS ALIVE – COVID-19 Effects on Program

Sunshine Coast Regional District  
1975 Field Road  
Sechelt, British Columbia  
Canada V0N 3A1

Attention: Tina Perreault, General Manager, Corporate Services / CFO

Dear Ms. Perreault:

Re: 2022 Sunshine Coast Regional District Budget

COVID-19 effects on business/program and any potential impacts for 2022

We are grateful for the SCRD's continued support of the Roberts Creek Community School program - *Nights Alive*. In these precarious times, our youth very much need a safe and well-supported place to enjoy healthy activities with their peers. We are further pleased that as of October, the easing of School District (SD) 46's pandemic restrictions again permits user groups to access school facilities and we have been granted permission to run regular programming.

With SD46 COVID restrictions prohibiting program delivery last year, the RCCS 2021 SCRD funding request was in January reduced from the initial 2021 SCRD Budget ask of \$10,000 to \$3,000 and subsequently approved. While hopeful that *Nights Alive* programming would be possible in the spring of 2021, SD46 COVID plans prevented implementation and \$3000 surplus funds were dedicated to support other youth and community initiatives, some of which were directly related to *Nights Alive*. \$7000 of 2020 Regional District funding has been rolled over and combined with \$3000 of 2021 SCRD funding to support this year's (2021-2022) program.

October brought its own challenges, with several Roberts Creek Elementary School students testing positive for COVID. Our 2021-2022 *Nights Alive* start-up was delayed until the RCES COVID cases were no longer of concern. Staff is in place to begin programming Friday November 12, with classroom promotional visits scheduled for the same week.

School custodial hours were shifted to provide extra cleaning during the school day. To avoid extra custodial costs, we will deliver the *Nights Alive* program immediately following dismissal, and benefit from paid custodial staff already on site. The earlier schedule provides the additional benefit of capturing students immediately following school dismissal.

With the safety of our community and students as our highest priority, Roberts Creek Community School is committed to following all Ministry and SD46 directives. We have delivered and continue to successfully deliver other youth programs with COVID safety plans in place and will integrate parallel safety plans for *Nights Alive*. We are nimble and will again pivot and respond should conditions change.

Sincerely

Sheila Wilson, Coordinator (604-989-8060)



Part 2.2 NIGHTS ALIVE – RCCS Fiscal Year vs. SCR D Budget Year and Grant Amounts

<b>SCR D Budget Year</b>	<b>RCCS Fiscal Year</b>	<b>NA Program Dates</b>	<b>SCR D Grant / Request Amt.</b>
2020	July 1 2020 - June 30 2021	Oct 2020 - June 2021	\$ 10,000
2021	July 1 2021 - June 30 2022	Oct 2021 - June 2022	\$ 3,000
2022	July 1 2022 - June 30 2023	Oct 2022 - June 2023	\$ 10,000

Part 2.3 NIGHTS ALIVE - Summary of Programs and Services for 2021

- Weekly teen/tween drop-in program, running from 3:00 – 6:00 pm.
- Name of program to be changed this year to reflect a refresh – looking to provide more structure in program and shifting to earlier hours.
- The program will be held outdoors and in the Roberts Creek Community School Gym as Ministry and School District Health and Safety Recommendations permit.
- Target age range 11 – 14.
- No attendance fees will be charged.
- Depending on group size, two - four staff will always be on duty and staff will follow Ministry COVID directives.
- Activities provided this year will appeal to a wide range of interests and may include cooperative games, organized sports, beach gatherings, safe campfires, art activities and special guests.
- Youth will participate in the program design.
- There will be free, nutritious COVID-safe food available.
- Policies and procedures for the program are in place, including COVID Safety Plan.
- Staff will be offered training opportunities.
- At least one First Aid-trained staff member will always be present.
- An incident record book is kept on site.
- Staff collaborates with community school coordinators, school staff, and administration to support students.

Part 2.4 NIGHTS ALIVE - Benefits of the Program

- Program provides an emotionally and physically safe space for youth to regularly socialize and participate in activities.
- Economic and transportation barriers to access are mitigated through the provision of a cost-free program held immediately after school.
- Staff members are excellent role models who build strong relationships with youth.
- The program leverages the work of the Sunshine Coast Youth Outreach Team – where Outreach Workers can connect with vulnerable youth.

**Roberts Creek Community School  
NIGHTS ALIVE Youth Program  
Report to the Sunshine Coast Regional District  
November 2021**



Part 2.5 NIGHTS ALIVE – Budget vs. Actuals 2020

<b>NIGHTS ALIVE Budget 2020</b>	<b>Actuals 2020-2021</b>	<b>Budget 2020-2021</b>	<b>Notes</b>
<b>Revenue</b>			
SCRD funding - Nights Alive	\$ 10,000	\$ 10,000	
Internal Funding		1,750	
<b>Total Revenues</b>	<b>\$ 10,000</b>	<b>\$ 11,750</b>	
<b>Expenses</b>			
<b>Materials and Supplies</b>			
Equipment	\$ 100	\$ 250	running shoes for student
Snacks	\$ 620	\$ 750	Garden work party snacks
Gas cards and groceries	\$ 360		For vulnerable family
<b>Office / Equipment</b>			
Advertising & promotion	\$ 50	\$ 50	
Administration	\$ 280	\$ 1,100	8 hrs x \$35/hour
Printing	\$ 50	\$ 50	
<b>Facility / Utilities</b>			
Repairs & maintenance	\$ 50	\$ 50	
<b>Personnel</b>			
Management & supervision	\$ 1,040	\$ 2,000	\$35/hr x 30 hrs
Staff wages	\$ 450	\$ 7,000	
<b>Training / Development</b>			
Staff training		\$ 500	
<b>Total Expenses</b>	<b>\$ 3,000</b>	<b>\$ 11,750</b>	
<b>Surplus/Deficit</b>	<b>\$ 7,000</b>	<b>\$ -</b>	

Some funding supported vulnerable students/families during COVID and paid for staff time to deliver a few Nights Alive sessions. Funds were also used to provide lunches/snacks at family weekend garden work parties/planning sessions and to pay for some associated staff wages.



# Roberts Creek Community School NIGHTS ALIVE Youth Program Report to the Sunshine Coast Regional District November 2021



## Part 2.6 NIGHTS ALIVE – 5 Year Financial Plan

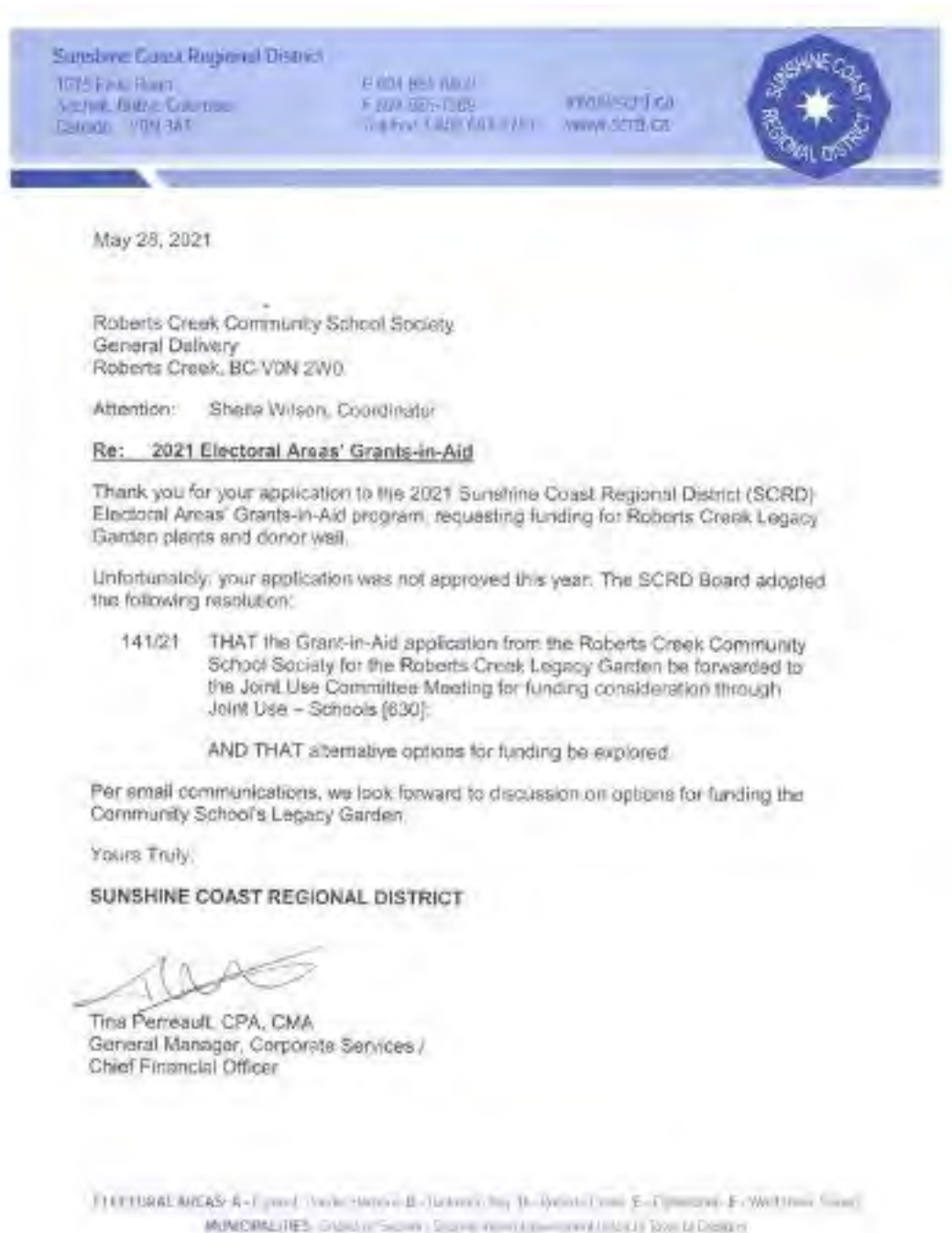
Name of Organization		Roberts Creek Community School Society					
Date Created:		November 7 2021					
Budget Planning Year:		2022 (July 1 2022 - June 30 2023)					
	Budget	% Inflation	Financial Planning				
	2022		2023	2024	2025	2026	NOTES:
REVENUE:							
Local Government Request							
SCRD	\$ 10,000.00	101%	\$ 10,100.00	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	
Budget Proposal (if required)							
-							
-							
Total Request	\$ 10,000.00		\$ 10,100.00	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	
Grants							
-							
-							
Sub Total Grants	\$ -		\$ -	\$ -	\$ -	\$ -	
Other Revenue							
Roberts Creek Community School	\$ 750.00	101%	\$ 757.50	\$ 765.08	\$ 772.73	\$ 780.45	
-							
-							
Sub Total Other	\$ 750.00		\$ 757.50	\$ 765.08	\$ 772.73	\$ 780.45	
2021 Year (Deficit) / Surplus							
Total Revenue - Organization Generated	\$ 750.00	101%	\$ 757.50	\$ 765.08	\$ 772.73	\$ 780.45	
TOTAL REVENUE	\$ 10,750.00		\$ 10,857.50	\$ 10,966.08	\$ 11,075.74	\$ 11,186.49	
	2022		2023	2024	2025	2026	
EXPENSES:							
Materials and Supplies							
Equipment	\$ 200.00	101%	\$ 202.00	\$ 204.02	\$ 206.06	\$ 208.12	
Snacks	\$ 750.00	101%	\$ 757.50	\$ 765.08	\$ 772.73	\$ 780.45	30 weeks x \$25/wk = \$750
-				\$ -	\$ -	\$ -	
-				\$ -	\$ -	\$ -	
Sub Total	\$ 950.00		\$ 959.50	\$ 969.10	\$ 978.79	\$ 988.57	
Office / Equipment							
Advertising & promotion	\$ 300.00	101%	\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18	
Administration	\$ 1,000.00	101%	\$ 1,010.00	\$ 1,020.10	\$ 1,030.30	\$ 1,040.60	
Printing	\$ 50.00	101%	\$ 50.50	\$ 51.01	\$ 51.52	\$ 52.03	
-							
Sub Total	\$ 1,350.00		\$ 1,363.50	\$ 1,377.14	\$ 1,390.91	\$ 1,404.82	
Facility / Utilities							
Repairs & maintenance	\$ 50.00	101%	\$ 50.50	\$ 51.01	\$ 51.52	\$ 52.03	
-				\$ -	\$ -	\$ -	
-							
Sub Total	\$ 50.00		\$ 50.50	\$ 51.01	\$ 51.52	\$ 52.03	
Personnel							
Mangement & supervision	\$ 900.00	101%	\$ 909.00	\$ 918.09	\$ 927.27	\$ 936.54	Mgment: \$30/hr x 1 hr/wk x 30 wks = \$900
Staff wages	\$ 7,200.00	101%	\$ 7,272.00	\$ 7,344.72	\$ 7,418.17	\$ 7,492.35	Staff: 3 hrs/wk x \$30/hr = \$90; 3 hrs/wk x \$25/hr = \$75 (\$90 + \$75 + \$75) x 30 wks = \$7200
-							
Sub Total	\$ 8,100.00		\$ 8,181.00	\$ 8,262.81	\$ 8,345.44	\$ 8,428.89	
Other Expenses							
-							
-							
-							
-							
Sub Total	\$ -		\$ -	\$ -	\$ -	\$ -	
Training / Development:							
Staff training	\$ 300.00	101%	\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18	
-		101%					
-		101%					
Sub Total	\$ 300.00		\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18	
TOTAL EXPENSES	\$ 10,750.00		\$ 10,857.50	\$ 10,966.08	\$ 11,075.74	\$ 11,186.49	
TOTAL COMMITTED EXPENDITURES	\$ 10,750.00	101%	\$ 10,857.50	\$ 10,966.08	\$ 11,075.74	\$ 11,186.49	
LESS PROPOSED EXPENDITURES	\$ -	101%	\$ -	\$ -	\$ -	\$ -	
LESS ORGANIZATION REVENUE	\$ 750.00	101%	\$ 757.50	\$ 765.08	\$ 772.73	\$ 780.45	
TOTAL TAX REQUISITION	\$ 10,000.00		\$ 10,100.00	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	

**Roberts Creek Community School  
NIGHTS ALIVE Youth Program  
Report to the Sunshine Coast Regional District  
November 2021**



Part 3 ROBERTS CREEK LEGACY GARDEN

Part 3.1 Legacy Garden - Letter from SCRD CFO May 28, 2021







## Part 3.2 Legacy Garden - Project History and Overview

### 3.2-1 History of the Sunshine Coast Regional District Partnership

The SCRD has been central to the initiation and subsequent development of the Legacy Garden. Former SCRD Director Donna Shugar identified the 1088 Roberts Creek Road parcel as an ideal spot for a shared-use community garden. \$10,000 of GIA funding was subsequently set aside from 2011-2016 budgets and was eventually accessed in 2017. Since then, two Grants in Aid have been awarded to the project. The SCRD has additionally installed water hook-up as an in-kind donation and granted the Legacy Garden funding through the *Resilient Neighborhood* and *Waste Reduction Initiative* Programs.

Year	Amount	Funding Initiative
2011	\$2,000	Grant in Aid
2012	\$2,000	Grant in Aid
2013	\$2,000	Grant in Aid
2014	\$2,000	Grant in Aid
2015	\$2,000	Grant in Aid
2018	\$2,000	Grant in Aid
2018	\$ 600	Waste Reduction Initiative
2018	\$ 300	Resilient Coast
2019	\$3,000	Grant in Aid

### 3.2-2 The Project

Located on School District property adjacent to Roberts Creek Elementary School at 1088 Roberts Creek Road, the Roberts Creek Legacy Garden is fast-becoming a vibrant learning space accessed by the school and the community at large. Existing features include a large post and beam pavilion with a living roof that serves as the focal point of the garden; an attractive entrance from the school with two cedar storage sheds and an arbor; 4 large rain barrels; 260 square feet of accessible raised beds; a 16 foot circular set of slab benches; 2 long slab/boulder benches; mulch pathways; a 3-bin compost; large garden beds; a mesh deer fence; a lattice cedar fence along Roberts Creek Road; and a crusher dust accessible pathway. (*Photos attached.*)

### 3.2-3 Increase locally produced food and increase community resilience

The Roberts Creek Legacy Garden supports the needs articulated by the mission of the SCRD's Ag Plan to increase locally produced food and to build community resilience to geopolitical uncertainty, climate change and rising costs of food and energy. Although most residents of our town have sufficient property to grow a garden, not everyone has the skills to do so. Not only will local food production be increased directly through the full roll-out of the Legacy Garden, but the productivity of existing backyard gardens and the emergence of new gardens is anticipated to correspondingly expand.

### 3.2-4 Supporting physical and mental health of our citizens

Our gardens are quiet spaces for students to step outside the confines of the classroom to engage in meaningful physical activity. Dozens of seniors volunteer their time to mentor youth at work parties and in the classroom, nurturing significant multi-generational relationships.



### 3.2-5 *Building capacity of our youth*

This year students will benefit from a new Farm to School BC (F2SBC) initiative, which will support full integration of the Legacy Garden into the school culture. F2SBC programming provides hand-on learning opportunities that develop food literacy; strengthens the local food system; and enhances school and community connectedness. Currently students plant, tend, and harvest produce, and students will learn how to convert the harvest into nutritious and delicious food. We also hope to run a seasonal student-led *Legacy Garden Farm Gate stand*. \$15,000 of F2SBC and Sunshine Coast Foundation funding was recently granted to support this Legacy Garden/Davis Bay Greenhouse Pilot Project, with goals of securing ongoing funding to expand and include the entire Sunshine Coast/Howe Sound Regions.

### 3.2-6 *Environmentally Sustainable*

Water conservation, soil building, mulching, and composting are a few of our demonstrated practices. Organics are being diverted from the Gumboot Café to create rich compost for the garden. A donated water catchment system helps to support water needs over the dry summer months and acts as a visible model for water conservation. A long-term perennial planting plan is being designed, with native and drought-tolerant plants being prioritized.

### 3.2-7 *The Roberts Creek Legacy Garden Partners*

We have leveraged upwards of \$35,000 of RCCS staff time to coordinate this project and have raised over \$90,000 of in-kind support from 70 local businesses and \$85,000 of funding from government and community agencies. Over 100 community members have volunteered 1000 hours. Oversight is provided by the Legacy Garden Steering Committee, which is comprised of key community members, horticultural industry experts, RCCS staff, and the RCES principal and teachers.

#### *Key Partners*

Sunshine Coast School District 46  
Sunshine Coast Regional District  
Community Foundations of Canada  
Sunshine Coast Foundation  
Agriculture and Agri Food Canada

#### *Other Funding Partners*

Sunshine Coast Credit Union  
Roberts Creek Elementary School Parent Advisory Committee  
Farm to School BC (F2SBC)  
Private donors

## Part 3.3 *Legacy Garden Funding Request*

### 3.3-1 *SCRD Funding Moving Forward*

With all major infrastructure in place, and only the planting remaining, the Legacy Garden has become a cornerstone of the downtown core and a valued community asset. Some of the costs to be incurred on an ongoing basis will include plants; soil amendments; stain for buildings, fence and raised beds; municipal water; food for work parties, and repair of infrastructure. We are requesting \$4000 this year and in subsequent years to support the Legacy Garden and infrastructure.



### 3.3-2 Break Down of SCRD Funding Request

This year's most pressing funding needs included in this SCRD request include:

1. *Purchase of perennial plants - \$1000 requested from SCRD*

Please find at the end of this document the vetted planting plan. SCRD funds would be dedicated to the most highly rated perennial plants which have been vetted according to five criteria: food value, aesthetics, maintenance, drought tolerance, and educational value. Native plants are being prioritized. *\$4000 of funding in place.*

2. *Composter - \$3000 requested from SCRD*

The current three-bin wood/mesh compost system has served the garden and the Gumboot Café adequately for the past several years but was only intended as a temporary solution. One large bin is used for carbon-rich materials like dried leaves, dried grass clippings, cardboard, and straw. The second bin contains finished compost. Nitrogen-rich materials including Gumboot Café vegetable and fruit scraps are deposited into the third bin, which has created a nutrient-rich soil additive, but also attracts rodents. An effective and long-term solution to deter pests requires a permanent and much more robust composter with a steel frame and no gaps. *Projected cost is \$3800. \$800 of funding is in place.*

### 3.3-3 Total Compost Build Estimate and Diagram

#### PROJECTED COST OF 3 BIN COMPOST SYSTEM

10 mesh panels x \$138/panel	\$1380
3 wooden panels x \$158/panel	474
3 hinges	120
Hardware	150
Labour: cut/grind angle iron, cut mesh, spot weld/assemble 25 hours x \$50/hour	\$1250
Sub-Total	\$3374
GST & PST	<u>405</u>
TOTAL	\$3779



This compost bin from the Sunshine Coast Botanical Garden is an excellent model due to its durability and rodent-resistance. A local tradesperson/welder could build – angle iron on the back end and mesh to the inside. Maximum hole – 16 mm = 5/8 “ to prevent rodent access. Bin System has 3 wooden external panels, 8 external mesh panels, and 2 internal mesh panels.

Each Mesh Panel		
Angle Iron		\$92
Galvanized Mesh 4'x4'	<u>46</u>	
		\$138
Each Wooden Panel		
Angle Iron		\$92
32 ft x \$2/board foot	<u>64</u>	
		\$158

**Roberts Creek Community School  
NIGHTS ALIVE Youth Program  
Report to the Sunshine Coast Regional District  
November 2021**



Part 3.4 Legacy Garden 2022 Budget

<b>Roberts Creek Legacy Garden Budget 2022</b>			
<b>Revenue</b>		<b>In Kind</b>	
Government of Canada	\$ 7,750		
RCES PAC - expected	2,000		
Other Funders	2,000		
SCRD 2022 Funding	4,000		
Volunteer In Kind		\$ 8,000	
Periplum Garden Design & Construction		\$ 4,000	
Roberts Creek Community School	500	\$ 8,400	
<b>Total Revenues</b>	<b>\$ 16,250</b>	<b>\$ 20,400</b>	
<b>Expenses</b>			
Project Coordination		\$ 8,400	6 hrs/wk x 40 wks x \$35/hr
Implementation	2,000	\$ 4,000	80 hrs x \$50/hr
<b>Infrastructure</b>			
Compost	3,800		
Water supply	500		
Donor Sign	600		
<b>Work Parties</b>			
Work Party Snacks/Meals	600		
Volunteer Labour		\$ 8,000	32 hrs x 10 wk parties x \$25/hr
<b>Beds, Paths, Green Materials</b>			
Beds and Paths	3,750		
Plants and Fruit Trees	5,000		
<b>Total Expenses</b>	<b>\$ 16,250</b>	<b>\$ 20,400</b>	
<b>Surplus/Deficit</b>	<b>\$ -</b>		





Part 4 Legacy Garden Photos











## Legacy Garden Plant Ratings

		0: Does not meet criteria   1: somewhat meets criteria 2: meets criteria   3: strongly meets criteria								
NAME	COMMON NAME	Food Production	Teaching Demonstration	Aesthetic Value	Low Maintenance	Drought Resistance	TOTAL	No. People rating	AVERAGE (Out of 15) Total ÷ no. people rating	Noteworthy Quality (comment)
Vaccinium corymbosum *	Blueberries	18	16	15	16	10	75	6	12.5	must have
Allium sativum	Garlic	17	16	12	15	15	75	6	12.5	food/medicine
Salvia officinale	Sage	13	12	16	16	17	74	6	12.3	food/medicine
Lavandula ‘Munsted’	Lavender	12	12	18	14	18	74	6	12.3	good mixer medicine/insect attractant
Matteuccia struthiopteris *	Ostrich fern (fiddleheads)	7	7	9	7	7	37	3	12.3	needs large area
Thymus vulgaris	Thyme	13	11	16	16	17	73	6	12.2	ground cover food/ medicine
Rosmarinus ‘Tuscan Blue’	Rosemary	13	12	15	14	18	72	6	12.0	
Amelanchier alnifolia *	Saskatoon/serviceberry	9	10	10	9	9	47	4	11.8	
Arbutus menziesii *	Pacific arbutus	4	12	14	14	15	59	5	11.8	food
Gautheria shallon *	Salal	12	15	15	18	11	71	6	11.8	food/medicine
Fragria ssp/vesca	Strawberries	18	16	12	13	11	70	6	11.7	great ground cover
	Sunflowers	12	15	17	13	12	69	6	11.5	bee/bird attractant
Malus ‘Red Sentinel’ *	Crabapple	16	16	16	11	10	69	6	11.5	
Malus-columnar	Columnar apple	18	16	16	9	9	68	6	11.3	
Vaccinium parviflorum*	Huckleberry, red	12	15	13	16	11	67	6	11.2	native
Vaccinium ovatum*	Evergreen huckleberry	10	13	15	18	11	67	6	11.2	native
	Chives, common *	16	11	12	13	14	66	6	11.0	native, good filler self-seeding
	Calendula	13	12	12	9	9	55	5	11.0	
	Fig	17	14	15	10	10	66	6	11.0	needs heat
Ribes nidigrolaria	Josta berry	6	5	3	5	3	22	2	11.0	food
Arctostaphylos uva-ursi *	Kinnickinnick	6	13	16	17	14	66	6	11.0	food/medicine
Laurus nobilis	Bay laurel	12	13	13	11	16	65	6	10.8	large shrub to tree
Allium tuberosum	Chives, garlic	16	11	10	14	14	65	6	10.8	as per chives
	Parsley	15	12	10	15	13	65	6	10.8	mixer

NAME	COMMON NAME	Food Production	Teaching Demonstration	Aesthetic Value	Low Maintenance	Drought Resistance	TOTAL	No. People rating	AVERAGE (Out of 15) Total ÷ no. people rating	Noteworthy Quality (comment)
	Asparagus	16	14	13	13	9	65	6	10.8	
Amaranth ssp.	Amaranth	10	9	10	7	7	43	4	10.8	food
Oreganum vulgare	Oregano	16	10	10	10	18	64	6	10.7	seeder/ invasive
Malus-ssp. espalier	Espalier apple	18	18	18	4	6	64	6	10.7	skill for maintenance
	Artichokes	13	13	14	10	14	64	6	10.7	large plant
Lonicera caerulea	Honeyberry	8	6	5	8	5	32	3	10.7	food
Achillea millefolia *	Yarrow	3	5	7	8	9	32	3	10.7	butterfly attractant
Mahonia aquifolia *	Oregon grape	5	12	14	11	11	53	5	10.6	food
Tropaeolum ssp.	Nasturtiums	10	13	15	13	12	63	6	10.5	salad flower
Hazelnut - Corylus cornuta *	Beaked hazelnut	7	8	9	9	9	42	4	10.5	native
Camellia sinensis	Tea shrub	8	8	10	9	7	42	4	10.5	medicine
Vitis vinifera	Grape ssp.	11	10	9	4	8	42	4	10.5	food
Cynara cardunculus	Cardoon	7	7	10	8	10	42	4	10.5	food
Rheum rhabarbarum	Rhubarb	17	12	11	14	8	62	6	10.3	food/medicine
Blechnum spicant	Deer fern	3	7	12	11	8	41	4	10.3	food/medicine
Hemerocallis flava	Daylilies	9	10	15	13	14	61	6	10.2	
	Hazelnut	16	12	14	8	10	60	6	10.0	medium tree
Diospyros “Kaku Izu”	Persimmon	13	10	10	9	8	50	5	10.0	
Arbutus unedo	Mediterranean arbutus	2	7	11	9	11	40	4	10.0	food
Grevillia ‘Victoriae’	Grevillea	2	1	5	6	6	20	2	10.0	butterfly attractant
Verbascum thapsus	Mullein	3	5	7	6	9	30	3	10.0	medicine
Amsonia hubrechtii	Bluestar	2	2	5	5	6	20	2	10.0	butterfly attractant
Camassia quamash	Camas	3	6	7	7	7	30	3	10.0	food
Viburnum trilobum	High bush cranberry	9	8	9	7	7	40	4	10.0	food
Crataegus douglasii	Black hawthorn	2	3	5	5	5	20	2	10.0	material/food/medicine
Myrica gale	Sweet gale	2	3	6	5	4	20	2	10.0	food/medicine
Oemleria cerasiformis *	Indian plum	3	6	6	8	7	30	3	10.0	food/medicine
	Wild arugula	12	7	6	8	6	39	4	9.8	
Borago officinalis	Borage	8	9	7	7	8	39	4	9.8	excellent composter
	Pear, dwarf	17	14	12	9	7	59	6	9.8	grow well here
Foeniculum vulgare	Fennel	15	12	12	8	12	59	6	9.8	food
Salvia sylvestris	Meadow sage	5	7	7	4	6	29	3	9.7	food/medicine

NAME	COMMON NAME	Food Production	Teaching Demonstration	Aesthetic Value	Low Maintenance	Drought Resistance	TOTAL	No. People rating	AVERAGE (Out of 15) Total ÷ no. people rating	Noteworthy Quality (comment)
Aruncus doicus	Goatsbeard	3	5	7	7	7	29	3	9.7	food
Erythronium oregonum	Fawnlily	3	5	8	8	5	29	3	9.7	food
Fragaria vesca	Woodland strawberry	10	11	10	9	8	48	5	9.6	food/insect attractant
Echinacea ‘Magnus’ *	Coneflower	5	9	13	11	10	48	5	9.6	insect attractant
	Marjoram	13	10	9	10	15	57	6	9.5	groundcover
Angelica gigas	Angelica	4	2	4	4	5	19	2	9.5	food/medicinal
Lonicera involucrata	Bearberry honeysuckle	2	4	4	5	4	19	2	9.5	medicine
Thuja plicata ‘Excelsa’ *	Red cedar	1	12	15	17	12	57	6	9.5	material
	Violets/pansies	7	9	13	11	7	47	5	9.4	mixer /salad flower
Echinacea ‘White Swan’	Cone flower	4	8	14	11	10	47	5	9.4	insect attractant
Ribes nigrum	Black currant	12	10	11	7	7	47	5	9.4	food
Ribes rubrum	Red currant	12	10	11	7	7	47	5	9.4	food
	Ramps (bear garlic/wild leeks) *	9	6	5	8	9	37	4	9.3	not familiar native
Viola odorata *	Wood violet	4	4	6	7	7	28	3	9.3	native salad flower
Lisium babarum	Goji berry	7	6	4	6	5	28	3	9.3	food/medicine
Gallium odorata	Sweet woodruff	2	3	8	8	7	28	3	9.3	food/medicine
Sambucus racemose *	Red elderberry	3	9	9	7	9	37	4	9.3	food
Cornus canadensis *	Bunchberry	1	4	8	8	7	28	3	9.3	food
Rubus idaeus	Raspberries	18	15	7	7	8	55	6	9.2	good market crop
	Jerusalem artichokes	15	12	9	7	12	55	6	9.2	invasive
Echinacea ‘Prairie Splenour’	Cone flower	5	9	17	12	12	55	6	9.2	insect attractant
Polystichum munitum *	Swordfern	2	8	12	12	12	46	5	9.2	medicine
Rumex scutatus	French Sorrel	16	10	8	11	9	54	6	9.0	
	Marigolds	5	9	15	14	11	54	6	9.0	nematode suppressant
Perovskia atriplicifolia	Russian sage	7	5	13	9	11	45	5	9.0	food/medicine
Artemisia ‘Powys Castle’	Artemisia	2	2	3	5	6	18	2	9.0	medicine
Callicarpa ‘Profusion’	Beautyberry	2	4	8	6	7	27	3	9.0	food
Physocarpus capitatus *	Ninebark	0	7	10	9	10	36	4	9.0	material/insect attractant
Sambucus caerulea	Blue elderberry	4	5	6	7	5	27	3	9.0	food
Trillium ovatum *	White trillium	1	5	8	8	5	27	3	9.0	food
Anethum graveolans	Dill	15	10	9	9	10	53	6	8.8	food

NAME	COMMON NAME	Food Production	Teaching Demonstration	Aesthetic Value	Low Maintenance	Drought Resistance	TOTAL	No. People rating	AVERAGE (Out of 15) Total ÷ no. people rating	Noteworthy Quality (comment)
Gaultheria procumbens	Wintergreen	4	7	10	8	6	35	4	8.8	medicine
Rubus spectabilis *	Salmonberries	10	12	5	10	15	52	6	8.7	native
	Purslane	6	5	4	5	6	26	3	8.7	salad green
	Cherry	16	13	10	6	7	52	6	8.7	too large
Chamaecyparis obtusa	Slender hinoki cypress	0	3	8	8	7	26	3	8.7	material
Juniperus scopulorum	Rocky mountain juniper	2	3	5	7	9	26	3	8.7	food medicine
Rosa ‘Ballerina’	Ballerina rose	1	4	8	6	7	26	3	8.7	insect attractant
Cistus x purpureus *	Rock rose	1	2	6	8	9	26	3	8.7	butterfly attractant
Pinus contorta	Shore pine	0	3	8	6	9	26	3	8.7	material
Menziesia ferruginea *	False azalea	3	3	6	8	6	26	3	8.7	food/medicine
Levisticum officinale	Lovage	10	9	8	6	10	43	5	8.6	prolific seeder invasive
Vaccinium edule	High-bush cranberry	10	8	10	8	7	43	5	8.6	food
	Peach	17	13	11	3	7	51	6	8.5	needs protection
Acanthus mollis	Bear’s breeches	0	2	5	5	5	17	2	8.5	
Gallium odorata *	Sweet woodruff	0	5	10	10	9	34	4	8.5	food/medicine
Asarum caudatum *	Wild ginger	6	6	8	9	5	34	4	8.5	food/tea
Abelia grandiflora *	Glossy abelia	0	1	6	5	5	17	2	8.5	butterfly attractant
Philadelphus lewisii	Mock orange	0	3	5	5	4	17	2	8.5	
Heuchera micrantha	Fringe cup	0	2	5	6	4	17	2	8.5	material/food
Coreopsis ‘Moonbeam’	Tickseed	1	2	8	7	7	25	3	8.3	pollinator
Osmunda regalis	Royal fern	3	5	7	6	4	25	3	8.3	medicine
Tanacetum parthenium	Feverfew	3	4	5	5	8	25	3	8.3	medicine
Sedum ‘Autumn Joy’	Stonecrop	2	6	10	6	9	33	4	8.3	insect attractant
Spiraea douglasii *	Hardhack	0	6	9	9	9	33	4	8.3	material/medicine
	Hibiscus	6	4	13	9	9	41	5	8.2	
Nepeta faassenii	Catmint	2	9	10	9	11	41	5	8.2	insect attractant
Cistus x purpureus *	Rock rose	0	2	6	7	9	24	3	8.0	butterfly attractant
Artemisia abrotanum	Wormwood	5	6	7	6	8	32	4	8.0	medicine
Chamomaelum nobile	Roman chamomile	8	7	10	8	7	40	5	8.0	medicine
Fritillaria camschatchensis	Rice root	3	5	4	7	5	24	3	8.0	food
Myrrhis odorata	Sweet cicely	2	3	2	5	4	16	2	8.0	medicine



NAME	COMMON NAME	Food Production	Teaching Demonstration	Aesthetic Value	Low Maintenance	Drought Resistance	TOTAL	No. People rating	AVERAGE (Out of 15) Total ÷ no. people rating	Noteworthy Quality (comment)
Nepeta faasseni	Catmint	4	8	9	10	9	40	5	8.0	insect attractant
Shepherdia canadensis *	Soap berry	1	4	6	7	6	24	3	8.0	food/medicine
Aletris farinose	Unicorn plant	2	2	4	5	3	16	2	8.0	medicine
Achlys triphyla	Vanilla leaf	2	3	7	7	5	24	3	8.0	insect deterrent/medicine
Carex obnupta	Sedge	2	7	9	8	6	32	4	8.0	food
Ceanothus velutinus	Snowbrush	0	3	4	5	4	16	2	8.0	pollinator
Salix scouleri *	Scouler's willow	1	8	10	7	6	32	4	8.0	medicine
Salix sitchensis *	Sitka willow	1	8	10	7	6	32	4	8.0	medicine
Viola odorata *	Wood violet	3	3	8	6	4	24	3	8.0	food/medicine
Salvia vert. 'Purple Rain'	Hardy sage	4	4	11	6	6	31	4	7.8	insect attractant
Mellisa officinalis	Lemon balm	9	11	9	6	12	47	6	7.8	food/medicine
Trifolium repens	White clover	3	7	7	7	7	31	4	7.8	food/medicine
Valeriana officinalis	Valerian	4	6	5	8	8	31	4	7.8	medicine
Ribes sanguinea 'King Edward' *	Flowering currant	2	3	11	8	7	31	4	7.8	food
Rubus parviflorus *	Thimbleberries	8	12	6	10	10	46	6	7.7	native, large suckering
Abelia grandiflora	Glossy abelia	0	3	8	6	6	23	3	7.7	butterfly attractant
Molinia 'Moorhexe'	Purple moor grass	0	2	7	7	7	23	3	7.7	
Aster divaricatus.	Wood aster	1	3	7	6	6	23	3	7.7	pollinator
Cornus 'Kesselringhii'	Shrub dogwood	1	5	8	5	4	23	3	7.7	medicine
Smilicina racemosa	False solomon's seal	2	3	7	6	5	23	3	7.7	food/medicine
Choisya ternata	Mexican mock orange	0	5	11	7	7	30	4	7.5	butterfly attractant
Acer papyrifera *	Paper birch	0	6	9	9	6	30	4	7.5	material
Juncus effusus *	Common rush	0	2	3	5	5	15	2	7.5	material/medicine
Taxus brevifolia *	Pacific yew	0	6	11	8	5	30	4	7.5	medicine
Dicentra formosa	Pacific bleeding heart	0	4	10	10	6	30	4	7.5	insect attractant/m
	Chervil	9	6	5	8	9	37	5	7.4	great annual mixer
Ceanothus 'Victoriae'	California lilac	0	7	10	8	12	37	5	7.4	pollinator
Achillea 'Moonshine'	Yarrow	1	5	9	10	12	37	5	7.4	insect attractant
Rubus leucodermis *	Black raspberry	9	7	6	8	7	37	5	7.4	food

NAME	COMMON NAME	Food Production	Teaching Demonstration	Aesthetic Value	Low Maintenance	Drought Resistance	TOTAL	No. People rating	AVERAGE (Out of 15) Total ÷ no. people rating	Noteworthy Quality (comment)
Agastache ‘Blue Wonder	Anise-hyssop	4	4	11	6	4	29	4	7.3	medicine
Agastache ‘Blue Fortune’	Anise-hyssop	4	4	10	5	6	29	4	7.3	food/medicine
Cornus stolinifera *	Red-osier dogwood	0	7	11	6	5	29	4	7.3	material/medicine
Holodiscus discolor	Oceanspray	1	4	7	4	6	22	3	7.3	material/medicine/food
Tiarella trifoliata	Foam flower	0	4	6	8	4	22	3	7.3	medicine
	Rhododendron	1	4	14	12	5	36	5	7.2	depends upon species
	Mint	10	9	5	2	9	35	5	7.0	invasive/contain
Adjuga reptans	Bugleweed	0	1	5	5	3	14	2	7.0	
Campanula glomerata	Clustered bellflower	3	3	11	6	5	28	4	7.0	insect attractant
Acer circinatum	Vine maple	0	6	12	10	7	35	5	7.0	material
Aster cordifolia	Heart aster	0	1	4	4	5	14	2	7.0	pollinator
Chamaelirium luteum	False unicorn	1	3	3	4	3	14	2	7.0	medicine
Filipendula vulgaris	Meadowsweet	1	2	4	3	4	14	2	7.0	medicine
Geranium macrorrhizum	Bigroot cranesbill	2	3	6	4	6	21	3	7.0	medicine
Lonicera ciliosa	Honeysuckle	1	5	8	7	7	27	4	6.8	insect attractant
Hippophae rhamnoides	Sea buckthorn	1	2	3	3	4	13	2	6.5	medicine
Lupinus polyphylus	Large leaf lupin	3	5	10	7	7	32	5	6.4	insect attractant
Equisetum hyemale	Scour rush	0	5	6	4	4	19	3	6.3	material/medicine
Anaphalis margaritacea	Pearly everlasting	2	3	4	7	8	24	4	6.0	insect attractant
Leucanthemum vulgare	Oxeye daisy	1	4	9	4	6	24	4	6.0	insect attractant
Alcea rosea nigra	Black hollyhock	1	3	8	3	3	18	3	6.0	pollinator
Rhaponticum	Mmaral root	3	2	2	3	2	12	2	6.0	medicine
Erigeron peregrinus	Subalpine daisy	0	2	6	4	5	17	3	5.7	insect attractant
Carthamoides						1	1	1	1.0	

KEY

\* = native plant to our region



Gibsons Area Community Schools  
Box 548-783 School Road  
Gibsons BC, V0N 1V0  
(604) 886-2621

To whom it may concern:

Nov 14, 2021

Gibsons Area Community Schools is a non-profit organization that is partially funded by community link dollars. Because these dollars are limited, we heavily rely on other funding sources such as yourselves. I am requesting a contribution of \$10,000.00 to be awarded to us for the following purposes. Gibsons Area Community Schools runs as many as 12-15 different programs a year depending on the need to the children and youth in our community.

You will find in our budget vs actuals for last year that some of these programs had actuals lower than what was budgeted due to the ongoing pandemic. Whereas Kidz Club/Coastal Kids' program was used heavily as we were one of a few facilities providing care. Places such as the YMCA spring and summer camps, were unable to staff their camps as many of these come from other countries. You may notice that the administration fee is higher than usual, this was due to the lack of qualified or the nonexistent availability of staff, therefore admin person stepped in to do childcare as well as administration. Due to the ongoing pandemic programs such as Cool School and Family Fun nights were again put on hold until mask and covid protocols are lifted. We continue to serve these areas in other ways such as increased snack and lunch programs for children and families hardest hit by the pandemic.

The following are programs we are and hope to get up and running as Covid 19 protocols are lifted.

**Kidz Club/Coastal Kids/ Spring Camp**— Licensed after school care runs Mon-Fri as well as professional development days, spring break camps and summer camps. We are licensed to accommodate up to 20 children, children are treated to a variety of outdoor time, games and daily activities to keep them engaged, occupied and healthy.



Gibsons Area Community Schools  
Box 548-783 School Road  
Gibsons BC, V0N 1V0  
(604) 886-2621

**Homework Club** – We have recently moved back to in class groups with a qualified teacher. This has been used heavily with more attendance the closer they get to exams.

**Garden Club** – This year we have up to 50 kids participating in the garden club. Two of the classrooms at GES are outside weekly, doing hands on gardening from weeding to cultivating the food. This increases their overall health and nutritional benefits.

Sincerely

Sue Wilson

Coordinator

Gibsons Area Community Schools

[Gibsonscomschool.sue@gmail.com](mailto:Gibsonscomschool.sue@gmail.com)

Community Partner, Canadian Tire Jumpstart Charities

## 2021 Budget for Youth Programs

Gibsons & Langdale primarily but all schools invited

Kidz club (yr. round)	Budget	Actual
Staff	\$53,000.00	\$59,197.39
Facility Rental	\$600.00	\$555.75
Food	\$2,500.00	\$2,088.21
Supplies	\$2,000.00	\$1,524.41
Admin	\$1,050.00	\$2,280.40
<b>Total</b>	<b>\$59,150.00</b>	<b>\$65,646.16</b>

Elphinstone Secondary primarily

Elphi Cool School	Budget	Actual
Materials	\$2,000.00	
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
<b>Total</b>	<b>\$2,366.00</b>	<b>\$366.00</b>

Langdale Elementary primarily

Family Fun Nights	Budget	Actual
Staff	\$800.00	
Facility Rental	\$16.00	\$16.00
Supplies	\$300.00	
Admin	\$350.00	\$350.00
<b>Total</b>	<b>\$1,466.00</b>	<b>\$366.00</b>

Elphinstone Secondary

Elphi Homework Club	Budget	Actual
Staff	\$8,250.00	\$8,242.50
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
<b>Total</b>	<b>\$8,616.00</b>	<b>\$8,608.50</b>

Gibsons Elementary primarily

Garden Club	Budget	Actual
Supplies	\$1,000.00	\$1,250.00
Admin	\$100.00	\$100.00
<b>Total</b>	<b>\$1,100.00</b>	<b>\$1,350.00</b>

<i>Budgeted</i>	<i>Ttl. Actual</i>
<b>\$72,698.00</b>	<b>\$76,336.66</b>
<b>Difference</b>	<b><u>- \$3,638.66</u></b>

## Finacial plan 2022-2026 (future budget)

### COOL SCHOOL

#### INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$866.00
SCRD	\$2,000.00

<b>Total Income</b>	\$2,866.00
---------------------	------------

#### EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$2,500.00
Facility	\$16.00
Admin	\$350.00

<b>Total Exp.</b>	\$2,866.00
-------------------	------------

### FAMILY FUN NIGHTS

#### INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$441.00
SCRD	\$750.00

<b>Total Income</b>	\$1,191.00
---------------------	------------

#### EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$825.00
Facility	\$16.00
Admin	\$350.00

<b>Total Exp.</b>	\$1,191.00
-------------------	------------



## **HOMEWORK CLUB**

### INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$5,366.00
SCRD	\$2,000.00
PAC	\$2,000.00

<b>Total Income</b>	\$9,366.00
---------------------	------------

### EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$9,000.00
Facility	\$16.00
Admin	\$350.00

<b>Total Exp.</b>	\$9,366.00
-------------------	------------

## **KIDZ CLUB (SPRING/SUMMER CAMP)**

### INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$3,865.00
SCRD	\$2,500.00
Operating Grant	\$5,000.00
Canada Summer jobs	\$10,000.00
Fees	\$45,000.00

<b>Total Income</b>	\$66,365.00
---------------------	-------------

### EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$60,000.00
Food	\$2,500.00
Supplies	\$2,250.00
Facility	\$565.00
Admin	\$1,050.00

<b>Total Exp.</b>	\$66,365.00
-------------------	-------------

## **GARDEN CLUB**

### INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$600.00
SCRD	\$750.00

<b>Total Income</b>	\$1,350.00
---------------------	------------

### EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$1,000.00
Admin	\$350.00

<b>Total Exp.</b>	\$1,350.00
-------------------	------------

November 15, 2021

Attention: Tina Perreault  
Sunshine Coast Regional District  
General Manager, Corporate Services / Chief Financial Officer  
1975 Field Road, Sechelt BC  
VON 3A1

Dear Ms. Perreault and SCRD Board,

**RE: 2022 Annual Funding Request - Destination Marketing Services**

I write this letter to formally request funding for 2022 to support Sunshine Coast Tourism in the amount of \$20,000 for destination marketing services. Since this is a shared resource across the entire Sunshine Coast, we will also be approaching the District of Sechelt, the Town of Gibsons, the Sechelt Indian Government District, as well as the City of Powell River, qathet Regional District and Tla'amin Nation. The total request for funding from the 7 local governments on the Sunshine Coast will be \$82,000.

Sunshine Coast Tourism was formed in 2008 and is a 50/50 public-private partnership between all of our local governments and the region's growing tourism industry. The 2% Municipal Regional District Tax (MRDT), implemented on August 1, 2016, is the final funding piece provided by visiting consumers that will allow us to be sustainable and ultimately successful as an organization.

Over the years, we have greatly appreciated the SCRD's ongoing investment in Sunshine Coast Tourism. We look forward to our continued partnership with you and the other local governments to help achieve our shared mandate to promote the Sunshine Coast and sustainably grow the visitor economy for the benefit of all of our communities.

Thank you for your time and consideration.

Sincerely,  
Annie Wise  
Executive Director



Sunshine Coast Tourism  
E: annie@sunshinecoastcanada.com  
T: 604-330-3203

---

## **SUNSHINE COAST TOURISM 2022 FUNDING REQUEST TO SCRD**

**TO:** Sunshine Coast Regional District - Special Corporate and Administrative Services Committee,  
November 15, 2021

**AUTHOR:** Annie Wise, Executive Director, Sunshine Coast Tourism

**SUBJECT:** Re: 2022 SCRD Budget Request - Community Partners & Stakeholders

---

### **Introduction**

Sunshine Coast Tourism is an established non-profit society that results from the successful collaboration between the Sunshine Coast and qathet Regional Districts to advance the destination marketing and development of the “Sunshine Coast” tourism brand for the region.

### **Our Mission**

Sunshine Coast Tourism’s mission is to build a strong tourism economy on the Sunshine Coast consistent with the values of its residents.

### **Our Vision**

We are a unified Sunshine Coast, working together to increase the social, cultural, and economic benefits from our year-round visitor economy. With vibrant coastal communities amid exceptional outdoor adventures, we attract respectful visitors who like to discover and understand more about our laid-back lifestyle and the wild, natural places that nourish us.

### **Our Strategy**

Our team works diligently to create destination brand awareness through inspiring and engaging marketing campaigns that motivate visitors to plan their trip to the Sunshine Coast. We support the traveller experience with our network of visitor centres and engage all government levels to advocate and support sustainable destination development and infrastructure projects that enhance both our communities and the overall visitor experience.

## **Covid-19 Impacts on Sunshine Coast Tourism**

COVID-19 has resulted in significant and substantive impacts on people’s desire to travel. Because Sunshine Coast Tourism’s primary funding source is the Municipal & Regional District Tax (MRDT), a 2% levy on hotel rooms, Sunshine Coast Tourism suffered an immediate loss in revenue with the onset of the pandemic. The past year’s MRDT revenues were approximately 18% lower than the previous year. While this is not as far behind as after the first five months of the pandemic, it is still a substantial loss. It is also worth noting that

pre-pandemic gains during the off-peak tourism season have been hit particularly hard, while summer months have seen significant increases in tourism. Our goal at Sunshine Coast Tourism is to encourage geographical and seasonal dispersion in tourism to increase the value of the tourism economy and decrease any potential negative impacts of over-tourism.

Further, given access to the area is highly dependent on BC Ferries future, rebound scenarios are centred on how quickly BC Ferries resumes sailings and increases capacity levels. Lodging revenues (and therefore the MRDT funding) are aligned with BC Ferries traffic volumes. Consumer awareness of the area and visitor attitudes and behaviours, while important, play a secondary role at this time.

As of September 2021, BC Ferries passenger traffic year-to-date is 19% lower than pre-pandemic levels in 2019. This decline is anticipated to hold through Q3 and Q4. Given that traffic on this route is the primary way to access the area and had been relatively constant for the previous five years with average annual increases of a little over 1%, the reduction in ferry sailings and capacity has had a substantive impact on tourism in the area. Furthermore, the Sunshine Coast is unlikely to see the number of travellers return to pre-COVID-19 levels without returning to previous sailing capacity and frequency. Additionally, those that do come may be looking for different experiences.

Other impacts of note:

- Tourism Sentiment Index score of +29 is a decline but remains optimistic.
- Decrease of approx 60% in July-August visitor traffic at the Powell River, Gibsons and Sechelt Visitor Information Centres over the same period in 2019 (pre-pandemic).
- An extreme shortage of tourism labour force - causing closures and other service issues that ultimately have a negative impact for both residents and visitors

## Current Financial Position: 2021 Budget vs. Actuals

CURRENT FISCAL (May 2021- Apr 22)	BUDGET	ACTUAL
<b>Revenues</b>		
Stakeholder Investment	\$4,000	\$0
Local Governments (below)		
- Sunshine Coast Regional District	\$20,000	\$20,000
- qathet Regional District	\$12,000	\$12,000
- District of Sechelt	\$12,800	\$12,800
- Town of Gibsons	\$7,200	\$7,200
- City of Powell River	\$28,000	\$28,000
- Sechelt Indian Government District	\$1,000	\$1,000
- Tla'amin Nation	\$1,000	\$1,000
Grants (Federal, Provincial)*	\$540,000	\$519,635
Destination BC (Matched Funds)	\$228,255	\$232,255
Traditional MRDT	\$335,000	\$366,975
OAP MRDT	\$150,000	\$73,644
Visitor Services	\$131,600	\$49,136
Other Projects/Misc.	\$34,350	\$0
<b>TOTAL REVENUES</b>	<b>\$1,505,205</b>	<b>\$1,323,645</b>
<b>Expenses</b>		
Destination Marketing	\$350,000	\$144,232
Visitor Services	\$131,600	\$94,160
Destination Development Projects*	\$459,000	\$9,126
OAP Affordable Housing Distributions**	\$90,000	\$0
Board & Committee	\$17,000	\$4,002
Payroll/HR	\$264,000	\$106,677
Office/Admin	\$28,690	\$15,509
Contingency	\$60,000	\$60,000
<b>TOTAL EXPENSES</b>	<b>\$1,400,290</b>	<b>\$433,706</b>
<b>Gain/Loss</b>	<b>\$104,915</b>	<b>\$889,939</b>

\*Grant funding received for Destination Development Projects was unusual this year due to the government's Covid-19 relief programs. The grant money received has been mostly unspent thus far as we are still working through consultation processes on the identified projects. Some of these projects may carry over into the 2022FY.

\*\*OAP Distributions will happen once a year in March.

## Proposed 2022 Budget & 5 Year Financial Plans

	2021	2022	2023	2024	2025	2026
<b>Revenues</b>						
Stakeholder Investment	\$4,000	\$20,000	\$30,000	\$40,000	\$50,000	\$55,000
Local Governments (below)						
- Sunshine Coast Regional District	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
- qathet Regional District	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
- District of Sechelt	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800
- Town of Gibsons	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200
- City of Powell River	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
- Sechelt Indian Government District	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
- Tla'amin Nation	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Grants (Federal, Provincial)*	\$540,000	\$50,000	\$20,000	\$20,000	\$20,000	\$20,000
Destination BC (Matched Funds)*	\$228,255	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Traditional MRDT	\$335,000	\$410,000	\$425,000	\$435,000	\$445,000	\$455,000
OAP MRDT	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891
Visitor Services	\$131,600	\$134,600	\$136,000	\$138,000	\$140,000	\$140,000
Other Projects/Misc.	\$34,350	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>TOTAL REVENUES</b>	<b>\$1,505,205</b>	<b>\$1,046,100</b>	<b>\$1,047,135</b>	<b>\$1,073,909</b>	<b>\$1,100,826</b>	<b>\$1,120,891</b>
<b>Expenses</b>						
Destination Marketing	\$350,000	\$360,000	\$370,000	\$380,000	\$390,000	\$400,000
Visitor Services	\$131,600	\$134,600	\$136,000	\$138,000	\$140,000	\$140,000
Destination Development Projects	\$459,000	\$100,000	\$78,154	\$79,064	\$79,531	\$80,556
OAP Affordable Housing Distributions	\$172,000	\$92,700	\$95,481	\$98,345	\$101,295	\$104,335



<b>Board &amp; Committee</b>	\$17,000	\$11,000	\$11,500	\$11,500	\$12,000	\$12,000
<b>Payroll/HR</b>	\$264,000	\$275,000	\$285,000	\$295,000	\$305,000	\$310,000
<b>Office/Admin</b>	\$28,690	\$20,000	\$21,000	\$22,000	\$23,000	\$24,000
<b>Contingency</b>	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>TOTAL EXPENSES</b>	<b>\$1,482,290</b>	<b>\$1,043,300</b>	<b>\$1,047,135</b>	<b>\$1,073,909</b>	<b>\$1,100,826</b>	<b>\$1,120,891</b>
<b>Gain/Loss</b>	<b>\$22,915</b>	<b>\$2,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*Both grants and Dest. BC funding was exceptionally high for 2021 due to the government's Covid-19 relief programs. This level of grant funding is not expected to continue, thus the dramatic drop off after 2021. Should more grant funding become available, it would be spent primarily under Destination Development projects.

## Summary of Programs and Services for 2022

### Destination Marketing

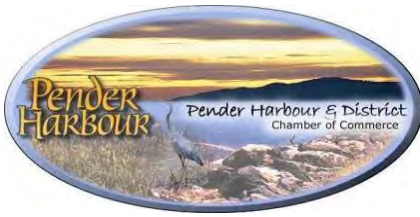
Sunshine Coast Tourism creates compelling destination marketing campaigns for the region to raise awareness and inspire people to visit the Sunshine Coast through a mix of tactics, including place branding, paid advertising, owned and earned media, and strategic partnerships. In 2022, our marketing must be incredibly strategic and focused on assuring a high return on our marketing investment. Our efforts focus on BC's lower mainland, Alberta, and Washington state in this initial post-Covid period, explicitly targeting those interested in nature and the outdoors, health and wellness, arts, and culinary interests (especially food and beverage trails and farmers markets). Our marketing program spend is leveraged through Destination BC's Cooperative Marketing Program and focuses on ensuring seasonal and geographic dispersion of visitors to the Sunshine Coast.

### Visitor Services

Sunshine Coast Tourism directly manages two of the four visitor centres in the region - Sechelt and Gibsons. We work collaboratively with Pender Harbour and Powell River through our Visitor Services Strategy. Our Visitor Services teams work together as ambassadors for the region to help shape a remarkable visitor experience that makes our guests want to come back and recommend the Sunshine Coast as a great place to visit. In 2022, we will continue our visitor services programs and are developing ways of expanding services beyond the brick-and-mortar centres to include more mobile and digital points of service. By adapting to the modern traveller's needs, we can ensure our visitor services teams meet our goals.

### Destination Development

Sunshine Coast Tourism is leveraging the available tourism recovery funds available from the provincial and federal governments. Our appointed Destination Management Council is responsible for ensuring these funds manage tourism growth in a manner that balances positive visitor experiences with community capacity, protection of natural places, and land stewardship. We're also working on development projects in consultation and alignment with provincial and local governments for infrastructure projects identified in our 10 Year Destination Development Strategy.



## PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE

P.O. BOX 265 MADEIRA PARK B.C.V0N 2H0  
E-MAIL: [chamber@penderharbour.ca](mailto:chamber@penderharbour.ca)  
PHONE: 604 883-2561

Website: [www.penderharbour.ca](http://www.penderharbour.ca)  
TOLL FREE: 1-877 873-6377

### **Pender Harbour & District Chamber of Commerce Report**

**October 24, 2021 Revised Nov 26th**

#### **Purpose**

The following report will provide details on current programs, proposed changes to some of these programs and financial details on each.

#### **Executive Summary**

This report is based on the Pender Harbour & District Chamber of Commerce interim financial results to date in 2021 and our 2022 proposed budget which are all based on a Chamber fiscal year ending December 31.

All of our discretionary programs are funded by a combination of SCRD Grants, Chamber fundraising events, membership dues and related member billed services including sign board rentals and racking fees. Our board treasurer provides administrative support, paid manager dedicated to specific programs, community volunteer labor and board members carry out all of our annual objectives.

The following reports indicate that four existing programs are ongoing and were supported by 2021 SCRD grants totaling **\$22,650**. Our 2022 plan anticipates SCRD grants for these programs amounting to **\$34,700**. Ongoing programs are Visitor Information Booths (VIB), Visitor Information Center washrooms (VIC washrooms), Tourism Sanitation Services, and Economic Development. Other popular chamber events/activities which greatly encourage community spirit are "Light up the Harbour" and the "Christmas in Pender Harbour" month, have all been affected by the CoVid-19 pandemic. We expect these initiatives to be started again to some degree next year.

In 2021, due in part to the changes everyone has had to embrace during these trying times, we expect to finish our year with a small surplus. For 2022 we would have planned for a Revenue breakeven against operational expenditures, however major renovations to the VIB washrooms are required and are unclear at this time of the effect this will have on our final budgetary planning.

Our membership continues to be static and local businesses appreciate the chamber's services and community presence.

*The following data is taken from our financial records compared to our 2022 plan complete with narratives for each of our funding requests.*

The SCRD grants received and proposed are:

	Rec'd <u>2020</u>	Rec'd <u>2021</u>	<b>Proposed</b> <u>2022</u>
Tourism Sanitation Services	\$ 2,650	\$ 2,650	\$ 2,700
VIC washrooms	\$ 5,500	\$ 9,500	\$ 9,500
One time Project			\$10,000
VIB	\$ 8,000	\$ 8,000	\$10,000
Economic Development	\$ 2,500	\$ 2,500	\$ 2,500
<b>Total of above Programs</b>	<b>\$18,650</b>	<b>\$22,650</b>	<b>\$34,700</b>

#### **DETAILS ON PROGRAM REQUESTS:**

##### **Tourism Sanitation Services (PortableToilets) program:**

In 2010 our Chamber entered into an agreement with the SCRD to sponsor the washroom facilities at Millennium Park and Hospital Bay by assuming administrative responsibilities including preparing yearly funding requests.

By 2014 improvements to our Madeira Park Visitor Information Booth washrooms and the Harbour Association opening and closing hours of their Madeira Park washrooms allowed us to remove the Portable Washrooms at Millennium Park.

This grant request for 2022 will continue to allow for one year around plus one summer months only Portable Washrooms, at Hospital Bay. We expect a nominal increase in the service price.

##### **2022 Budget for Tourism Sanitation Services (Portable Toilets in Hospital Bay):**

	Actual 2020	YTD 2021	<b>Proposed</b> 2022
SCRD Grant	\$ 2,650	\$ 2,650	\$ 2,700
<b>Total Revenue</b>	<b>\$ 2,650</b>	<b>\$ 2,650</b>	<b>\$ 2,700</b>
Portable toilets	\$ 2,184	\$ 2,352	\$ 2,400
Admin for this	466	\$ 298	\$ 320
<b>Total Expenses</b>	<b>\$ 2,650</b>	<b>\$ 2,650</b>	<b>\$ 2,720</b>

Portable Toilets are considered to be temporary and should be replaced by permanent washroom facilities as soon as practical.

The Garden Bay/Hospital Bay location was originally planned to be replaced by a permanent Harbour Authority sponsored facility constructed at the current location of the Portable Toilets by 2016/17. The death of a principal in one of the neighboring businesses and the sale of a second neighboring business has delayed the completion of this project. The difficulty in securing a low cost septic treatment connection remains, however negotiations are continuing with a solution still possible. This has been time consuming.

### **Visitor Information Center Washrooms (VIC washrooms)**

Our Visitor Information Center (VIC) is one building which accommodates our main Visitor Information Booth (VIB) and associated Visitor Information Center washrooms (VIC washrooms). Our VIC washrooms are located in downtown Madeira Park. The Chamber is responsible for the operation and overall management of the VIC washrooms.

In 2014 we upgraded this facility which allowed us to have consistent open and closing times, extend our hours during the summer months and ultimately respond to Local Merchant requests for even longer openings each day. Automated locks were installed which improved security and ease of management.

Ongoing operations are financed by a combination of volunteer management, contract labor, and grants from the SCRD and voluntary contributions from merchants in the immediate area. CoVid-19 necessitated the closure of these washrooms for several months last year. The washrooms at the Harbour Authority became the service point for visitors and locals who relied on washroom access. Then in September 2020, when those were no longer available to the public, our VIB washrooms reopened with new protocols in place. The impact on cleaning budget was dramatic; however the District did provide additional funding in 2021 to assist with the maintenance. Local merchants also resumed their annual voluntary funding towards this need in 2021. Some repairs were needed due to vandalism and upon getting professional assessment of the washrooms; it has become apparent to us that a significant overhaul to the way these washrooms function is very much necessary. This becomes a capital project which will require specific assistance from the District.

These washrooms are very much depended on by our local community, the businesses and of course the tourists who visit our area. All of this has mounted pressure on the facilities and warrants their enhancement at this time.

2022 Budget for VIC Washrooms:

	Actual 2020	YTD 2021	Proposed 2022
SCRD Grant	\$5,500	\$ 9,500	\$ 9,500
Local Merchants Donations	\$0	\$ 1,940	\$ 2,000
<b>Total Revenue</b>	<b>\$5,500</b>	<b>\$11,440</b>	<b>\$ 11,500</b>
Utilities	\$1,670	\$ 1,300	\$ 1,300
Repairs & maint.	\$1,290	\$ 480	\$ 1,000
Washroom cleaning	\$3,605	\$ 5,975	\$ 7,700
Washroom Supplies	\$ 36	\$ 1,915	\$ 2,200
<b>Total Expenses</b>	<b>\$6,601</b>	<b>\$ 9,670</b>	<b>\$12,200</b>

Near term plans

We have made minor improvements along the way to our VIC washrooms to provide secure year round public facilities in downtown Madeira Park. These facilities are heavily used ( year round by hundreds of locals and thousands of tourists) and appreciated by the general public and merchants alike. We do however continue to experience significant challenges with regard to abuse and damage to the facility. The access doors, the fixtures and security features are grossly inadequate and prohibit the trouble free operation of the facilities, according to experts whom we have consulted.

ONE TIME SPECIAL PROJECT

The Chamber and the local Rotary are currently fundraising to enable a major renovation scheduled for early 2022. Total Budget for this undertaking is expected to **amount to \$38,000**. Early indications are that we may expect donations of \$20,000 from the community and we will approach SCREDO & Sunshine Coast Tourism for financial support as well.

**We are looking for \$10,000 from The District**, to ensure that we can fully execute this project.

As we have mentioned before our community depends on these public washrooms being available and agree that their significant upgrade is very necessary.

Our goal is to renovate the 2 single occupancy public washrooms making them gender neutral and safely accessible for seniors as well as those with disabilities. Anti-vandalism fixtures, low flush toilets, grab bars and automatic doors will greatly improve this facility.

Our time line is set for January & February 2022. The process might take 2 weeks for each washroom, and we expect to keep a single washroom available during the process. The urgency to have this work done before next years tourism demands is due to the poor functionality of toilets and uneven floors. We hereto attach a copy of a quote received from a reputable construction company who is familiar with such projects.

### **Visitor Information Booths**

Visitor Information services are provided at our main location, which is a building housing our Visitor Information Booth (VIB) and associated Visitor Information Center washrooms (VIC washrooms), located in downtown Madeira Park. The Chamber is responsible for the staffing, operation and overall management of the VIB.

In 2017 we upgraded the secondary location to better draw the attention of Highway traffic and service their inquiries. Our Ambassadors welcomed visitors to our area and responded to inquiries in person at both booths, by phone, by e-mail, and by reference to our web site. We also provided printed information at several rack sites. In 2017 we were approved for 2 students under the Federal student employment grant for the second straight year. Some staffing challenges prevented us from taking full benefit of the grant, but it all helped to allow us to adequately staff these 2 locations.

We believe that our staff and volunteer Ambassadors are the face of our community and should be enthusiastic, welcoming, and engaging with all visitors and members of our community. We made a concerted effort in 2018 to hire professional staff and prepare them for their task at hand. We felt we were well prepared for the 2019 season and were planning to repeat and build on that success in 2019. Unfortunately we encountered staffing issues and made the decision to step back to a single location in 2019. In spite of Jobs Canada Student funding being available to us, securing committed seasonal help was difficult as labor supply and demand issues plague our area of the coast. To some extent labour issues are a general challenge for many of our businesses up and down the coast.



Ongoing operations of our main location are financed by a combination of grants from the SCRD and Chamber funding and voluntary contributions from merchants in the immediate area. Never the less, tourism continues to increase in our region and our VIB manager maintains good records to support the reality that Pender Harbour & Area is a destination for many and of great interest to travels from BC, other parts of Canada & Washington and International visitors of all kinds.

Then CoVid-19 struck us all and plans were adjusted to accommodate this new reality we found ourselves amongst. The info booth could not be opened. But still the visitors came; this year larger than normal numbers of BC residents come to stay and explore our area.

To adjust to this years' demand we decided to put our phones on call forward to our VIB manager. We spent time adjusting our website to improve its' appeal and effectiveness. So you might say we became more virtual in our operations.

Our manager also collaborated with fellow tourism facilities along the coast and received directions from Tourism BC. Then as plans were eventually developed and adjusted to suit the situation at the time we became ready to open in late August 2020 and made it work. Our youth employed (approved by Summer Jobs Program) had his job description rewritten appropriately so as to serve our community in a way which was needed during this difficult time. A customer delivery service in partnership with 3 local businesses became an alternate use of this resource. Thanks are due to the creative thinking of our manager and others involved.

During 2021 we had 2 students employed throughout the summer months (June to September) and according to our manager the operation of our center worked very smoothly and all was a success. Tourism numbers continue to be strong and now that we have expanded our service office, by call forwarding to managements' home office in the shoulder season, our effectiveness as an information center has developed in a meaningful way.

For 2022 it will be necessary to reward our people accordingly as well as increase our budget for internet and office supplies. This impact on our operations is reflected in the proposals below.

2022 Budget for Visitor Information Booth (VIB):

	Actual 2020	YTD 2021	Proposed 2022
SCRD Grant	\$ 8,000	\$ 8,000	\$ 10,000
Chamber funding	\$ 6,000	\$ 9,000	\$ 9,000
<b>Total Revenue</b>	<b>\$14,000</b>	<b>\$ 17,000</b>	<b>\$ 19,000</b>
Info center Supplies	\$ 630	\$ 77	\$ 1,500

Phone and Internet	\$ 2,691	\$ 1,580	\$ 2,700
Mgr & Summer Help	\$15,883	\$25,181	\$ 24,800
Employment Grant	\$ (4,552)	\$ (9,529)	\$ (9,900)
<b>Total Expenses</b>	<b>\$14,652</b>	<b>\$ 17,309</b>	<b>\$ 19,200</b>

Historically we have reported the number of group inquiries each of which could have been a single visitor making a single inquiry, a single visitor making multiple inquiries or a group of visitors making multiple inquiries. However, in 2016 we began recording the actual number of visitors to the booth that asked one or more questions. We continued using both methods of reporting to more accurately reflect the amount of information provided.

Listed below are the inquiry stats for the previous years.

<u>Year</u>	<u># groups</u>	<u># of Inquiries</u>
2014	1362	2315
2015	1439	2461
2016	2450	5094
2017	2594	5246
2018	4563	6803
2019	4500	6800
2020	n/a	n/a
2021		

For 2022 our plan is to operate the main information booth in town with a minimum of two paid staff, to re-apply for the student grant, and to put out the call for volunteer staff, as this will allow us to better service visitor enquiries from both land and water. There is always more which we'd like to accomplish.

#### Long term plans

As is evident in the numbers indicated above, our visitor inquiry numbers continues the trend set from previous years. This appears consistent with the coast in general as more and more travelers include the Sunshine Coast in their itineraries. We anticipate that 2022 will see a settling of the circumstances which made this past year challenging. We wish to be well prepared to share as much information as we can to as many visitors as possible throughout the season. To accomplish this we plan on being open on weekends from Victoria Day until school is out the last week of June. Thereafter, throughout the summer be open for 7-8 hours per day, requiring a bare minimum of 2 paid staff members. Of course only 1 staff in the centre at a time (per CoVid protocol).

Historically we have closed the booth after the September long weekend leaving us with limited information available to tourists in September; so we are reviewing the need for weekend service thereafter. Routing of enquiries to our manager's home office allows us the ability to continue service throughout the shoulder season.

We are willing to continue our operation of the VIB for many years to come and our vision is to eventually transition to become part of a larger visitor information system or network. We continue to feel strongly about the need to upgrade our Information Centre and provide an attractive rest area for travelers – drivers, boaters, cyclists, and campers. We anticipate a considerable increase in tourist traffic in future years and wish to be well prepared. We are continuing to explore more visitor friendly resources for our area, including further development of our website, and having our Ambassadors and information available at local festivals and events, as we work towards raising the level of awareness with respect to all that Pender Harbour has to offer.

We have recently joined the Sunshine Coast Tourism organization as a stakeholder and will be lobbying for representation on that board.

## **Economic Development**

In 2014 we embarked on an Economic Development Project which we continued throughout 2018 and 2019. In support of this discretionary project we received various grants including \$ 2,500 in 2019.

Our Economic Development activities for 2019 have included providing volunteer labor to perform various activities such as assisting PODS, providing material for trade shows, accumulating content for our social media, managing many of the activities for Pender Harbour Days, leading the signage development initiative, participating in mini park development, working on cemetery restoration projects, participating with other chambers on the Business Excellence Awards and active participation on SCREDO projects. We have also paid for materials to take to trade shows, a portion of the trade show booths, a small monthly honorarium to provide fresh material regularly on our social media sites, maintaining and adding to the sites and modifying our web content to provide updated material and pictures to several publications including Ahoy BC and North West Boat Travel.

For 2022 we requested and received a further grant of \$2,500 so continued to fund the activities started in 2016 and detailed above. We also provided the same or more volunteer labor to supplement these activities as well as engaging in additional activities which will focus on bringing economic activity to the coast. We believe that one of the ways to draw attention to our area is to show them what their lifestyle could look like, being able to blend work and outdoor recreation together on a daily basis. (CoVid-19 seems to have pushed that movement as we experienced many examples of city folks escaping to do just

that.) We will continue to add to our electronic media resources through our website and social media. Media assets (photos, video and writers) are required to build a stock of tools to carry out this initiative. Extra effort was invested to refresh our website this year.

#### 2022 Budget for Economic Development

	Actual 2020	YTD 2021	<b>Proposed 2022</b>
SCRD Grant	\$ 2,500	\$ 2,500	\$ 2,500
Chamber funding max	\$ 4,000	\$ 4,000	\$ 2,000
<b>Total Revenue</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>\$ 4,500</b>
Marketing	\$ 840	\$1,600	\$ 1,600
Social Media management	\$2,548	\$2,012	\$ 2,000
Website improve & data collection	\$1,400	\$ 000	\$ 900
<b>Total Expenses</b>	<b>\$4,788</b>	<b>\$3,612</b>	<b>\$ 4,500</b>

#### Long term plans

Our economic development plan is designed to complement and support a coast-wide marketing campaign, Regional Economic Development Office and signage and branding. We will also continue to work with service clubs and voluntary groups to promote the festivals and events that make us a destination for visitors.

We are working with Sunshine Coast Tourism (Tourist attraction and retention) and SCREDO (business attraction and retention) and working to update our systems and processes to provide a seamless interface to their systems and on-line information as they are made available to us a year or two from now.

Our chamber has a presence on the SCREDO board and directors are actively participating in the business round up project and associated system update work. SCREDO has focused on data collection and creation of a database that will hold and report on the data collected. This has made some of our administrative functions easier and at the same time foster a closer working relationship with our members. We are also adding functionality and data to our systems that will enable us to add a general business attraction and support functionality to our existing on-line tools, which are now largely focused on tourist attraction and tourist related businesses.

Sunshine Coast Tourism is expected to greatly enhance our tourist attraction and retention capability, both with increased marketing activities and system functionality. We are looking forward to improvements in our on-line content and associated marketing messages.

Name of Organization

Date Created:

Revision Date:

Budget Planning Year:

Year to Date:

PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE

Friday, November 26, 2021

2022

Oct-21

## REVENUE:

### Local Government Request

	2022 Budget	Actuals to Oct-21	2021 Budget	Variance	% Variance 2022	Financial Planning 2023	2024	2025	2026	2027
SCRD- Economic Dev	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -	0%					
SCRD- Sanitation Services	\$ 2,700.00	\$ 2,650.00	\$ 2,650.00	\$ 50.00	2%					
SCRD-Visitor Centre Washroom	\$ 19,500.00	\$ 9,500.00	\$ 9,500.00	\$ 10,000.00	51%					
SCRD-Visitor Information Booth	\$ 10,000.00	\$ 8,000.00	\$ 8,000.00	\$ 2,000.00	20%					
-				\$ -						
Total Request	\$ 34,700.00	\$ 22,650.00	\$ 22,650.00	\$ 12,050.00	35%	\$ -	\$ -	\$ -	\$ -	\$ -

### Grants

-Employment Grant, VIB	\$ 9,900.00	\$ 9,529.00	\$ 6,000.00	\$ 3,900.00	39%					
-				\$ -						
Sub Total Grants	\$ 9,900.00	\$ 9,529.00	\$ 6,000.00	\$ 3,900.00	39%	\$ -	\$ -	\$ -	\$ -	\$ -

### Other Revenue

-				\$ -						
-Chamber General Revenue	\$ 21,800.00	\$ 26,014.00	\$ 26,950.00	-\$ 5,150.00	-24%					
-				\$ -						
Sub Total Other	\$ 21,800.00	\$ 26,014.00	\$ 26,950.00	-\$ 5,150.00	-24%	\$ -	\$ -	\$ -	\$ -	\$ -

### Previous Year (Deficit) / Surplus

Total Revenue - Organization Generated	\$ 31,700.00	\$ 35,543.00	\$ 32,950.00	-\$ 1,250.00	-4%	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 66,400.00	\$ 58,193.00	\$ 55,600.00	\$ 10,800.00	16%	\$ -	\$ -	\$ -	\$ -	\$ -

## EXPENSES:

### Materials and Supplies

- Trade Shows & Marketing	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ -	0%					
- Social Media & Website	\$ 2,000.00	\$ 2,012.00	\$ 2,500.00	-\$ 500.00	-25%					

- visual Assets & Data Collection	\$ 900.00	\$ -	\$ 1,500.00	-\$ 600.00	-67%						
-				\$ -							
Sub Total	\$ 4,500.00	\$ 3,612.00	\$ 5,600.00	-\$ 1,100.00	-24%	\$ -	\$ -	\$ -	\$ -	\$ -	

#### Office / Equipment

- Admin for VIB	\$ 1,500.00	\$ 102.00	\$ 500.00	\$ 1,000.00	67%						
- Admin for Sanitation services	\$ 320.00	\$ 298.00	\$ 350.00	-\$ 30.00	-9%						
-				\$ -							
-				\$ -							
Sub Total	\$ 1,820.00	\$ 400.00	\$ 850.00	\$ 970.00	53%	\$ -	\$ -	\$ -	\$ -	\$ -	

#### Facility / Utilities

- Sanitation Supply	\$ 2,400.00	\$ 2,352.00	\$ 2,300.00	\$ 100.00	4%						
- Washroom Supplies	\$ 2,200.00	\$ 1,915.00	\$ 2,200.00	\$ -	0%						
- Rental/share of costs	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ -	0%						
- Maintenance, VIC	\$ 11,500.00	\$ 1,290.00	\$ 1,000.00	\$ 10,500.00	91%						
- Phone/Internet	\$ 2,700.00	\$ 1,580.00	\$ 2,700.00	\$ -	0%						
-				\$ -							
Sub Total	\$ 20,100.00	\$ 8,437.00	\$ 9,500.00	\$ 10,600.00	53%	\$ -	\$ -	\$ -	\$ -	\$ -	

#### Personnel

- Washroom Janitorial	\$ 7,700.00	\$ 5,975.00	\$ 10,500.00	-\$ 2,800.00	-36%						
- Summer help - VIB	\$ 26,200.00	\$ 25,182.00	\$ 22,400.00	\$ 3,800.00	15%						
-				\$ -							
-				\$ -							
Sub Total	\$ 33,900.00	\$ 31,157.00	\$ 32,900.00	\$ 1,000.00	3%	\$ -	\$ -	\$ -	\$ -	\$ -	

#### Other Expenses

- Chamber General Operating	\$ 5,355.00	\$ 3,025.00	\$ 6,025.00	-\$ 670.00	-13%						
-				\$ -							
-				\$ -							
-				\$ -							
Sub Total	\$ 5,355.00	\$ 3,025.00	\$ 6,025.00	-\$ 670.00	-13%	\$ -	\$ -	\$ -	\$ -	\$ -	

#### Training / Development

-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
Sub Total	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	



<b>TOTAL EXPENSES</b>	\$ 65,675.00	\$ 46,631.00	\$ 54,875.00	\$ 10,800.00	16%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-----------------------	--------------	--------------	--------------	--------------	-----	------	------	------	------	------	------

## CAPITAL REQUIREMENT

### Purchases:

-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
<b>Subtotal Purchased</b>	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

### Proposed Exenditures:

-				\$ -	#DIV/0!						
-				\$ -	#DIV/0!						
<b>Sub Total Proposed</b>	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL CAPITAL</b>	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

<b>TOTAL COMMITTED EXPENDITURES</b>	\$ 65,675.00	\$ 46,631.00	\$ 54,875.00	\$ 10,800.00	16%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>LESS PROPOSED EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>LESS ORGANIZATION REVENUE</b>	\$ 31,700.00	\$ 35,543.00	\$ 32,950.00	-\$ 1,250.00	-4%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TAX REQUISITION</b>	\$ 33,975.00	\$ 11,088.00	\$ 21,925.00	\$ 12,050.00	35%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Pender Harbour & District Chamber of Commerce**  
**Budget vs. Actuals**  
**January - October 31, 2021**

	2022	YTD	
	Budget Planned	Actuals	Budget
<b>REVENUE</b>			
Brochure Racking Fees - current	1,150	1,250.00	900.00
Chamber Group Insurance Plan Comm	1,100	910.00	1,200.00
Community Fundraising	1,000	100.00	0.00
Interest & gst rebates	-	1,012.00	0.00
Marquee Tent Rental	300		300.00
Membership Dues - Current	9,500	9,825.00	9,600.00
Sandwich Board Fees	250	250.00	250.00
SCRD - Economic Development Funding	2,500	2,500.00	2,500.00
SCRD Sanitation Grant	2,700	2,650.00	2,650.00
Grants - Other	-	0.00	2,500.00
SCREDO Revenue	-	2.00	0.00
Sign Maintenance - Current	6,500	6,225.00	6,700.00
Super Map Logos	-	4,500.00	3,500.00
Visitor Information Center			
Grant Income - Employment	9,900	9,529.00	6,000.00
Grant Income - VIB Ambassadors	10,000	8,000.00	8,000.00
Grant Income - W/R Maintenance	19,500	9,500.00	9,500.00
Guides & Maps			0.00
Washroom Subsidy	2,000	1,940.00	2,000.00
<b>Total Revenue</b>	<b>66,400</b>	<b>\$ 58,193.00</b>	<b>\$ 55,600.00</b>
<b>EXPENDITURES</b>			
Advertising & Promotion	1000	445.00	1,000.00
Bad Debts		0.00	
Bank Service Charges	600	45.00	600.00
Computer and Internet Expenses	700	79.00	700.00
Contract Labour	0	50.00	0.00
Dues and Subscriptions	1200	1,118.00	1,200.00
Insurance Expense	600	605.00	600.00
Marketing Expense	1600	1,600.00	1,600.00
Meeting Expense	250	0.00	250.00
Office Supplies	350	110.00	350.00
Payroll Expenses			
Employer share of deductions	1400	1,512.00	1,400.00
Youth Employment	8800	8,831.00	6,000.00
Wages-Director/Manager	16000	14,839.00	15,000.00
<b>Total Payroll Expenses</b>	<b>26200</b>	<b>\$ 25,182.00</b>	<b>\$ 22,400.00</b>
Travel Reimbursements	0	0.00	400.00
SCRD - Economic Dev Initiatives	900	0.00	1,500.00
SCRD Portable Toilet Expenses	2400	2,352.00	2,300.00
Sign Maintenance	800	239.00	800.00
Sponsorship Signs	0	2,676.00	
Trail Booklets Expense/Recovery	100		400.00

<b>Visitor Information Centre</b>			
Cleaning	7700	5,975.00	10,500.00
Maintenance of VIC & Washrooms	11500	480.00	1,000.00
Office Supplies	1500	102.00	500.00
Telephone Expense	2700	1,580.00	2,700.00
Utilities	1300	0.00	1,300.00
Washroom Supplies	2200	1,915.00	2,200.00
Total Visitor Information Centre	\$	10,052.00	\$ 18,200.00
Website & Social Media	2000	2,012.00	2,500.00
Worksafe BC	75	66.00	75.00
<b>Total Expenditures</b>	<b>65675</b>	<b>\$ 46,631.00</b>	<b>\$ 54,875.00</b>
<b>Net Income</b>	<b>\$ 725</b>	<b>\$ 11,562.00</b>	<b>\$ 725.00</b>

Wednesday, Oct 21, 2020 05:56:19 PM GMT-7 - Accrual Basis

Proposal Date: Aug. 03/21

Project Information	
Project #	
Title	PENDER HARBOUR CHAMBER
Address	OF COMMERCE/ROTARY
City, State, Zip	CLUB OF PENDER HARBOUR
Country	

Estimate Information	
Estimate #	
Description	WASHROOM RETROFIT/
	UPGRADES
Plans Available	
Est. Start Date	MEN/WOMEN

From	
Contact	LARRY HUNT
Company	604-741-4047
Address	
City, State, Zip	
Country	
Phone	
Fax	larry@spani.ca

To	
Contact	
Company	clive@sunshinecoasthomes.
Address	com
City, State, Zip	604-741-7373
Country	
Phone	
Fax	

Scope of work for the project to be constructed as depicted in the plans and details as described herein:

Inclusions, Exclusions, Clarifications

FOR BUDGET. FINAL PRODUCTS AND FINISHES TBD.

GENERAL SCOPE - NEW FLOOR/WALL TILE, NEW ADA PLUMBING FIXTURES, NEW STAINLESS STEEL COUNTERTOPS, LIGHTING, PAINT, ACCESSORIES

Proposal Details

ITEM	DESCRIPTION	COST
	RENTALS	210.00
	PROJECT MANAGEMENT - SUPERVISION	1080.00
	TOILET RENTAL	440.00
	FENCE RENTAL/HOARDING FOR CONSTRUCTION	220.00
	DISPOSAL FEE	350.00
	AFT CONSTRUCTION CLEANING	275.00
	STAINLESS STEEL COUNTERTOPS	2750.00
	CONSTRUCTION LABOUR	5945.00
	CONSTRUCTION MATERIALS	450.00
	PAINTING - INC. SMALL DIVIDERS	935.00
	FLOOR/WALL TILE (WALL TILE @ 48")	11,170.00

\* NOTE: FOR FULL HEIGHT WALL TILE ADD 7400.00



# ANNEX R



## Coast Cultural Alliance

4638 Sunshine Coast Highway

Sechelt BC V7Z 0E5

artsinfo@suncoastarts.com

suncoastarts.com

sunshinecoastartcrawl.com

purplebannertour.com

November 12, 2021

Tina Perrault  
General Manager Corporate Services  
Chief Financial Officer  
Sunshine Coast Regional District

To Tina Perrault:

### Re: 2022 Sunshine Coast Regional District Budget

The Coast Cultural Alliance appreciates the opportunity to present our 2022 budget request for your consideration. We continue with activating our strategic plan allowing us to maintain the health and growth of our successful organization this year in our request of core funding in the amount of \$7500.00.

Please find attached:

- Impact of Covid-19 on 2021 business and forecast for 2022
- Current 2021 Financial Position (Budget versus Actuals as of October 31, 2021)
- 2022 Draft Budget Plans
- 2022-2024 Draft Budget
- A Summary of Programs and Services to be offered in 2022
- Final Report from 2021 Sunshine Coast Art Crawl
- Stats for SC Art Crawl 2010 - 2021

We would like to thank the SCRD for its ongoing generous support of our programs and services. Please let me know if you require further information for the December 13th meeting.

With kind regards,

Linda Williams  
Director, Coast Cultural Alliance  
604.740.5825 home office  
604.741.5722 cell



COAST CULTURAL ALLIANCE SCRD 2022 DRAFT BUDGET Oct 31					
	2022 Budget	% 2022 Budget			
<b>Revenue</b>					
Art Crawl	\$35,950.00	42.52%			
A&C Calendar (digital version)	\$6,700.00	7.92%			
Purple Banner Guide	\$12,400.00	14.67%			
Membership	\$16,000.00	18.92%			
Sponsorship	\$13,500.00	15.97%			
<b>Total Revenue</b>	<b>\$84,550.00</b>	<b>100.00%</b>			
<b>Expenses</b>					
Art Crawl	\$32,000.00	37.85%			
A&C Calendar including online	\$8,000.00	9.46%			
Purple Banner Guide	\$17,000.00	20.11%			
Bookkeeping	\$2,000.00	2.37%			
Contractual Expenses	\$11,400.00	13.48%			
Credit Card Charges	\$950.00	1.12%			
Website Maintenance/Design	\$2,000.00	2.37%			
Web Hosting and URL	\$3,500.00	4.14%			
Advertising/Marketing	\$1,700.00	2.01%			
Professional Fees	\$2,700.00	3.19%			
Dues/Memberships	\$650.00	0.77%			
Meeting Expenses	\$550.00	0.65%			
Insurance	\$1,100.00	1.30%			
Office Supplies	\$600.00	0.71%			
Postage and Courier	\$200.00	0.24%			
Telephone	\$150.00	0.18%			
Bank Charges	\$50.00	0.06%			
<b>Total Expenses</b>	<b>\$84,550.00</b>	<b>100.00%</b>			
<b>INCLUDED IN REVENUE</b>					
SCRD	\$7,500.00	8.87%			
DOS	\$3,500.00	4.14%			
TOG	\$2,000.00	2.37%			
Powell River AC	\$600.00	0.71%			
SIGD	\$1,100.00	1.30%			
	-				
	<b>\$14,700.00</b>	<b>17.39%</b>			

[illegible]

	2021 Budget	21 Actuals Oct 31
<b>Revenue</b>		
Art Crawl	\$29,500.00	\$33,320.00
A&C Calendar - including online	\$6,500.00	\$5,800.00
Purple Banner Guide	\$12,000.00	\$11,814.00
Membership	\$16,500.00	\$14,945.00
Sponsorship	\$5,000.00	\$7,500.00
<b>Total Revenue</b>	<b>\$69,500.00</b>	<b>\$73,379.00</b>
<b>Expenses</b>		
Art Crawl	\$29,500.00	\$26,114.00
A&C Calendar including online	\$4,500.00	\$2,000.00
Purple Banner Guide	\$12,000.00	\$9,066.13
Bookkeeping/Accounting	\$1,000.00	\$782.01
Administration (Contractual Expenses-SCRD report)	\$10,000.00	\$9,000.00
Website Maintenance/Design	\$3,500.00	\$617.40
Web Hosting and URL	\$2,600.00	\$2,922.23
Advertising/Marketing	\$1,500.00	\$107.10
Professional Fees	\$1,400.00	\$168.00
Dues/Memberships	\$600.00	\$349.80
Meeting Expenses	\$350.00	\$206.22
Insurance	\$1,000.00	\$910.00
Office Supplies/Equipment	\$450.00	\$986.75
Postage and Courier	\$50.00	\$70.33
Telephone	\$100.00	\$112.00
Credit Card Charges		\$877.01
Bank Charges	\$50.00	\$20.00
<b>Total Expenses</b>	<b>\$68,600.00</b>	<b>\$54,308.98</b>
<b>*2021 List of grants INCLUDED in projects</b>		
Grant - SCRD (CrI \$4200; AC \$3000)		\$7,500.00
Grant - DOS (CrI \$2000; AC \$1500)		\$3,500.00
Grant - TOG (CrI \$1000; AC \$1000)		\$2,000.00
Grant - PRAC (\$300-AC; \$300 PB)		\$0.00
Grant - SIB (CrI \$550; AC \$550)		\$0.00
<b>Totals</b>		<b>\$13,000.00</b>

Art Crawl Budget				
<b>Income</b>	<b>2016</b>	actual		<b>2017</b>
Advertising revenue	1,700	1760		2300
Participants	13,000	13,040		14500
Grant from District of Sechelt– received	1,200	1200		1300
Grant request from Powell River City/Dist	500	100		400
Grant from SCR D – received	3,100	3100		3100
Grant from Town of Gibsons – received	800	700		850
Grant request from SIGD	450	0		500
Sunshine Coast Credit Union	2,000	1500		2000
<b>Total projected income</b>	<b>22,750</b>	<b>21400</b>		24950
<b>Expenses</b>				
Marketing (includes social media)	2,500	1777		2500
Project Management	2,000	2000		2500
Web Management	1,000	800		900
Graphic Design	2,000	1975		2000
Advertising	8,500	9882		10000
Printing	4,400	4556		4600
Signage	1,600	1051		1600
Launch	350	332		350
Merchandise	400	507		500
	<b>22,750</b>	<b>22880</b>		<b>24950</b>
Marketing				
6291 - Social Media Katherine	1177			
6291 - Social Media Shelley	200			
6291 - Social Media Brittany	400			
	1777			

Budget and Payments to Linda						
			2019 actual	2020 budget	2020 paid	
contract PB web	\$750.00		\$750.00	\$800.00	\$800.00	pd July
contract PB prog coord	\$1,200.00		\$1,200.00	\$1,500.00	\$1,500.00	pd July
contract AC web	\$800.00	\$200.00	\$1,000.00	\$1,000.00		
contract AC prog coord	\$3,000.00	\$1,000.00	\$4,000.00	\$5,000.00		
event calendar/newsletter				\$2,500.00		
admin (\$400x12)(500x12)			\$4,800.00	\$6,000.00	\$2,400.00	
graphic design			\$1,400.00	\$1,400.00		
A&C deliveries (\$85x11)			\$935.00	\$935.00	\$170.00	pd Apr
<b>Total</b>			<b>\$14,085.00</b>	<b>\$19,135.00</b>	<b>\$4,870.00</b>	

## Coast Cultural Alliance

November 10, 2021



### UPDATES ON HOW COVID-19 HAS CONTINUED TO AFFECT 2021 BUSINESS AND ANY POTENTIAL IMPACTS FOR 2022.

***Our Vision*** – “The Coast Cultural Alliance is a network of arts, cultural and heritage groups and individuals working to enhance the economic vitality of the Sunshine Coast through cultural sector development and cultural tourism.”

#### CCA projects include:

- yearly **Purple Banner Studio & Gallery Guide**
- annual **Sunshine Coast Art Crawl**
- monthly **Arts & Culture Calendar** brochure (not printed in 2021)
- monthly **Artesia Coffeehouse** (winter-spring), (cancelled in 2021)
- weekly **event, workshop, opportunities e-newsletter** (2000+subscribers),
- **24/7 interactive website**, compatible on all mobile devices and includes: Artist Gallery/Member Listings, interactive Event Calendar including Workshops and Artist Opportunities, Purple Banner Tour and Art Crawl Tour. Members can log in to their own account and make their own changes including adding 10 images and 3 personal videos.

During this year of Covid-19 we were not able to present the coffeehouses or produce a printed Arts and Culture Calendar.

The effect of Covid-19 on the Arts continued to prevent live events until June when small gatherings for outdoor events started to open. With the CCA's virtual and on-line presence we were able to continue and to increase our distribution of information complete with Covid regulation updates and the many new on-line events our community continued to offer.

The printed and on-line compliment of the 2021-2022 **Purple Banner Map Guide** was produced and distributed widely including on BC Ferries when it opened its racking programme. This guide provides a 'call ahead' option for physical visits allowing health requirements to be enforced. As the year progresses and regulations continue to change, CCA is changing with them to provide continuing updates and opportunities.

The printed **Arts and Culture Calendar** continues to be on hold throughout 2021. The on-line event and workshop calendar and weekly e-newsletter are active with increased participation. The savings in cost of paper and postage is now used for the extra administration time taken to produce the electronic versions.

The 12<sup>th</sup> annual **Sunshine Coast Art Crawl** held October 21, 22 & 23rd moved forward in a Covid compliant way. This year we were able to offer drop-in visits as well as a complete on-line (virtual) compliment for those who preferred that version. This year the added issue of vaccinations became the challenge. Public venues already had their Health Regulation protocols in place, however for individual venue studios, it was discretionary for them to decide on how to deal with the issue of vaccinations. Artists, if they wished, had the option to post information outside their venue to indicate their status and requirements of the crawler to enter.



For those choosing this option it was presented in a very respectful way. There were no issues noted in any venues regarding the issue.

Art Crawl sales in 2021 increased with the following results: 164 venues in 2021 were up from 98 in 2020 (up 67%). Revenue from **157 reporting** venues was **\$528,000.00**, up 193% from 2020 and up 15% from 186 venues in 2019. Venue visits were **37,000**, up 213% from 2020 and down 25% from 2019. Even during the ‘weather bomb’ on Sunday that resulted in power outages over most of the Sunshine Coast, crawlers just pulled out their flashlights and cell phones and carried on. People were extremely excited to get out and support and spend on local art.

In 2021 we hired a professional videographer to capture new promotional artist videos for social media. We also hired a professional social media person before and during the Crawl to schedule, market and interact online with our growing social media presence. This resulted in increased activity and an exciting buzz that kept everyone engaged. Followers are now at 2,840 on Instagram and 2,780 facebook.

We also provided a post Art Crawl online survey for Crawlers, complete with prizes; this survey generated 244 responses with very useful feedback for the future.

The CCA has continued to activate our strategic planning process to create a core funding model when applying for grants rather than applying per project as we have done in the past. We have created a new marketing / funding committee who have been successful in securing new funders to help enable this to happen.

With the increase in numbers of participants, the success of finding new funders, and the added funds from Art Crawl participating artists ‘donating back’ to the Crawl, we will end the year in a strong financial position. We foresee this to continue in 2022. However, as we have all experienced with the current pandemic, things may change at any time.

Over our history of 23 years, the growth and value of the projects, products, and connections the CCA provides to the community and our contribution to the economy of the southern Sunshine Coast have been well documented. This has reinforced the necessity to move forward with the core funding model to insure sustainability.

The budget continues to be a work in progress as we hopefully gain strength from our 2021 results. The financial statement actuals are to the end of October with bills and income in process to our year end of December 31, 2021.

## **Coast Cultural Alliance**

November 10, 2021

### **SUMMARY OF PROGRAMS AND SERVICES TO BE OFFERED IN 2022 INCLUDING ASSUMPTIONS FOR 2022.**

There is still uncertainty around how long Covid-19 will continue and the level of activity that will be allowed. With an increase of the population being vaccinated, regulations have permitted larger numbers to gather, however changes can still occur.

Under these conditions, after 17 years of performances, we do not plan to hold any **Artesia Coffeehouses** until further notice. This was a self-sustaining programme for the performing arts and acted as a gathering opportunity for the community.

With our new marketing/funding committee, yearly **Purple Banner Studio & Gallery Tour Guide** program will be revisited to increase its public profile. The Tour Guide is already a well-used marketing tool, and we now have funders willing to offer their support and join us to make this happen. The timelines will remain the same.

The annual **Sunshine Coast Art Crawl** will continue. From its success in 2021, we expect it to continue to be strong in 2022. We will again look at hiring skilled contractors to make it even better while keeping in mind its participation capacity to keep it a sustainable and a quality event.

The Arts and Culture Calendar will continue to be on hold as we wait for stability in Covid Health Regulations. The on-line version and weekly e-newsletter will continue; we see opportunities to increase the effectiveness of this program. We also have new projects in the works for online artist demonstrations and workshops for our members during the off-season.

The interactive website with the community calendar of events, workshops, artist opportunities and community activities continue to evolve. With its robust new format built in 2019 and its mobile compatibility, we can extend the possibilities. The member artists personal log-in option allows them to enhance their own personal listings.

Our budget now includes a core funding model, reflecting the necessary increase in increments over the next five years and insuring a strong succession plan.



## 2021 Sunshine Coast Art Crawl Final Report Information

The Sunshine Coast Art Crawl, organized by Coast Cultural Alliance, was again required to comply with ever changing Covid-19 Health Regulations. As the deadline for print approached and more vaccinations were recorded, our participating venue numbers continued to increase. Venues were all required to follow the new Provincial Health Regulations. This year, masks and distancing were required and the issue of proof of vaccinations became a possible issue. Public galleries and retail outlets had their Provincial protocols in place and private studios' vaccination regulations were discretionary. Each private studio was therefore responsible to make their own decision on their level of precautions regarding vaccinations.

From a post Crawler Survey with 244 responses, 90% found the Crawl easy/safe to attend ... remarks like "The quality of everything: the organization, the brochure, the artistic pieces, the easily recognizable signs at the venues, the participation of so many people. WOW!" ... "Feeling so welcomed by all" ... "Being able to chat with the artists, Priceless."

Studio and gallery participation included a total of **164 venues**, representing more than 250 individual artists from Earls Cove to Langdale. This included 2 venues open virtually only, and 5 having to cancel for personal reasons during the Crawl. This also included **46 new venue** listings. Powell River and Gambier Island did not join this year as Covid was still too uncertain to commit in time.

The 164 venues in 2021 were up from 98 in 2020 (up 67%). Reported revenue from **157 reporting** venues was **\$528,000.00**, up 193% from 2020 and up 15% from 186 venues in 2019. Venue visits were **37,000**, up 213% from 2020 and down 25% from 2019.

Due to Covid-19, marketing was still limited to the Sunshine Coast, Greater Vancouver, and the Vancouver Island area. 9,000 brochures were printed, and all distributed with a demand for more during the Crawl. Travel Ambassadors distributed on the ferry at the beginning of the Crawl and racking by Certified Folder was allowed during the preceding 3 weeks.

Artists reported a number of off-Coast visitors attending, travelling specifically to attend the Crawl. They also noted Sunshine Coast residents, some who have recently purchased new homes, are taking advantage of the Crawl as a wonderful way to get to know and support their new community. Guests were identified from the Vancouver area, communities across the Lower Mainland, Vancouver Island, Sea to Sky, all areas of BC as well as across Canada, and a few from the US and internationally. (A complete list attached)

Venues provided sign in sheets for visitors. An online post event survey for Crawlers resulted in 244 completed surveys. Names were drawn for a donated 2 night stay and spa passes at the Painted Boat Resort and BC Ferries Experience Card prizes provided by Coast Cultural Alliance.

Artists reported that, although number of visitors was lower than in 2019, people were very eager to show their support for local art with their increased purchases (indicated in the sales numbers above). Many crawlers commented that they were happy to be able to get out and enjoy an incredibly positive and fun event. Sample comments from participating artists include ... "This is a premier event for our coast and amazing feedback from both locals and Vancouverites." "Community energy was awesome."

Participating artists and visiting Crawlers surveyed felt everyone was very respectful and felt safe with their experience and interactions during this continuing pandemic. No issues arose regarding the issue of vaccinations.

Even with the extreme weather conditions, everyone was extremely appreciative that the event managed to take place giving them a boost to their social and economic wellbeing.

## List of Crawlers not residing on the Sunshine Coast *(Lund to Langdale)*

Mainland	Islands	BC	Canada	US	International
Vancouver	Victoria	Nelson	Edmonton, Alta	Seattle, WA	Sproukhovel, DEU
North Vancouver	Mill Bay	Kispiox Valley	Calgary, Alta	Bargain Harbour WA	Exeter, UK
Horseshoe Bay	Nanaimo	Kelowna	St Albert, Alta	Shelton, WA	Norwich, UK
Burnaby	Quadra Island	Kamloops	Grand Prairie, Alta	Point Roberts, WA	Bristol, UK
Abbotsford	Bowen Island	Merritt	Okotoks, Alta	Bargain Harbour WA	Angers, France
Port Coquitlam	Salt Spring Island	Osoyoos	Saskatoon, Sask	Edmonds, WA	Amsterdam, NL
Coquitlam	Pt McNeill	Vernon	Moose Jaw, Sask	Portland, Org	Scotland
Port Moody	Pt Alberni	Salmon Arm	Windsor, Ont	Jacksonville, FL	
Langley	Oyster Bay	Lillooet	Mooretown, Ont	Montana	
New Westminster	Keats Island	Hope	Ottawa, Ont	Hawaii	
Maple Ridge	Courtenay	Terrace	Burlington Ont	Los Angeles, CA	
Surrey	Sidney	Ocean Park	Stratford, Ont	New Mexico	
Delta	Ladysmith	Penticton	Thornhill, Ont	Michigan	
Chilliwack	Campbell River	Port McNeill	Mississauga, Ont	Austin, Texas	
Ladner	Junction Island	Sheridan Lake	Buckhorn, Ont	Brooklyn, NY	
Richmond	Edgemont	Kelowna	Lyndhurst, Ont	Phoenix, Az	
White Rock	Comox	Smithers	Niagara Falls, Ont	Ann Arbor, MI	
Crescent Beach	Parksville		London, Ont	Santa Fe, New Mex	
West Van			Toronto, Ont		
Whistler			Kenora, Ont		
Squamish			Montague, PEI		
Pemberton			Halifax, NS		
Yarrow			Winnipeg, Man		
Brackendale			Bromont, Que		
Cloverdale			Whitehorse, YK		
Fort Langley			Inuvik, NWT		
Deep Cove			Quebec		
Pit Meadows					
Tsawwassen					
Steveston					
Lions Bay					
Pitt Meadows					

## Stats for Coast Cultural Alliance - Sunshine Coast Art Crawl - ongoing to 2021



### 2010

75 participating venues  
6800 + approx 20% = 8,160 studio visits  
\$30,000 reported sales

### 2011

108 participating venues  
12,348 - Total x 20% = 14,817  
\$59,140 reported sales

### 2012

110 participating venues (35 new) representing 275 + artists  
18,000 studio visits.  
\$102,000 reported sales.

### 2013

122 participating venues (47 new) representing 300 + artists  
20,000 studio visits  
\$135,000 reported sales (and many more confirmed commissions)

### 2014

141 participating venues (53 new) representing 340+ artists  
21,000 studio visits  
\$162,000 reported sales (plus more commissions)  
\$67,000 reported sales/commissions from 2013 Art Crawl

### 2015 - (no longer Powell River Venues)

125 participating venues (30 new) representing 350+ artists - 18 Powell River artists showing in Roberts Creek Hall  
28,000 studio visits  
\$218,000 reported sales (plus \$60,000+ recorded commissions)

### 2016

130 participating venues (41 new) representing 350+ artists - 23 Powell River artists showing in Roberts Creek Hall  
35,000 studio visits  
\$268,000 reported sales (plus \$30,000+ recorded commissions)

### 2017

144 participating venues (51 new) representing 330+ artists - 23 Powell River artists showing in Roberts Creek Hall  
38,000 studio visits  
\$372,000 reported sales (plus \$87,000+ recorded commissions)

### 2018

165 participating venues (63 new) representing 340+artists - 18 PR artists in Gibsons Legion Hall (Sechelt Hosp Foundation Gala)  
46,000 studio visits  
\$440,500 reported sales (plus \$93,000+ recorded commissions and sign ups for workshops etc)

### 2019

185 participating venues (72 new) representing 340+artists - 16 PR artists in Roberts Creek Hall - 15 artists in Gambier Island Hall  
49,600 studio visits  
\$460,500 reported sales (plus \$120,000+ recorded commissions and sign ups for workshops etc)

**2020** (Covid-19 pandemic restrictions)

98 participating venues (22 new) representing 180+artists - 14 venues displayed virtually only, 11,800 studio visits  
\$180,000 reported sales ) plus \$25,000+ recorded commissions and sign ups for workshops etc)

**2021** (Covid-19 restrictions still enforced but drop-in visits allowed)

160 participating venues (46 new) representing 250+artists – 2 virtually only  
(included Sechelt Hospital on-line Gala)

37,000 studio visits

\$528,000 reported sales (plus \$80,000+ recorded commissions and sign ups for workshops etc + many sales post Art Crawl)

November 12, 2021

Ms. Tina Perreault, General Manager/CFO  
Sunshine Coast Regional District  
1975 Field Road, Sechelt, BC V0N 3A1

Dear Ms. Perreault:

**Re: Gibsons & District Chamber of Commerce BC Ferry's Travel Ambassador Program & Sunshine Coast  
Visitor Information Park Funding Request 2022**

The following funding request is for the ongoing support in 2022 of the Visitors and Tourism Activities the Gibsons & District Chamber of Commerce provides through BC Ferries Travel Ambassador Program and the Visitor Information Park (on Stewart Road), which provides a *Gateway to the Sunshine Coast*.

The year 2021 was and still is a challenge as we adapt to the "new normal" of living, working and playing and we continue to move forward into the new year ahead knowing we will continue to face ongoing uncertainties of operating in a COVID world. As vaccination rates continue to rise and are accepted as an ongoing way of life, the travel restrictions in our Province, Country and the World are adapting and allowing people to travel more freely.

The Sunshine Coast is benefiting from the easing of travel restrictions, as people are again able to get away from the urban congestion and come to the Sunshine Coast to experience the unique offerings our communities provide. We are anticipating a return to, or even a surpassing of pre-pandemic numbers of visitors, tourists, travellers, and even new residents coming to the Sunshine Coast.

Our partnership with BC Ferries, Route 3 is stronger than ever and we benefit greatly from their overwhelming support of our Travel Ambassador program that engages upwards of 20,000 inquiries a year. Our on-board partnering with them allows the Steward's Office and their Crew Members to focus more on their own many challenges instead of answering the many inquiries about tourism and travel to the Coast.

A key element of our visitor and tourism support is the Visitor Information Park on Stewart Road at the top of the bypass. This year-round pull out, rest stop, doggy park, and wayfinding information map of the entire Sunshine Coast orients visitors to our unique and interesting communities – even in this digital age. This welcoming *Gateway to the Sunshine Coast* celebrates its 10<sup>th</sup> anniversary in 2022. We know that during the heavy tourism season of June, July, and August, upwards of 7,000 cars pull into the Visitor Information Park – facts gleaned from our summer staff in the Visitors Kiosk. With an average of 1,600 cars per day during the core daylight hours of the BC Ferry schedule, we estimate that people using the VIP services will continue to increase.

With 2020/2021 being in "Recovery", our efforts going into 2022 will continue to focus on support for our many small businesses and the services they provide to visitors. We do this for the entire Coast – whether the business is a Chamber member or not. Primarily, we use our *Chamber News* newsletter, which has over 700 business subscribers, our Gibsons Chamber Facebook page with over 1,000 followers, our website, and various other social media tools, to keep our local businesses informed and connected. In addition, our successful test of assisting businesses to develop their own low-cost video promotions will be rolled out more extensively on the Gibsons Chamber YouTube Channel in the coming months, whereby a business can use the video link for their own promotion and communication.

Priority focus is on Gibsons and District – including Areas D, E and F – the *Gateway to the Sunshine Coast*. Our activities also compliment the efforts of the Sunshine Coast Tourism Association's Visitor Services



Centres and the Sunshine Coast Business Recovery Centre promotion of small businesses in all communities.

In 2022, our programs will continue to engage with visitors as they embark on their Sunshine Coast visit by providing information and support about all businesses – both inside and outside the parameters of Areas D, E and F, as we support ALL businesses from all areas of the Sunshine Coast. This funding will allow us to continue to provide this engaging service of assisting visitors who use Gibsons & District as the *Gateway to the Sunshine Coast*.

<b>Financial Summary – SCRD Support</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<u>Actual</u>	<u>Actual</u>	<u>Request</u>
Visitor Services – Gibsons/Areas D, E & F (Visitor Information Park Kiosk, Wayfinding Map Info and Rest Stop)	\$6,100	\$5,200	<b>\$5,700</b>
BC Ferries Travel Ambassador Program	\$1,600	\$2,500	<b>\$2,800</b>
<b>Total Allocation &amp; New Request</b>	<b>\$7,700</b>	<b>\$7,700</b>	<b>\$8,500</b>

Of special note to consider is that with the 10-year anniversary of the Visitor Information Park, extensive maintenance was required to ensure the integrity of the structures and to continue to present a clean, picturesque, and inviting place for visitors to stop. While some donations of materials were raised, the costs of labour and continuing grounds maintenance present ongoing challenges to our limited available funding.

Please see the enclosed Budget Summary of all associated revenues and expense to our Tourism Services activities.

With the estimated influx of 1 million visitors (pre-pandemic levels) coming to our community in 2022, our efforts will continue to focus on promoting, supporting, and communicating on behalf of our business community. Not all visitors find their way to the Gibsons Visitor Centre in *The Landing* in lower Gibsons.

With our Travel Ambassador and Visitor Information Park programs we continue to look at ways to build on and ensure the Visitor's experience and their first impressions are a positive Sunshine Coast welcome – whether they travel via the Visitor Information Park, the Visitor Centre in Lower Gibsons or come by any other point of entry to the Coast.

The continued funding from the Sunshine Coast Regional District significantly assists us in the operational costs that allow us to continue this positive and very important program in supporting and increasing tourism to the Sunshine Coast.

I look forward to addressing any questions or comments.

Best Regards,



Chris Nicholls  
Executive Director



Deb Mowbray  
President

Gibsons & District Chamber of Commerce					
Draft 2022 Visitor Services Budget					
Tourism Services / Economic Recovery	DRAFT	2020	2021	2021	2022
	2020 Budget	Actual	Budget	YTD Nov 1 Actual	Budget
<b>Sources of Cash / Revenue</b>					
Additional Grants CAN Summer Jobs (2 staff-Act. 1)	9,376.00	4,500.00	10,000.00	4,710.00	4,500.00
Magazine/Map Distribution - Vital Signs - Glacier Media	2,500.00	500.00	1,000.00	-	-
SCRD - T/A Admin Fee	2,500.00	2,500.00	2,500.00	2,500.00	2,800.00
SCRD - VIP Admin /Maintenance FeeFee	5,200.00	5,200.00	5,200.00	5,200.00	5,700.00
VIP Advertising	8,400.00	7,800.00	13,300.00	8,700.00	7,800.00
Town of Gibsons - Tourism (Kiosk Rental)	5,000.00	200.00	500.00	500.00	-
<b>Total Sources (Total Cash In)</b>	<b>23,700.00</b>	<b>20,700.00</b>	<b>32,500.00</b>	<b>21,610.00</b>	<b>20,800.00</b>
	DRAFT	2020	DRAFT	2021	2022
	2020 Budget	Actual	2021 Budget	YTD Nov 1 Actual	Budget
<b>Administrative Expenses</b>					
Office Admin, Advertising, Promotion	7,480.00	2,300.00	5,000.00	4,000.00	4,000.00
Copier & Copies	2,400.00	1,100.00	300.00	400.00	500.00
Insurance Commercial Liability	1,000.00	1,000.00	1,100.00	1,400.00	1,300.00
Mobile VIC / KIOSK Location	1,200.00	2,000.00	2,000.00	700.00	400.00
Staff Recognition	300.00	100.00	200.00	150.00	200.00
*VIP Maintenance / Repair / Garbage / Rebuild / Safety	1,800.00	1,700.00	2,700.00	9,100.00	9,650.00
VIP Advertising Production	200.00	1,200.00	1,000.00	1,000.00	1,000.00
Tourism Kiosk Staff	8,425.00	5,120.00	10,000.00	6,000.00	5,500.00
Volunteer Recognition	1,500.00	100.00	150.00	600.00	1,000.00
<b>Total Administration Expenses</b>	<b>24,105.00</b>	<b>14,620.00</b>	<b>22,450.00</b>	<b>23,350.00</b>	<b>23,550.00</b>
<b>Tourism and Economic Recovery Net</b>	<b>- 405.00</b>	<b>6,080.00</b>	<b>10,050.00</b>	<b>- 1,740.00</b>	<b>- 2,750.00</b>
<b>Notes: Revenues</b>					
2020 Canada Summer Jobs request for 2 positions reduced to 1					
2021 Canada Summer Jobs request for 2 positions - Reduced to 1 and shorter term					
<b>Notes: Expense</b>					
Added Admin to support Training and Digital Recovery program for businesses					
Elimination of Copier Lease in 2021					
*VIP Maintenance - Includes structure refinishing after 10 years.					
Replacement of rotting sign posts, addition of safety curbs, additional water bags for trees to survive.					

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

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

**SUBJECT:** ANNUAL SUPPORT SERVICE ALLOCATION POLICY REVIEW

---

### RECOMMENDATION(S)

**THAT the report titled Annual Support Service Allocation Policy Review be received for information.**

---

### BACKGROUND

The Support Services Allocation Policy is the method used to apply various support costs to benefiting functions. Section 379 (1) of the *Local Government Act* stipulates that “*All costs incurred by a regional district in relation to a service, including costs of administration attributable to the service, are part of the costs of that service*”. The Policy is to be reviewed on an annual basis as part of the budget process for the upcoming year.

For 2021, the following changes to the Policy were approved at the November 26, 2020 Regular Board meeting (motion 381/20), excerpt below:

**Recommendation No. 10**    *Annual Support Service Allocation Policy Review*

...AND THAT Section e) in the policy be amended to “Corporate Communications and Engagement” to account for the work of the new Communications and Engagement Manager and the wording be amended to “Includes all costs associated with providing advertising, media, communications and engagement for the Regional District.”;

AND THAT under Procedures – Support Services i(d) be amended to “Corporate Communications and Engagement”;

AND FURTHER THAT the policy be approved as amended.

The purpose of this report is to review the Support Service Allocation Policy prior to the 2022-2026 Financial Planning process. There are no recommended changes to the Policy for 2022.

### DISCUSSION

The Support Service Allocation Policy apportions costs to be recovered through the various Sunshine Coast Regional District (SCRD) functions. Support Services include the following:

- i. Administrative Expenses:
- a. Liability Insurance and Legal Fees

- b. Photocopier and Reception
- c. Mail and Records Management
- d. Corporate Communications and Engagement
- e. Chief Administrative Officer
- ii. Financial Management
  - a. Asset Management
  - b. Financial Services
  - c. Payroll
  - d. Purchasing and Risk Management
- iii. Field Road Administrative Offices / Building Maintenance
- iv. Human Resources
- v. Information Services
- vi. Corporate Sustainability Services
- vii. Property Information and Mapping Services (PIMS) / Geographical Information Systems (GIS);
- viii. Mason Road Works Yard

### *Financial Implications*

The preliminary financial allocations for the 2022 Support Service Allocations are estimated at \$5,576,079 (\$5,366,028-2021) which is approximately 3.91% or 210,051 higher than the prior-year (Attachment B).

The changes over the prior year are the result of the following: \$50,000 increase to IT capital funding (final year of increase); contracted salary, wages and benefits increases; Workers Compensation of BC premium increase to 3.35% from 2.25%; and full year cost apportionment of pro-rated new positions approved in 2021 in IT, Finance and Sustainability.

Any Budget proposals that are approved for 2022 funded through Support Services will impact the final allocation for the final 2022-2026 Financial Plan.

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

Regular amendments align with the Board's Support Services Allocation Policy.

### **CONCLUSION**

The Support Services Allocation Policy is to be reviewed on an annual basis as part of the budget process with impacts for the coming year and there are no changes suggested for 2022.

The preliminary 2022 Support Service Allocations are estimated at \$5,576,079 (\$5,366,028-2021) which is approximately 3.91% or 210,051 higher than the prior-year.

### Attachments:

A – Support Services Allocation Policy

B – 2022 Preliminary Budget - Support Services Summary

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

## Sunshine Coast Regional District

## BOARD POLICY MANUAL

Section:	Finance	5
Subsection:	General	1610
Title:	Support Service Allocation	1

**POLICY**

The Sunshine Coast Regional District will allocate all costs incurred in relation to a particular service to that service. This includes the cost of administration attributable to that service.

**REASON FOR POLICY**

The policy's purpose is to define the process for allocating the costs of general administration (support service costs) for the Regional District to all budgeted functions within the Regional District on an equitable basis.

**AUTHORITY TO ACT**

The Chief Financial Officer will administer the allocation of all support services consistent with this policy. Exceptions to this policy may be made by the Chief Administrative Officer or designate.

**PROCEDURE****Definitions:**

***Direct costs*** – those that can be specifically identified and assigned to a particular project or function relatively easily and with a high degree of accuracy;

***Indirect costs*** – those incurred that cannot be identified readily and specifically with a particular project or function;

***Support Services*** (includes the following functions):

- i. Administrative Expenses:
  - a. Liability Insurance and Legal Fees
  - b. Photocopier and Reception
  - c. Mail and Records Management
  - d. Corporate Communications and Engagement
  - e. Chief Administrative Officer
- ii. Financial Management
  - a. Asset Management
  - b. Financial Services
  - c. Payroll
  - d. Purchasing and Risk Management
- iii. Field Road Administrative Offices Building Maintenance]
- iv. Human Resources
- v. Information Services

- vi. Corporate Sustainability Services
- vii. Property Information and Mapping Services (PIMS) / Geographical Information Systems (GIS);
- viii. Mason Road Works Yard

**Net operating budget** – the total operating expense budget for each function of the Regional District, exclusive of Internal Recoveries (Line Item 4999), Support Services (Line Item 5000), Support Services Recovery (Line Item 5001), Interest on Long Term Debt (Line Item 5300), Member Municipality Debt Payments (Line Item 5305) and Amortization Expense (Line Item 5400);

**Tangible Capital Assets** – are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations;

**Recoverable costs** – the total current year budget less any offsetting revenues.

**Principles:**

- Fairness – functions should pay for the administrative services they consume;
- Transparency – it should be clear what administrative services a function pays for and the amount for those services;
- Consistent and equitable application;
- Application of generally accepted accounting principles;
- Ease of administration;
- Easily understood by the Board, administration and service participants.

**Allocation Method:**

Where costs can be identified as direct costs, they will be budgeted and charged to the function or project to which they apply.

a. **Overall Allocation**

Fifteen percent (15%) of the total recoverable costs for all support service functions will be allocated proportionately to all functions, based on the function's prior year net operating budget. This allocation is in recognition that all functions receive a benefit from support services that may not be recognized in the allocation method utilized.

b. **Liability Insurance and Legal Fees**

Liability Insurance and Legal Fees are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

c. Photocopier and Reception

Includes the cost associated with the photocopiers and reception for the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

d. Mail and Records Management

The costs for mail and records management are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

e. Corporate Communications and Engagement

Includes all costs associated with providing advertising, media and communications and engagement for the Regional District. The recoverable costs for function 110 will be allocated based on prior year's historical use.

f. Chief Administrative Officer

Includes the staffing and related costs to provide core administrative oversight to the Regional District. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

g. Asset Management

Includes costs associated with the development, implementation, and ongoing operation of the Corporate Asset Management Plan and Program, which ensures that all corporate capital assets/infrastructure are operated and maintained to optimize life cycle costs and that there are long term financial strategies in place for their end of life replacement. The recoverable costs for function [111] will be allocated proportionately, based on prior year's historical cost value of the "Tangible Capital Assets" (excluding land or work-in progress) managed by each individual function.

h. Financial Services

Includes the staffing and related costs to provide core financial services to the Regional District. The recoverable amounts of this function, excluding costs associated with payroll, will be allocated proportionately to individual functions, based on the function's prior year net operating budget, excluding the cost of wages and benefits, multiplied by the usage factor. The usage factor is a ratio from 1 to 3 that reflects the draw on financial resources by a particular service.

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).



i. Payroll

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

j. Purchasing and Risk Management

Includes costs associated with providing the support for procurement of goods and services and risk management for the Regional District. The recoverable costs will be allocated based on prior year's historical use with a portion for general benefit to the organization.

k. Field Road Administrative Offices Building Maintenance

Includes the cost of maintenance, utilities and debt costs associated with the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

l. Human Resources

Includes the Human Resources' staffing costs, legal fees, and corporate training. The recoverable costs will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

m. Information Services

Includes costs of providing computer hardware and software, telephones, network connectivity, and support for the Regional District. The recoverable costs of this function will be allocated based on the following methods:

- i. The costs associated with computer hardware and software and networks will be allocated based on the number of computers assigned to each department.
- ii. The costs of telephone service will be allocated based on the number of telephones assigned to each department.
- iii. The cost of support will be allocated based on the number of users.

n. Corporate Sustainability

Includes costs to support the Regional District's Sustainable Community Policy and Integrated Community Sustainability Policy. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget. When a sustainability project is undertaken that is of regional nature, the costs of that project will be recovered by way of direct taxation.

o. Property Information and Mapping Services (PIMS)

Includes costs associated with providing core spatial data services, systems and mapping for the Regional District. The recoverable costs for function 506 will be allocated based on the following:

Allocation	Methodology	Percent of Budget
General Administration/Overall	40% overall	40%
Tempest-Land Management	Apportioned based on the overall allocation of Tempest Software Maintenance Fees.	10%
Cityworks (Enterprise Asset Management)	Apportioned based on same method as Asset Management	30%
Project based	Only 20% of the budget will be reserved/apportioned to projects and reviewed annually	20%

p. Mason Road Works Yard-

Includes the cost of maintenance, utilities and debt costs associated with the Transit/Fleet Building. The recoverable costs will be allocated proportionately, based on the square footage of site occupied by each department.

**Five-Year Plan Allocation:**

Budget Years 2 through 5 of the five-year financial Plan will be based on the Year 1 (current budget year) allocation, adjusted for any significant changes in individual operating plans.

**New Services:**

A new service with no base year will be allocated a support services charge based on a projected budget amount or a charge as set by the Chief Financial Officer.

**Review:**

In the fall of each year, as part of the base budget process, each function's allocations are updated according to the policy, and the changes are applied. This may result in an increase or decrease to the respective functions support service cost for the following year.

Approval Date:	November 25, 2010	Resolution No.	484/10 Rec. No. 5
Amendment Date:	February 14, 2013	Resolution No.	048/13 Rec. No. 1
Amendment Date:	December 12, 2013	Resolution No.	577/13 Rec. No. 3
Amendment Date:	December 11, 2014	Resolution No.	579/14 Rec. No. 8
Amendment Date:	December 10, 2015	Resolution No.	443/15 Rec. No. 5
Amendment Date:	December 8, 2016	Resolution No.	452/16 Rec. No. 3
Amendment Date:	December 13, 2018	Resolution No:	340/18 Rec. No. 3
Amendment Date	January 9, 2020	Resolution No.	004/20 Rec. No. 2
Amendment Date	November 26, 2020	Resolution No.	381/20 Rec. No. 10

2022 R1 Support Service Allocation

Attachment B

																			15% Across the board	Total Allocation	2021 Amended Budget Allocation	Net Change
	CAO	Liability Ins & Legal	Photocopier	Communication & Engagement	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)				
Overall Allocation (15%)	247,734 (37,160)	148,389 (22,258)	32,500 (4,875)	210,065 (31,510)	87,986 (13,198)	128,625 (19,294)	900,386 (135,058)	192,900 (28,935)	323,374 (48,506)	394,494 (59,174)	504,833 (75,725)	786,644 (117,997)	1,250,649 (187,597)	51,183 (7,677)	94,895	31,632	63,263	126,527	788,964	5,576,079 -		
Net Recovery	210,574	126,131	27,625	178,555	74,788	109,331	765,328	163,965	274,868	335,320	429,108	668,647	1,063,052	43,506	94,895	31,632	63,263	126,527	788,964	5,576,079		
General Government Services																						
[110] General Government	12,800	7,655	11,186	159,361	30,283	6,636	18,226	14,626	712	48,789	173,752	59,645	115,823	2,640	246	216	-	7,679	47,884	718,158	702,013	16,145
[111] Asset Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[112] Corporate Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[113] Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[114] General Offices Bld Maint	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[115] Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[116] Procurement & Risk Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[117] Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[118] S/Coast RHD Admin	-	194	352	-	954	168	303	404	-	-	5,474	1,647	1,626	67	-	3	-	194	1,211	12,596	12,918	(322)
[121] Grants in Aid - Area A	266	159	-	-	-	138	885	7	-	-	-	30	55	-	-	14	-	160	996	2,710	2,982	(273)
[122] Grants in Aid - Area B	212	127	-	-	-	110	700	7	-	-	-	30	44	-	-	6	-	127	792	2,154	2,148	6
[123] Grants in Aid - Area E & F	48	29	-	-	-	25	145	7	-	-	-	30	10	-	-	2	-	29	179	504	448	55
[125] Grants in Aid - Community Schools	68	41	-	-	-	35	213	7	-	-	-	30	14	-	-	2	-	41	254	705	782	(77)
[126] Greater Gibsons Comm Participation	68	41	-	-	-	35	213	7	-	-	-	30	14	-	-	11	-	41	254	714	879	(165)
[127] Grants in Aid - D only	222	133	-	-	-	115	735	7	-	-	-	30	46	-	-	8	-	133	830	2,259	2,504	(245)
[128] Grants in Aid - E only	176	105	-	-	-	91	581	7	-	-	-	30	36	-	-	4	-	106	660	1,796	1,752	44
[129] Grants in Aid - F only	154	92	-	-	-	80	505	7	-	-	-	30	32	-	-	8	-	92	577	1,577	2,091	(514)
[130] UBCM & Electoral Area Services	429	256	-	-	-	222	752	299	-	-	-	1,221	88	-	-	8	-	257	1,604	5,137	5,692	(554)
[131] Elections (Election Year Only)	189	113	-	-	-	98	640	-	-	-	-	-	39	-	-	-	-	113	706	1,897	-	1,897
[135] Corporate Sustainability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[136] Regional Sustainability	609	364	-	-	-	316	67	766	-	-	-	3,124	542	126	-	1	-	365	2,279	8,560	1,873	6,687
[150] Feasibility- Regional																						
[151] Feasibility Studies - Area A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[152] Feasibility Studies - Area B	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[153] Feasibility Studies - Area D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[155] Feasibility Studies - Area F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Services																						
[200] Bylaw Enforcement	1,552	928	522	-	1,413	804	868	2,060	85	-	8,110	8,399	15,643	320	29	4,608	1,885	931	5,805	53,963	47,928	6,034
[204] Halfmoon Bay Smoke Control	6	3	3	-	9	3	-	8	-	-	51	34	1	-	-	1	-	3	22	144	153	(8)
[206] Roberts Creek Smoke Control	6	3	3	-	9	3	-	8	-	-	51	34	1	-	-	-	-	3	22	144	152	(8)
[210] Gibsons and District Fire Protection	5,720	3,421	55	-	150	2,965	15,649	4,935	5,651	4,225	862	20,124	37,937	1,180	1,951	114	291	3,432	21,398	130,061	119,405	10,656
[212] Roberts Creek Fire Protection	2,547	1,523	46	-	124	1,320	8,874	1,790	3,839	5,399	710	7,301	22,602	525	1,325	74	867	1,528	9,527	69,920	64,585	5,335
[216] Halfmoon Bay Fire Protection	2,689	1,608	46	-	124	1,394	8,842	2,004	2,969	4,225	710	8,171	11,763	555	1,025	80	70	1,614	10,061	57,948	52,781	5,167
[218] Egmont Fire Protection	872	521	26	-	71	452	3,474	520	734	-	405	2,120	2,392	180	253	26	-	523	3,261	15,830	13,282	2,548
[220] Emergency Telephone - 911	1,620	969	202	-	548	840	10,449	113	1,486	402	3,143	462	5,420	334	513	110	-	972	6,059	33,640	37,686	(4,046)
[222] Sunshine Coast Emergency Planning	1,281	766	1,413	-	3,825	664	3,389	1,130	416	22,634	21,947	4,609	6,779	264	144	36	-	769	4,793	74,859	75,369	(510)
[290] Animal Control	407	243	124	-	336	211	915	393	34	-	1,926	1,603	5,420	84	12	1,496	-	244	1,522	14,969	15,161	(192)
[291] Keats Island Dog Control	17	10	-	-	-	9	55	12	-	-	-	50	3	-	-	1	-	10	62	228	249	(21)
Transportation Services																						
[310] Public Transit	29,056	17,378	101	-	274	15,063	114,869	25,690	1,155	6,103	1,571	104,764	81,760	5,994	399	679	867	17,432	108,700	531,856	538,949	(7,093)
[312] Maintenance Facility	2,292	1,371	20	-	53	1,188	-	-	2,234	1,408	304	-	27,098	473	771	-	-	1,375	8,573	47,159	33,598	13,561
[313] Building Maintenance									107	-			10,839		37	-	-			10,983	10,367	616
[320] Regional Street Lighting	226	135	-	-	-	117	685	35	-	-	-	141	47	-	-	7	-	136	846	2,374	2,533	(159)
[322] Langdale Street Lighting	17	10	-	-	-	9	56	-	-	-	-	-	3	-	-	0	-	10	62	168	169	(1)
[324] Granthams Street Lighting	17	10	-	-	-	9	56	-	-	-	-	-	3	-	-	0	-	10	62	168	169	(1)
[326] Veterans Street Lighting	3	2	-	-	-	2	11	-	-	-	-	-	1	-	-	0	-	2	12	34	34	(0)
[328] Spruce Street Lighting	2	1	-	-	-	1	6	-	-	-	-	-	0	-	-	0	-	1	6	17	17	(0)
[330] Woodcreek Street Lighting	34	20	-	-	-	18	116	-	-	-	-	-	7	-	-	0	-	20	128	344	137	207
[332] Fircrest Street Lighting	3	2	-	-	-	2	11	-	-	-	-	-	1	-	-	0	-	2	12	34	34	(0)
[334] Hydaway Street Lighting	2	1	-	-	-	1	6	-	-	-	-	-	0	-	-	0	-	1	6	17	17	(0)
[336] Sunnyside Street Lighting	7	4	-	-	-	3	23	-	-	-	-	-	1	-	-	0	-	4	25	67	68	(1)
[340] Burns Road Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-	0	-	-	0	-	1	6	15	17	(2)
[342] Stewart Road Street Lighting	3	2	-	-	-	2	11	-	-	-	-	-	1	-	-	0	-	2	12	34	34	(0)
[345] Ports Services	1,442	862	85	-	230	748	5,099	998	4,526	9,288	1,318	4,070	2,710	297	1,563	29	-	865	5,395	39,524	32,668	6,856
[346] Langdale Dock	198	118	-	-	-	102	670	-	-	-	-	-	41	-	-	7	-	119	739	1,994	2,218	(224)

2022 R1 Support Service Allocation

																				15% Across the board	Total Allocation	2021 Amended Budget Allocation	Net Change	
	CAO	Liability Ins & Legal	Photocopier	Communication & Engagement	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)						
Overall Allocation (15%)	247,734	148,389	32,500	210,065	87,986	128,625	900,386	192,900	323,374	394,494	504,833	786,644	1,250,649	51,183	94,895	31,632	63,263	126,527	788,964	5,576,079				
Net Recovery	(37,160)	(22,258)	(4,875)	(31,510)	(13,198)	(19,294)	(135,058)	(28,935)	(48,506)	(59,174)	(75,725)	(117,997)	(187,597)	(7,677)						-				
	210,574	126,131	27,625	178,555	74,788	109,331	765,328	163,965	274,868	335,320	429,108	668,647	1,063,052	43,506	94,895	31,632	63,263	126,527	788,964	5,576,079				
Environmental Health Services																								
[350] Regional Solid Waste	11,895	7,114	1,273	8,910	3,445	6,167	61,636	4,055	19	72,899	19,768	16,536	18,968	2,454	7	256	2,100	7,137	44,500	289,138	276,109	13,030		
[351] Pender Harbour Solid Waste	5,451	3,260	26	-	71	2,826	37,184	2,596	464	1,006	405	10,587	8,139	1,125	160	181	-	3,271	20,393	97,146	90,233	6,913		
[352] Sechelt Solid Waste	11,794	7,054	55	-	150	6,114	89,348	4,351	997	11,569	862	17,742	22,026	2,433	344	609	-	7,076	44,122	226,646	199,656	26,989		
[355] Refuse Collection	6,834	4,087	111	-	300	3,543	43,927	512	607	570	1,723	2,089	2,710	1,410	210	1,474	728	4,100	25,565	100,499	94,783	5,715		
[365] North Pender Harbour Water Svcs	2,560	1,531	72	-	194	1,327	8,134	2,546	12,805	-	1,115	10,381	5,112	528	4,421	159	-	1,536	9,576	61,996	54,860	7,137		
[366] South Pender Harbour Water Svcs	3,882	2,322	134	-	362	2,013	16,040	3,334	17,789	1,006	2,078	13,597	16,259	801	6,142	333	-	2,329	14,524	102,945	98,283	4,662		
[370] Regional Water Services	30,150	18,032	3,100	6,089	8,392	15,630	95,173	30,073	140,225	82,086	48,152	122,638	175,326	6,220	48,411	3,070	32,391	18,088	112,790	996,036	971,269	24,767		
[381] Greaves RD W/W Plant	15	9	-	-	-	8	30	16	-	-	-	64	-	3	-	1	-	9	57	213	211	1		
[382] Woodcreek Park Waste Water Plant	287	172	-	-	-	149	939	215	754	-	-	878	-	59	260	24	146	172	1,075	5,132	8,679	(3,547)		
[383] Sunnyside W/W Plant	21	13	-	-	-	11	18	27	-	-	-	109	-	4	-	2	-	13	79	296	205	91		
[384] Jolly Roger W/W Plant	160	96	-	-	-	83	572	109	64	-	-	446	-	33	22	9	-	96	598	2,288	2,021	267		
[385] Secret Cove W/W Plant	145	87	-	-	-	75	468	110	71	-	-	450	-	30	24	9	-	87	544	2,103	1,821	282		
[386] Lee Bay W/W Plant	313	187	-	-	-	163	1,282	180	224	-	-	734	-	65	77	47	-	188	1,173	4,632	4,233	399		
[387] Square Bay W/W Plant	443	265	-	-	-	230	1,196	385	1,806	-	-	1,571	-	91	623	25	-	266	1,656	8,556	8,099	458		
[388] Langdale W/W Plant	284	170	-	-	-	147	927	214	270	-	-	871	-	59	93	12	-	171	1,064	4,281	3,968	313		
[389] Canoe RD W/W Plant	23	13	-	-	-	12	43	24	138	-	-	96	-	5	48	2	-	14	84	500	476	24		
[390] Merril Crescent W/W Pln	121	72	-	-	-	63	375	95	161	-	-	386	-	25	55	5	-	72	452	1,881	1,879	1		
[391] Curran RD W/W Plant	197	118	-	-	-	102	680	140	371	-	-	572	-	41	128	19	-	118	738	3,225	2,938	288		
[392] Roberts Creek W/W Plant	208	124	-	-	-	108	526	188	374	-	-	768	-	43	129	10	-	125	777	3,380	3,340	39		
[393] Lillies Lake W/W Plant	151	90	-	-	-	78	451	122	381	-	-	497	-	31	132	10	-	90	564	2,596	2,608	(11)		
[394] Painted Boat	110	66	-	-	-	57	337	88	566	-	-	358	-	23	195	10	-	66	413	2,289	2,359	(70)		
[395] Sakinaw Ridge Waste Water Plant	204	122	-	-	-	106	899	167	1,037	-	-	682	-	42	358	-	-	122	763	4,502	4,640	(138)		
Public Health and Welfare Services																								
[400] Cemetery	820	491	46	-	124	425	2,630	625	112	604	710	2,549	2,710	169	39	12	1,379	492	3,068	17,005	17,682	(677)		
[410] Pender Harbour Health Clinic	944	564	-	-	-	489	1,599	-	-	-	-	-	-	195	-	12	-	566	3,530	7,899	8,432	(532)		
Environmental Development Services																								
[500] Regional Planning	881	527	636	-	1,723	457	452	1,178	-	5,667	9,884	4,806	5,420	182	-	1,197	582	529	3,297	37,417	37,353	64		
[504] Rural Planning Services	4,984	2,981	3,769	143	10,203	2,584	3,180	6,531	146	-	58,542	26,632	45,440	1,028	50	7,390	15,436	2,990	18,645	210,674	207,959	2,715		
[506] Property & Information Mapping Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[510] House Numbering	194	116	88	-	239	101	101	259	-	-	1,369	1,057	1,355	40	-	1	-	116	726	5,760	5,441	318		
[515] Heritage Registry	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[520] Building Inspection Services	4,341	2,596	1,837	-	4,974	2,250	2,438	5,758	280	2,146	28,536	23,483	32,517	895	97	7,234	2,176	2,604	16,238	140,400	142,668	(2,268)		
[531] Economic Development - Area A	471	282	-	-	-	244	798	-	-	-	-	-	-	97	-	4	-	283	1,762	3,941	3,830	111		
[532] Economic Development - Area B	300	179	-	-	-	155	508	-	-	-	-	-	-	62	-	2	-	180	1,121	2,506	2,976	(470)		
[533] Economic Development - Area D	271	162	-	-	-	140	459	-	-	-	-	-	-	56	-	1	-	163	1,013	2,265	2,206	60		
[534] Economic Development - Area E	202	121	-	-	-	105	342	-	-	-	-	-	-	42	-	1	-	121	755	1,687	2,182	(494)		
[535] Economic Development - Area F	316	189	-	-	-	164	535	-	-	-	-	-	-	65	-	4	-	189	1,181	2,643	2,898	(255)		
[540] Hillside Development Project	827	495	36	-	97	429	2,068	314	-	-	558	1,278	1,084	171	-	21	-	496	3,093	10,966	11,082	(116)		
Recreation and Cultural Services																								
[613] Community Recreation Operations	16,870	10,089	-	-	-	8,745	90,588	11,516	48,228	41,848	-	46,962	102,900	3,480	16,650	-	-	10,121	63,109	471,106	418,108	52,997		
[614] Community Recreation Programming	15,820	9,461	-	3,482	-	8,201	18,772	20,213	370	13,312	-	82,428	210,623	3,263	128	1,223	506	9,491	59,181	456,473	437,835	18,638		
[615] Community Recreation Facilities	53	32	620	-	1,678	28	64	22	150	-	9,630	91	-	11	52	-	-	32	199	12,663	12,562	101		
[625] Pender Harbour Pool	3,342	1,999	-	-	-	1,733	9,322	3,508	2,927	67	-	14,307	8,119	689	1,011	85	-	2,005	12,503	61,618	62,391	(773)		
[630] School Facilities - Joint Use	11	7	7	-	18	6	-	16	-	-	101	66	-	2	-	1	-	7	42	282	1,200	(918)		
[640] Gibsons and Area Library	4,593	2,747	-	-	-	2,381	15,406	69	2,526	67	-	283	-	947	872	123	-	2,756	17,183	49,953	48,386	1,567		
[643] Egmont Pender Harbour Libraray Service	310	185	-	-	-	161	1,050	-	-	-	-	-	-	64	-	-	-	186	1,159	3,114	3,575	(461)		
[645] Halfmoon Bay Library Service	922	551	-	-	-	478	3,124	-	-	-	-	-	-	190	-	21	-	553	3,448	9,288	9,912	(624)		
[646] Roberts Creek Library Service	672	402	-	-	-	348	2,278																	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** SCRD Senior Leadership Team

**SUBJECT:** 2021 PROJECT CARRY-FORWARD REQUESTS

---

### RECOMMENDATION(S)

**THAT** the report titled 2021 Project Carry-Forward Requests be received for information;

**AND THAT** the carry forward projects as itemized in Attachment A and associated funding be included in the 2022-2026 Draft Financial Plan;

**AND FURTHER THAT** staff be authorized to proceed with carry forward projects prior to adoption of the 2022-2026 Financial Plan.

---

### BACKGROUND

Each year the Sunshine Coast Regional District (SCRD) presents carry-forward projects that are either in-progress or delayed. The summary of carry-forward items is included as Attachment A.

Carry-forward projects and the associated funding must be included in the 2022-2026 Financial Plan. This step is legislatively required to ensure staff have the authority to continue with the projects and the values (revenue and expense) are reflected in the upcoming Financial Plan Bylaw. A final reporting of the 2021 carry-forwards will be included in the Round 2 Budget meetings for information once the SCRD's year-end process is complete.

The purpose of this report is to request these projects and the associated funding be included in the upcoming 2022-2026 Draft Financial Plan so staff have the authority to continue with the projects prior to adoption of the upcoming Financial Plan Bylaw.

### DISCUSSION

As part of the Financial Planning process, staff provide a summary of projects which require funding to be carried-forward to the 2022-2026 Financial Plan. This report focuses on the funding, whereas the subsequent reports relate to work-plans and proposed initiatives.

A review of the status and scope of projects for inclusion in the 2022-2026 Financial Plan was completed internally by staff. There are an estimated 144 projects to be carried into 2022 and there are no recommended items to be cancelled at this time.

Several factors have contributed to the delay of projects such as supply-chain issues, COVID-19 impacts, staffing shortages as a result of vacancies, and most recently-impacts attributed to the flooding events in BC.

### *Financial Implications*

Carry-Forward projects do not have a direct financial or taxation impact for the following year's budget, however, there are staff or other resources still required.

Only remaining unused funding for the projects is carried over as some projects may still expend funds prior to the end of 2021.

### *Communications Strategy*

A final reporting of the 2021 Carry-Forwards will be included in the Round 2 Budget meetings for information once the SCRD's year-end process is complete.

## **STRATEGIC PLAN AND RELATED POLICIES**

Accountability for the budget process and the Financial Plan are encompassed in the Financial Sustainability Policy. Many of the initiatives being carried into 2022 directly support the implementation of the Board's 2019-2023 Strategic Plan.

## **CONCLUSION**

In preparation for the 2022-2026 Financial Planning Process, a summary of carry-forward projects has been compiled.

Carry-forward projects do not have a financial or taxation impact for the following year's budget, though there may be staff work or other resources still required.

Staff recommend that the attached list of 2021 projects and associated funding be included in the 2022-2026 Financial Plan and that staff are authorized to continue with the projects prior to the adoption of the Plan.

### Attachment A: 2021 Preliminary Carry-Forward List

Reviewed by:			
Manager		CFO	X - T. Perreault
GM	X - S. Gagnon R - R. Rosenboom X - I. Hall	Legislative	
CAO	X - D. McKinley	Other - HR	X - G. Parker

Funcarea	Project(T)	Amount	Amended Budget	Variance
110	Website Redesign Consulting Services - Phase 2	0.00	125,145.00	125,145.00
113	Asset Retirement Obligation- PSAS Standard	0.00	100,000.00	100,000.00
114	Electric Vehicle Charging Stations	(91.71)	35,000.00	34,908.29
114	Field Road Space Planning	(15,527.16)	100,000.00	84,472.84
114	SCRD Corporate Recycling Program infrastructure costs-Field Rd.	0.00	4,475.00	4,475.00
115	Health & Safety Certificate of Recognition	0.00	8,000.00	8,000.00
117	2020 Field Road Space Planning; IT Capital	0.00	37,934.00	37,934.00
117	Cyber Security	0.00	5,000.00	5,000.00
117	Expansion of Digital, Online collaboration Software & Hardware	0.00	42,000.00	42,000.00
117	Records Management System Enhancements	0.00	75,000.00	75,000.00
131	Ballot Tabulators	0.00	30,000.00	30,000.00
136	Community Emissions Analysis	0.00	50,000.00	50,000.00
136	Building Adaptive and Resilient Communities (BARC) – Climate Action Framework	(10,000.00)	20,000.00	10,000.00
150	Watershed Governance Feasibility Study / Management Plan	(183.42)	104,780.00	104,596.58
200	Bylaw Enforcement Vehicle	0.00	50,000.00	50,000.00
210	Fire Department Records Management Software	0.00	2,500.00	2,500.00
210	Replacement of Engine #1 (Unit 371)	(28,668.51)	400,789.00	372,120.49
210	GVFD-Emergency Generator	0.00	150,000.00	150,000.00
210	GVFD- Hazardous Material Response Trailer	0.00	25,000.00	25,000.00
210	GVFD- Rescue Truck Upgrade	0.00	100,000.00	100,000.00
210	CRI FireSmart Economic Recovery Fund- GDVFD Firehall Roof Replacement	0.00	50,000.00	50,000.00
210	SCRD Corporate Recycling Program infrastructure costs-GDVFD	0.00	1,950.00	1,950.00
212	Fire Department Records Management Software	0.00	2,500.00	2,500.00
212	Engine #1 Replacement	0.00	374,928.00	374,928.00
212	Training Structure	(6,913.39)	75,000.00	68,086.61
212	SCRD Corporate Recycling Program infrastructure costs-RCVFD	0.00	1,350.00	1,350.00
216	Fire Department Records Management Software	0.00	2,500.00	2,500.00
216	Tanker (Tender) Replacement	0.00	500,000.00	500,000.00
216	Firehall #2 Redevelopment Assessment	0.00	45,000.00	45,000.00
216	SCRD Corporate Recycling Program infrastructure costs-HBVFD	0.00	1,350.00	1,350.00
218	Fire Department Records Management Software	0.00	2,500.00	2,500.00
218	Egmont Fire Truck Donation-2007 Dodge Crew Cab	0.00	11,500.00	11,500.00
220	Chapman Creek Radio Tower	(6,200.00)	268,900.00	262,700.00
220	Gibsons Radio Tower	0.00	46,600.00	46,600.00
220	Radio Tower Capital Project Consulting Services	(29,709.00)	128,000.00	98,291.00
220	911 Emergency Communications Equipment Upgrade	(15,134.08)	141,400.00	126,265.92
220	911 Tower and Spectrum Upgrading	(1,295.77)	23,299.00	22,003.23
222	Contracted Services for Statutory, Regulatory & Bylaw Reviews	0.00	20,000.00	20,000.00
222	EOC/Mass Communications Project	(10,997.43)	24,635.00	13,637.57
222	Removal of SCEP Trailer	0.00	17,000.00	17,000.00
222	CRI FireSmart Economic Recovery Fund- Fuel Management Demonstration	0.00	107,800.00	107,800.00
222	CRI FireSmart Economic Recovery Fund- FireSmart Home Assessment	0.00	164,728.00	164,728.00
222	CRI FireSmart Economic Recovery Fund- FireSmart Projects for critical Infrastructure	0.00	110,000.00	110,000.00
222	CRI FireSmart Economic Recovery Fund- Skills Development that Leads to Employment	0.00	11,660.00	11,660.00
310	Security lighting improvements [310]	0.00	6,000.00	6,000.00
310	SCRD Corporate Recycling Program infrastructure costs-Mason Rd	0.00	2,575.00	2,575.00
312	Loaner Vehicle	0.00	10,000.00	10,000.00
312	Security lighting improvements [312]	0.00	6,000.00	6,000.00
312	HVAC Maintenance Safety System	0.00	4,000.00	4,000.00
312	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	0.00	10,000.00	10,000.00
345	Ports 5 Year Capital Renewal Plan	0.00	669,736.00	669,736.00
345	Ports Major Inspections	0.00	57,600.00	57,600.00
345	New Brighton Dock Study	0.00	25,000.00	25,000.00
350	Future Waste Disposal Options Analysis Study Phase 1	(39,729.07)	123,739.00	84,009.93
350	Future Waste Disposal Options Analysis Study Phase 2	0.00	150,000.00	150,000.00
350	Waste Composition Study	0.00	100,000.00	100,000.00
350	Solid Waste Management Plan	0.00	150,000.00	150,000.00
351	Generator Replacement	0.00	5,000.00	5,000.00
351	Traffic Control Lights for PH Transfer Station	0.00	10,000.00	10,000.00
352	Power Supply System Replacement	0.00	194,000.00	194,000.00
352	Forklift-Sechelt Landfill	0.00	25,000.00	25,000.00
352	Monitoring Well Installation	0.00	65,000.00	65,000.00
352	Sechelt Landfill Stage H+ Closure	0.00	2,500,000.00	2,500,000.00
352	Sechelt Landfill Remediation work	(799,921.62)	1,462,400.00	662,478.38
352	Biocover Feasibility Study	0.00	150,000.00	150,000.00
352	Power Supply System Replacement Interim Operating Costs	0.00	10,000.00	10,000.00
365	Garden Bay UV Reactor	(11,344.52)	48,581.00	37,236.48
365	Emergency Generator	0.00	125,000.00	125,000.00
365	Customer Relationship Management Tool [365]	0.00	2,500.00	2,500.00
365	Water metering: Leak Correlator [365]	0.00	2,000.00	2,000.00
365	Neptune 360 Hardware [365]	0.00	950.00	950.00
365	Confined Space Document Review	0.00	2,500.00	2,500.00



Funcarea	Project(T)	Amount	Amended Budget	Variance
365	Water Supply Plan - NPHWS	0.00	75,000.00	75,000.00
365	Water Meter Data Analytics - NPHWS	0.00	2,734.00	2,734.00
365	Garden Bay Pump Station – Treatment Improvement Feasibility Study	0.00	20,000.00	20,000.00
366	South Pender Harbour Water Treatment Plant Upgrades	(32,313.21)	87,819.00	55,505.79
366	Customer Relationship Management Tool [366]	0.00	5,000.00	5,000.00
366	Water metering: Leak Correlator [366]	0.00	4,000.00	4,000.00
366	Vehicle Replacement (Unit #436)	0.00	80,000.00	80,000.00
366	Neptune 360 Hardware [366]	0.00	1,900.00	1,900.00
366	Mcneil Lake Dam Upgrades	(11,357.21)	149,500.00	138,142.79
366	Confined Space Document Review	0.00	5,000.00	5,000.00
366	Water Supply Plan - SPHWS	0.00	75,000.00	75,000.00
366	Water Meter Data Analytics - SPHWS	0.00	5,468.00	5,468.00
366	Dogwood Reservoir Feasibility	0.00	108,000.00	108,000.00
370	Chaster Well Upgrades (Well Protection Plan - Phase 2)	(546.96)	43,458.00	42,911.04
370	Exposed Water Main Rehabilitation	(84,848.21)	200,000.00	115,151.79
370	Chapman Water Treatment Plant Chlorination System Upgrade	(34,362.54)	1,644,903.00	1,610,540.46
370	Universal Water Meter Installations - Phase 3 (DOS & SIGD)	0.00	7,250,000.00	7,250,000.00
370	Cove Cay Pump Station Rebuild and Access Improvements	0.00	250,000.00	250,000.00
370	Reed Road and Elphinstone Watermain Replacement	0.00	750,000.00	750,000.00
370	Chapman Creek Water Treatment UV Upgrade	0.00	250,000.00	250,000.00
370	Chapman Creek Water Treatment Plant Hot Water Upgrade	(3,688.13)	18,974.00	15,285.87
370	Vehicle Purchase – Strategic Infrastructure Division	0.00	46,500.00	46,500.00
370	Utility Vehicle Purchase	0.00	46,500.00	46,500.00
370	Groundwater Investigation Phase 4 - Church Road	(82,376.76)	7,533,217.00	7,450,840.24
370	Groundwater Investigation-Langdale	0.00	1,277,600.00	1,277,600.00
370	RWS Vehicle Replacement (2021)	0.00	210,000.00	210,000.00
370	Water metering: Leak Correlator [370]	0.00	34,000.00	34,000.00
370	Chapman & Edwards Dam Improvements	(18,990.55)	240,500.00	221,509.45
370	Reed Rd. Pump Station Zone 4 Improvements	0.00	70,000.00	70,000.00
370	Chapman & Edwards Lake Communication System Upgrades	0.00	74,125.00	74,125.00
370	Eastbourne Groundwater Investigation	0.00	350,000.00	350,000.00
370	Development of Customer Relationship Management Tool	0.00	42,500.00	42,500.00
370	Neptune 360 Hardware [370]	0.00	16,500.00	16,500.00
370	Edwards Lake Siphon	(79,441.14)	175,000.00	95,558.86
370	Water Sourcing Policy	0.00	25,000.00	25,000.00
370	Implementation of shishálh Nation Foundation Agreement	(3,642.21)	12,933.00	9,290.79
370	Confined Space Document Review	0.00	22,500.00	22,500.00
370	Bylaw 422 Update	0.00	30,000.00	30,000.00
370	Chapman Water Treatment Plant Sludge Residuals Disposal & Planning	(6,500.00)	199,911.00	193,411.00
370	Water Metering Data Analytics	0.00	46,482.00	46,482.00
370	Water Supply and Conservation Public Engagement 2020 (including Water Summit)	(4,828.33)	32,895.00	28,066.67
370	Chapman Creek Environmental Flow Requirements Update	0.00	50,000.00	50,000.00
370	Groundwater Investigation Phase 2, Part 2	(116,661.86)	310,322.00	193,660.14
370	Regional Water Reservoir Feasibility Study Phase 4	0.00	84,965.00	84,965.00
370	Groundwater Investigation-Maryanne West Park	0.00	100,000.00	100,000.00
370	Feasibility Study Surface Water Intake Upgrades Gray Creek	0.00	125,000.00	125,000.00
370	Water Supply Plan- Public Participation	0.00	20,000.00	20,000.00
370	Water Supply Plan: Water Distribution Model Update and Technical Analysis	0.00	213,000.00	213,000.00
382	Woodcreek Park Sand Filter Remediation	(6,003.05)	6,710.00	706.95
382	Woodcreek Park Inspection Chamber Repairs	0.00	5,964.00	5,964.00
382	Woodcreek Park-WWTP Collection System Designs	0.00	20,000.00	20,000.00
383	Statutory Right of Way- Sunnyside WWTP	0.00	4,000.00	4,000.00
384	Statutory Right of Way- Jolly Roger WWTP	0.00	4,000.00	4,000.00
384	Headworks Replacement-Jolly Rodger WWTP	(1,838.86)	9,000.00	7,161.14
385	Statutory Right of Way- Secret Cove WWTP	0.00	4,000.00	4,000.00
385	Headworks Replacement-Secret Cove WWTP	(1,515.08)	9,000.00	7,484.92
386	Lee Bay Collection System Repairs	0.00	14,348.00	14,348.00
387	Square Bay Infiltration Reduction	(565.00)	16,475.00	15,910.00
387	Statutory Right of Way-Square Bay WWTP	0.00	4,000.00	4,000.00
387	Square Bay Infiltration Reduction	0.00	25,000.00	25,000.00
387	Square Bay System Upgrade Planning	0.00	15,000.00	15,000.00
388	Statutory Right of Way-Langdale WWTP	0.00	4,000.00	4,000.00
392	Treatment System & Regulatory Enhancements-Roberts Creek Co-Housing	(23,486.46)	30,000.00	6,513.54
393	Statutory Right of Way-Lily's Lake WWTP	0.00	4,000.00	4,000.00
400	Cemetery Business Plan	0.00	25,000.00	25,000.00
410	Special Capital Project Request	0.00	20,000.00	20,000.00
500	Regional Growth Framework – Baseline Research	0.00	50,000.00	50,000.00
500	Regional Housing Coordinator	0.00	86,001.00	86,001.00
504	Zoning Bylaw 310 re-write	0.00	18,285.00	18,285.00
504	SCRD Planning Enhancement Project	0.00	203,050.00	203,050.00
506	Orthophoto Aquisition	(44,713.00)	60,000.00	15,287.00
510	Orthophoto Aquisition	0.00	15,000.00	15,000.00

## 2021 Project CarryForwards at Round 1

Funcarea	Project(T)	Amount	Amended Budget	Variance
613	SAC Facility Projects	0.00	250,000.00	250,000.00
613	Capital Renewal Fund (Recreation Facilities)	(109,162.36)	545,897.00	436,734.64
613	Community Recreation Facilities Non-Critical Capital Asset Renewal	(54,897.59)	77,900.00	23,002.41
613	SAC Sprinkler System Replacement	(1,973.42)	175,000.00	173,026.58
613	Fall Protection Systems Upgrades	0.00	60,000.00	60,000.00
613	General Recreation Capital Renewal Funding	0.00	24,939.00	24,939.00
613	Community Recreation Facilities – Future Planning	(13,626.00)	24,060.00	10,434.00
613	SCA Refrigeration Plant Regulatory Items	0.00	11,736.00	11,736.00
613	Building Water Systems Management Plan	0.00	4,000.00	4,000.00
625	Building Water Systems Management Plan (PHAFC)	0.00	1,000.00	1,000.00
613	Linear Heat Detection System	(94,084.63)	104,500.00	10,415.37
613	SCRD Corporate Recycling Program infrastructure costs-SAC	0.00	4,375.00	4,375.00
613	SCRD Corporate Recycling Program infrastructure costs-GACC	0.00	7,650.00	7,650.00
613	SCRD Corporate Recycling Program infrastructure costs-GDAF	0.00	1,550.00	1,550.00
613	SCRD Corporate Recycling Program infrastructure costs-SCA	0.00	3,950.00	3,950.00
614	Recreation Programming Review	0.00	16,000.00	16,000.00
614	Community Recreation Scheduling Software	0.00	6,000.00	6,000.00
625	PHAFC Scheduling Software	0.00	400.00	400.00
625	Annual Gym Equipment Replacement (Base)	0.00	10,000.00	10,000.00
625	PHAFC Programming Review	0.00	4,000.00	4,000.00
625	SCRD Corporate Recycling Program infrastructure costs-Pender Harbour Pool	0.00	850.00	850.00
650	Coopers Green Park Hall & Parking Design Plans	(23,854.56)	3,145,663.00	3,121,808.44
650	Parks Building (Partial Replacement / Upgrade)	0.00	300,000.00	300,000.00
650	Community Parks Capital Asset Renewal	0.00	33,963.00	33,963.00
650	Cab Tractor	0.00	70,000.00	70,000.00
650	Suncoaster Trail (Phase 2)	0.00	15,000.00	15,000.00
650	Priority Repairs to Community Halls	(1,454.03)	26,700.00	25,245.97
650	Sprockids – Design and Management Plan	0.00	40,000.00	40,000.00
680	One-Time Minor Capital – Upgrades and Renewal	0.00	33,500.00	33,500.00
		(1,832,446.83)	37,583,476.00	35,751,029.17

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Service Committee – Round 1 Budget  
December 13-15, 2021

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

**SUBJECT:** 2022–2026 FINANCIAL PLAN OVERVIEW AND UPDATE AT ROUND 1

---

### RECOMMENDATION(S)

**THAT the report titled 2022-2026 Financial Plan Overview and Update at Round 1 be received.**

---

### BACKGROUND

At the [November 1, 2021 Special Corporate and Administrative Service Committee](#) (CAS) Pre-Budget Meetings staff presented preliminary budgetary information on changes which may affect the upcoming 2022-2026 Financial Plan.

The purpose of this report is to provide an update on the information provided during Pre-Budget and any other items affecting the 2022-2026 Draft Financial Plan.

### DISCUSSION

There are several factors impacting the various functional area services leading into Round 1 Budget which are as follows:

#### ***Assessments:***

Assessment changes are not reflected in the Round 1 Budget figures. On January 1, 2022 the Completed 2022 Assessment Roll will be received from the BC Assessment Authority. A supplementary staff report will be included in this Round 2 agenda to provide the Committee with additional information on the impacts of the assessment changes related to the 2022 Budget.

#### ***2021 Year-End***

The 2021 Year-End process will begin in mid-December and the draft surplus/deficits will be provided at Round 2 or prior to the 2022-2026 Financial Plan Bylaw adoption. Any 2021 surpluses will impact uncommitted reserve balances provided in the summary tables or reserve spreadsheet.

#### ***Carry-Forward Projects***

The carry-forward projects have been updated from the Pre-Budget list in the summary. The final list will be included as part of Round 2 or once year-end has concluded.

***Taxation:***

In addition to the items identified at the November 1 Pre-Budget Meetings, staff have further refined the preliminary taxation amounts for each of the functional area budgets based on new Board direction as well as the 'mandatory' items from Pre-Budget have been incorporated into the Round 1 figures. Incomplete projects from prior years carried forward and incorporated into the Draft 2022-2026 Financial Plan do not have any financial impact to the 2022 Budget or taxation values. Therefore, preliminary overall taxation going into Round 1 of the 2022-2026 Financial Plan has increased by \$244,446 or 1.00% from the 2021 Amended Budget (Attachment A).

Area	Overall Increase/ (Decrease)	Overall Change in Dollars
A	1.55%	\$44,924
B	0.51%	\$20,845
D	2.60%	\$83,143
E	1.49%	\$36,445
F	0.91%	\$35,964
SIGD	0.59	\$2,295
DoS	-0.01%	-\$508
ToG	0.74%	\$21,610
Total	1.00%	\$244,446

There are many variables which determine how much an area will pay toward SCRD taxes such as range in individual property assessment and what local (defined) services a specific property pays into such as fire protection, if it receives refuse collection or which water or waste water services it may receive. With several dozen possible taxation scenarios, both the average residential property class and most common areas have been provided based on the preliminary Round 1 taxation values from above.

**Staff Report to Special Corporate and Administrative Service Committee – Round 1  
Budget-December 13-15, 2021**

**2022 – 2026 FINANCIAL PLAN OVERVIEW AND UPDATE AT ROUND 1**

**PAGE 3 OF 6**

<b>Average Residential Taxation &amp; Fees Summary 2022 R1 Budget</b>								
<b>Rural Areas &amp; Member Municipalities (*excludes defined rural areas)</b>								
	<b>Area A - Egmont / Pender Harbour*</b>	<b>Area B - Halfmoon Bay*</b>	<b>Area D - Roberts Creek</b>	<b>Area E - Elphinstone</b>	<b>Area F - West Howe Sound*</b>	<b>District of Sechelt</b>	<b>Sechelt Indian Government District</b>	<b>Town of Gibsons</b>
<b>2022 Average Residential Property Value</b>	<b>\$415,958</b>	<b>\$717,851</b>	<b>\$959,403</b>	<b>\$691,516</b>	<b>\$788,750</b>	<b>\$626,636</b>	<b>\$413,256</b>	<b>\$652,523</b>
<b>2021 Average Residential Property Value</b>	<b>\$415,958</b>	<b>\$717,851</b>	<b>\$959,403</b>	<b>\$691,516</b>	<b>\$788,750</b>	<b>\$626,636</b>	<b>\$413,256</b>	<b>\$652,523</b>
<b>Increase / (Decrease) in Property Value</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>% Change</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>2022 Taxation &amp; User Fees</b>								
General	\$ 386.99	\$ 870.75	\$ 1,206.03	\$ 844.83	\$ 953.89	\$ 402.34	\$ 283.19	\$ 512.90
Fire Protection	-	341.02	443.12	239.15	272.78	-	-	225.67
Rec. Facilities & Bike Paths**	136.16	285.98	416.76	300.39	342.63	267.42	176.36	278.47
User Fees & Parcel Taxes	17.10	1,067.64	1,067.64	1,067.64	1,067.64	875.96	875.96	116.80
<b>Total SCRDTaxation/User Fees</b>	<b>\$ 540.25</b>	<b>\$ 2,565.39</b>	<b>\$ 3,133.55</b>	<b>\$ 2,452.02</b>	<b>\$ 2,636.94</b>	<b>\$ 1,545.72</b>	<b>\$ 1,335.50</b>	<b>\$ 1,133.83</b>
<b>2021 Taxation &amp; User Fees</b>								
General	\$ 393.24	\$ 872.94	\$ 1,219.99	\$ 887.09	\$ 1,088.99	\$ 407.52	\$ 284.13	\$ 517.56
Fire Protection	-	336.95	386.54	231.38	263.91	-	-	218.33
Rec. Facilities & Bike Paths**	132.12	280.28	408.46	294.41	335.80	262.51	173.12	273.36
User Fees & Parcel Taxes	17.10	1,067.64	1,067.64	1,067.64	1,067.64	875.96	875.96	116.80
<b>Total SCRDTaxation/User Fees</b>	<b>\$ 542.46</b>	<b>\$ 2,557.81</b>	<b>\$ 3,082.63</b>	<b>\$ 2,480.51</b>	<b>\$ 2,756.34</b>	<b>\$ 1,546.00</b>	<b>\$ 1,333.21</b>	<b>\$ 1,126.05</b>
<b>Increase / (Decrease) in Taxation / Fees</b>	<b>\$ (2.21)</b>	<b>\$ 7.58</b>	<b>\$ 50.92</b>	<b>\$ (28.49)</b>	<b>\$ (119.40)</b>	<b>\$ (0.28)</b>	<b>\$ 2.30</b>	<b>\$ 7.78</b>
<b>% Change</b>	<b>-0.41%</b>	<b>0.30%</b>	<b>1.65%</b>	<b>-1.15%</b>	<b>-4.33%</b>	<b>-0.02%</b>	<b>0.17%</b>	<b>0.69%</b>
**taxed on assessed improvements only								

<b>Defined Rural Areas</b>							
	<b>Area A - Egmont Fire Protection Area</b>	<b>Area A - North Pender Harbour Water Service Area</b>	<b>Area A - South Pender Harbour Water Service Area</b>	<b>Area B - Thormanby Island</b>	<b>Area F - Gambier Island</b>	<b>Area F - Keats Island Eastbourne</b>	
<b>2022 Average Residential Property Value</b>	<b>\$415,009</b>	<b>\$641,148</b>	<b>\$635,960</b>	<b>\$937,141</b>	<b>\$457,335</b>	<b>\$652,523</b>	
<b>2021 Average Residential Property Value</b>	<b>\$415,009</b>	<b>\$641,148</b>	<b>\$635,960</b>	<b>\$937,141</b>	<b>\$457,335</b>	<b>\$652,523</b>	
<b>Increase / (Decrease) in Property Value</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>% Change</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
<b>2022 Taxation &amp; User Fees</b>							
General	\$ 386.11	\$ 596.50	\$ 591.67	\$ 948.18	\$ 516.12	\$ 746.71	
Fire Protection	477.25	-	-	-	-	-	
Rec. Facilities & Bike Paths**	135.85	209.88	208.18	3.46	-	-	
User Fees & Parcel Taxes	776.26	968.65	978.31	-	-	759.16	
<b>Total SCRDTaxation/User Fees</b>	<b>\$ 1,775.47</b>	<b>\$ 1,775.02</b>	<b>\$ 1,778.16</b>	<b>\$ 951.64</b>	<b>\$ 516.12</b>	<b>\$ 1,505.87</b>	
<b>2021 Taxation &amp; User Fees</b>							
General	\$ 392.34	\$ 606.13	\$ 601.22	\$ 956.84	\$ 596.27	\$ 851.83	
Fire Protection	348.76	-	-	-	-	-	
Rec. Facilities & Bike Paths**	131.82	203.65	202.00	3.08	-	-	
User Fees & Parcel Taxes	776.26	968.65	978.31	-	-	759.16	
<b>Total SCRDTaxation/User Fees</b>	<b>\$ 1,649.18</b>	<b>\$ 1,778.42</b>	<b>\$ 1,781.53</b>	<b>\$ 959.92</b>	<b>\$ 596.27</b>	<b>\$ 1,610.99</b>	
<b>Increase / (Decrease) in Taxation / Fees</b>	<b>\$ 126.29</b>	<b>\$ (3.40)</b>	<b>\$ (3.37)</b>	<b>\$ (8.28)</b>	<b>\$ (80.14)</b>	<b>\$ (105.12)</b>	
<b>% Change</b>	<b>7.66%</b>	<b>-0.19%</b>	<b>-0.19%</b>	<b>-0.86%</b>	<b>-13.44%</b>	<b>-6.52%</b>	
**taxed on assessed improvements only							
Tax rates are subject to change on release of the 2022 assessemnt roll in March.							

**Staff Report to Special Corporate and Administrative Service Committee – Round 1  
Budget-December 13-15, 2021**

**2022 – 2026 FINANCIAL PLAN OVERVIEW AND UPDATE AT ROUND 1**

**PAGE 4 OF 6**

***Parcel Taxes, User Rates & Frontage Fees:***

Amendments to the 2022 Waste Water Facilities [380-395], Regional [370], North Pender [365] and South Pender [366] Water services parcel taxes, frontage and user rates Bylaws were approved at the December 9, 2021 Regular Board Meeting with a summary as follows:

Service		2021			2022 Increase		2022		
		User	Frontage	Total	User	Frontage	User	Frontage	Total
365	North Pender Harbour Water Service	\$ 624.92	\$ 326.63	\$ 951.55	14%	4%	\$ 711.16	\$ 341.00	\$ 1,052.16
366	South Pender Harbour Water Service	\$ 613.80	\$ 347.41	\$ 961.21	10%	10%	\$ 675.18	\$ 382.15	\$ 1,057.33
370	Regional Water Service	\$ 468.37	\$ 290.79	\$ 759.16	13%	5%	\$ 526.92	\$ 305.33	\$ 832.25
381	Greaves Road Waste Water Plant	\$ 480.60	\$ 202.00	\$ 682.60	2%	98%	\$ 487.81	\$ 400.00	\$ 887.81
382	Woodcreek Park Waste Water Plant	\$ 648.55	\$ 302.00	\$ 950.55	2%	32%	\$ 658.28	\$ 400.00	\$ 1,058.28
383	Sunnyside Waste Water Plant	\$ 734.22	\$ 202.00	\$ 936.22	1%	50%	\$ 745.23	\$ 302.00	\$ 1,047.23
384	Jolly Roger Waste Water Plant	\$ 832.54	\$ 152.00	\$ 984.54	0%	0%	\$ 832.54	\$ 152.00	\$ 984.54
385	Secret Cove Waste Water Plant	\$ 712.57	\$ 152.00	\$ 864.57	0%	0%	\$ 712.57	\$ 152.00	\$ 864.57
386	Lee Bay Waste Water Plant	\$ 480.46	\$ 102.00	\$ 582.46	2%	98%	\$ 487.67	\$ 202.00	\$ 689.67
387	Square Bay Waste Water Plant	\$ 636.02	\$ 217.42	\$ 853.44	0%	0%	\$ 636.02	\$ 217.42	\$ 853.44
388	Langdale Waste Water Plant	\$ 1,109.78	\$ 202.00	\$ 1,311.78	2%	98%	\$ 1,126.43	\$ 400.00	\$ 1,526.43
389	Canoe Road Waste Water Plant	\$ 970.75	\$ 424.30	\$ 1,395.05	1%	0%	\$ 985.31	\$ 424.30	\$ 1,409.61
390	Merrill Crescent Waste Water Plant	\$ 1,663.25	\$ 326.71	\$ 1,989.96	17%	22%	\$ 1,948.25	\$ 400.00	\$ 2,348.25
391	Curran Road Waste Water Plant	\$ 618.70	\$ 253.00	\$ 871.70	0%	0%	\$ 618.70	\$ 253.00	\$ 871.70
392	Roberts Creek Cohousing Waste Water Plant	\$ 852.88	\$ 304.00	\$ 1,156.88	1%	32%	\$ 865.67	\$ 400.00	\$ 1,265.67
393	Lily Lake Village Waste Water Plant	\$ 701.37	\$ 204.00	\$ 905.37	1%	0%	\$ 711.89	\$ 204.00	\$ 915.89
394	Painted Boat Waste Water Plant	\$ 577.47	\$ 202.00	\$ 779.47	1%	50%	\$ 586.13	\$ 302.00	\$ 888.13
395	Sakinaw Ridge Waste Water Plant	\$ 1,304.07	\$ 845.27	\$ 2,149.34	1%	0%	\$ 1,323.63	\$ 845.27	\$ 2,168.90

Community Recreation (\$116.80-2021) and Pender Harbour Pool (\$17.10-2021) parcel taxes may decrease slightly for 2022 due to likely increase in assessments. These are recovered on properties with improvements only.

**Support Services:**

The Support Services summary has been updated from Pre-Budget and the Round 1 summary is as follows:

**2022 R1 Budget  
Support Services Summary**

		2018	2019	2020	2021	2022	Difference 2021 to 2022	%
110	General Government	668,582	690,894	702,711	910,603	855,299	(55,304)	-7.87%
113	Finance (Includes Asset Mgmt. & Purchasing)	1,409,655	1,446,949	1,620,322	1,692,147	1,811,154	119,007	7.34%
114	Field Rd	471,711	472,278	487,131	502,199	504,833	2,634	0.54%
115	Human Resources	533,840	555,395	714,168	725,929	786,644	60,715	8.50%
117	Information Technology	913,351	1,001,814	1,141,040	1,178,252	1,250,649	72,397	6.34%
135	Corporate Sustainability	20,894	21,216	46,764	48,176	51,183	3,007	6.43%
506	Property Information Mapping Services	333,522	341,540	318,629	308,721	316,317	7,596	2.38%
<b>Total Total</b>		<b>4,351,555</b>	<b>4,530,086</b>	<b>5,030,765</b>	<b>5,366,027</b>	<b>5,576,079</b>	<b>210,052</b>	<b>3.91%</b>
Change from Prior Year			178,531	500,679	335,262	210,052		
% Change from Prior Year			4.10%	11.05%	6.66%	3.91%		

Allocation bases used to calculate the distribution of support services amongst functional areas will be updated in advance of Round 2 to include any new approved budget requests and final year end values prior to Budget adoption.

### **Human Resources Plan:**

The preliminary Human Resources Plan (HR Plan) for 2022-R1 includes 224.72 Full Time Equivalents (FTE) and in 2021, the FTE count was 223.50. The HR Plan summary is attached for reference (Attachment B). These do not include the additional 2022 Round 1 Budget requests of 15.35 FTE.

### ***Organizational and Intergovernmental Implications***

The SCRD Budget impacts all areas of the region and information is available publically as we as with member municipalities and community stakeholders.

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

The first round of the 2022-2026 Financial Plan meetings will conclude February 1, 2 and 5 with Round 2 scheduled for March 1-2, and the final Financial Plan (FP) Bylaw adoption scheduled for March 25, 2021. Per the Local Government Act, the FP Bylaw must be adopted on or before March 31 of each year.

### ***Communications Strategy***

Each year as part of the Budget Process, several public meetings are held as well as public presentations. This year, the SCRD will be proactively communicating with the Sunshine Coast community on topics such as utility billing, property taxation and on projects that are being considered in the upcoming budget. At the September 23, Corporate and Administrative Services Committee meeting, a [Communications and Public Engagement Plan for Budget 2022](#) was provided to the Board.

Preliminary public (virtual) Budget Information sessions were held on November 16 and 23 and recordings can be found below:

- Budget Information Session 1 - November 16 - [LINK](#)
- Budget Information Session 2 - November 23 - [LINK](#)

In addition to the public Budget Meetings, the SCRD will be hosting electoral and member municipal area specific Budget information session in between Round 1 and 2 in January 2022. Further information on dates and locations will follow and will be found on the [Let's Talk Budget Page](#) or here on [the SCRD Website](#). This is also where the public can provide feedback on the Budget.

The SCRD also conducted a 2022-Budget- Community Check-In Survey which ran from September 27, 2021 to October 22, 2021. A summary of the scope, promotion, number and location of responses were outlined at the [November 1 Pre Budget meeting](#).

Again for 2022, staff will publish the comprehensive [2022-2026 Financial Plan](#) or “Budget Book” which provides details on all aspects of the SCRD’s Budget such as taxation rates, departmental overviews and financial policies.



The focus of all budget communications is to make information accessible for Sunshine Coast residents and to provide context on the many topics being discussed through the budget process.

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

All facets of the Financial Planning Process relate to the Board Strategic Plan, Policies, Bylaws, and Master-Plans.

#### **CONCLUSION**

The information provided is preliminary data before any impacts of decisions for the 2022 Budget are included such as Budget Proposals and stakeholder requests. Detailed information on the SCRD such as taxation by area (including islands), user fees, local area impacts, service overviews in addition to the attachments can be found online in the Budget Book or [2022-2026 Financial Plan](#) on the SCRD website.

In addition to public meetings and information sessions being held, the SCRD will also be proactively communicating with the community on topics such as utility billing, property taxation and on projects that are being considered in the upcoming budget. Tools such as videos, newsprint and social media will be used.

The first round of the 2022-2026 Financial Plan meetings will conclude December 15, 2021 with Round 2 scheduled for January 24-26, 2022 and final Financial Plan Bylaw adoption scheduled for February 24, 2022.

#### **Attachments:**

A-Preliminary R1 2022 Taxation-by-Area Summary

B-Preliminary R1 HR Plan (FTE Count Summary)

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Communications	

**2022 R1 Budget  
Taxation by Area and Function**

**Attachment A**

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	2022 Taxation	2021 Taxation
<b>General Government</b>										
110 General Government	233,116	208,978	163,577	123,463	216,790	33,593	435,566	201,873	1,616,956	\$ 1,512,147
121 Grant in Aid - Area A	40,630	-	-	-	-	-	-	-	40,630	37,338
122 Grant in Aid - Area B	-	31,095	-	-	-	-	-	-	31,095	31,066
123 Grant in Aid - Areas E & F	-	-	-	1,933	3,393	-	-	-	5,326	5,247
125 Grant in Aid - Community Schools	1,697	1,521	1,191	899	1,578	-	3,171	1,470	11,527	11,072
126 Grant in Aid - Greater Gibsons	-	-	-	4,186	7,350	-	-	-	11,536	3,909
127 Grant in Aid - Area D	-	-	37,577	-	-	-	-	-	37,577	28,029
128 Grant in Aid - Area E	-	-	-	26,575	-	-	-	-	26,575	26,508
129 Grant in Aid - Area F	-	-	-	-	26,106	-	-	-	26,106	26,597
130 UBCM/Elections	32,705	29,319	22,949	17,321	30,415	-	-	-	132,710	87,866
136 Regional Sustainability	16,126	14,456	11,315	8,541	14,996	2,324	30,130	13,965	111,853	98,723
150 Feasibility - Regional	1,442	1,292	1,012	764	1,341	208	2,694	1,248	10,000	37,417
152 Feasibility- Area B	-	(28,262)	-	-	-	-	-	-	(28,262)	-
153 Feasibility- Area D	-	-	(28,262)	-	-	-	-	-	(28,262)	-
<b>Protective Services</b>										
200 Bylaw Enforcement	82,912	74,327	58,179	43,912	77,105	11,948	-	-	348,384	293,655
204 Halfmoon Bay Smoke Control	-	-	-	-	-	-	-	-	-	-
206 Robert Creek Smoke Control	-	-	-	-	-	-	-	-	-	-
210 Gibsons & District Fire Protection	-	-	-	413,793	288,594	-	-	676,820	1,379,207	1,334,364
212 Roberts Creek Fire Protection	-	-	708,612	-	-	-	-	-	708,612	618,146
216 Halfmoon Bay Fire Protection	-	678,837	-	-	-	-	-	-	678,837	670,730
218 Egmont & District Fire Protection	225,971	-	-	-	-	-	-	-	225,971	165,134
220 911 Emergency Telephone	61,132	54,802	42,896	32,377	56,850	8,809	114,222	52,939	424,026	405,002
222 SCEP	41,759	37,435	29,302	22,117	38,835	6,018	78,025	36,163	289,654	315,679
290 Animal Control	-	14,992	11,735	8,857	10,817	2,410	-	-	48,811	47,346
291 Keats Island Dog Control	-	-	-	-	2,548	-	-	-	2,548	267
<b>Transportation Services</b>										
310 Transit	-	457,044	357,750	270,019	474,128	73,470	952,601	441,505	3,026,518	2,866,647
320 Regional Street Lighting	10,378	9,304	7,282	5,497	9,651	-	-	-	42,112	36,216
322 Langdale Street Lighting	-	-	-	-	2,816	-	-	-	2,816	2,750
324 Granthams Street Lighting	-	-	-	-	2,816	-	-	-	2,816	2,750
326 Veterans Street Lighting	-	-	-	564	-	-	-	-	564	550
328 Spruce Street Lighting	-	-	283	-	-	-	-	-	283	275
330 Woodcreek Street Lighting	-	-	-	2,511	-	-	-	-	2,511	5,714
332 Fircrest Street Lighting	-	-	-	564	-	-	-	-	564	549
334 Hydraway Street Lighting	-	283	-	-	-	-	-	-	283	276
336 Sunnyside Street Lighting	-	-	-	1,125	-	-	-	-	1,125	1,100
340 Burns Road Street Lighting	-	-	-	-	256	-	-	-	256	231
342 Stewart Road Street Lighting	-	-	-	-	564	-	-	-	564	550
345 Ports	-	155,630	125,986	88,931	370,547	-	-	-	741,093	757,282
346 Langdale Dock	-	-	-	-	33,423	-	-	-	33,423	33,647
<b>Environmental Services</b>										
350 Solid Waste	467,921	419,470	328,339	247,821	435,150	67,430	874,287	405,208	3,245,625	3,668,016
<b>Health Services</b>										
400 Cemetery	15,917	14,269	11,169	8,430	14,803	2,294	29,741	13,784	110,408	104,956
410 Pender Harbour Health Clinic	162,939	-	-	-	-	-	-	-	162,939	163,427
<b>Planning &amp; Development Services</b>										
500 Regional Planning	27,764	24,889	19,482	14,705	25,820	4,001	51,876	24,043	192,580	177,050
504 Rural Planning	261,045	217,761	183,174	138,255	168,810	-	-	-	969,045	940,190
510 Civic Addressing	-	-	-	-	-	-	-	-	-	-
515 Heritage Conservation	-	-	-	-	-	-	-	-	-	-
520 Building Inspection	-	-	-	-	-	-	-	-	-	40
531 Economic Development - A	50,413	-	-	-	-	-	-	-	50,413	77,470
532 Economic Development - B	-	44,759	-	-	-	-	-	-	44,759	39,538
533 Economic Development - D	-	-	40,808	-	-	-	-	-	40,808	45,275
534 Economic Development - E	-	-	-	28,081	-	-	-	-	28,081	23,217
535 Economic Development - F	-	-	-	-	43,910	-	-	-	43,910	47,249
<b>Recreation &amp; Cultural Services</b>										
615 Community Recreation Facilities	-	970,692	570,363	509,774	779,840	165,429	1,875,978	740,657	5,612,735	5,509,756
625 PH Pool	594,516	-	-	-	-	-	-	-	594,516	576,433
630 Joint Use - School Facilities	333	298	233	176	309	-	622	288	2,260	2,975
640 Gibsons Library	-	-	-	172,304	302,549	-	-	281,731	756,584	750,669
643 Egmont/Pender Harbour Library	54,208	-	-	-	-	-	-	-	54,208	52,828
645 Halfmoon Bay Library Service	-	161,638	-	-	-	-	-	-	161,638	156,463
646 Roberts Creek Library Service	-	-	192,929	-	-	-	-	-	192,929	197,380
648 Museum Service	22,092	19,805	15,502	11,700	20,545	3,184	41,278	19,131	153,237	153,544
650 Community Parks	466,113	417,849	327,070	246,863	433,468	-	-	-	1,891,363	1,886,276
665 Bike & Walking Paths	-	18,224	10,231	9,138	13,975	-	-	-	51,569	45,966
667 Area A Bike & Walking Paths	14,151	-	-	-	-	-	-	-	14,151	14,195
670 Recreation Programs	22,582	20,244	15,846	11,960	14,606	3,254	42,193	19,555	150,240	151,121
680 Dakota Ridge	29,309	26,274	20,566	15,523	27,256	4,224	54,762	25,381	203,294	200,378
<b>Total</b>	<b>\$ 2,937,172</b>	<b>\$ 4,097,227</b>	<b>\$ 3,287,098</b>	<b>\$ 2,488,677</b>	<b>\$ 3,951,961</b>	<b>\$ 388,596</b>	<b>\$ 4,587,147</b>	<b>\$ 2,955,760</b>	<b>\$ 24,693,637</b>	<b>\$ 24,449,191</b>
Percentage of Total Taxation	11.9%	16.6%	13.3%	10.1%	16.0%	1.6%	18.6%	12.0%		

**Overall Change in Taxation - All Property Classes\***

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	Total
2021 Taxation by area (PY)	2,892,247	4,076,382	3,203,955	2,452,232	3,916,269	386,301	4,587,654	2,934,150	\$ 24,449,191
\$ Change	44,925	20,845	83,143	36,445	35,692	2,295	(508)	21,610	\$ 244,446
<b>% Change</b>	<b>1.55%</b>	<b>0.51%</b>	<b>2.60%</b>	<b>1.49%</b>	<b>0.91%</b>	<b>0.59%</b>	<b>-0.01%</b>	<b>0.74%</b>	<b>1.00%</b>

\*Calculations are based on the 2021 revised assessment roll

**Average Change in Taxation - Residential Property Class**

	Area A**	Area B***	Area D	Area E	Area F***	SIGD	DoS	ToG
<b>Average Residential % Chg*</b>	<b>-0.42%</b>	<b>0.51%</b>	<b>2.53%</b>	<b>-2.02%</b>	<b>-7.07%</b>	<b>0.50%</b>	<b>-0.04%</b>	<b>0.77%</b>

\*based on average residential property class market value change in each area

\*\*excludes Egmont & District Fire Protection

\*\*\*mainland only for B & F

**2022 Round 1  
Human Resources Plan Summary**

**Attachment B**

Divisions	2020	2021	2022	2023	2024	2025	Net Increase (Reduction) 2020 to 2021
<b>Office of the CAO</b>	2.00	2.00	2.00	2.00	2.00	2.00	-
							-
<b>Human Resource Services</b>	4.25	4.60	4.60	4.60	4.60	4.60	-
							-
<b>Administration and Legislative Services</b>							-
Senior Management	1.00	1.00	1.00	1.00	1.00	1.00	-
Administration	3.30	4.30	4.30	3.80	3.80	3.80	-
Legislative Services	3.00	2.71	3.20	3.00	3.00	3.00	0.49
	7.30	8.01	8.50	7.80	7.80	7.80	0.49
							-
<b>Corporate Services</b>							-
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Financial Services	8.20	8.40	8.60	8.60	8.60	8.60	0.20
Purchasing and Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	-
Financial Analysis	1.00	1.00	1.00	1.00	1.00	1.00	-
Asset Management	2.00	2.00	2.00	2.00	2.00	2.00	-
Information Technology and GIS Services	8.80	9.38	9.80	9.03	8.80	8.80	0.42
	25.00	25.78	26.40	25.63	25.40	25.40	0.62
							-
<b>Infrastructure Services</b>							-
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Strategic Infrastructure Initiatives	0.50	4.00	4.00	4.00	4.00	4.00	-
Utility Services	34.54	37.76	37.09	37.09	37.09	37.09	(0.67)
Solid Waste Services	12.27	13.09	12.74	12.74	12.74	12.74	(0.34)
	49.31	56.84	55.83	55.83	55.83	55.83	(1.01)
							-
<b>Planning &amp; Development Services</b>							-
Sustainability Services	-	1.00	1.00	1.00	1.00	1.00	-
Senior Management/Admin Asst.	1.40	1.90	1.90	1.90	1.90	1.90	-
Planning and Development Services	6.00	7.00	7.50	7.00	7.00	7.00	0.50
Building Services	6.00	6.00	6.00	6.00	6.00	6.00	-
Ports Services	0.40	1.00	1.00	1.00	1.00	1.00	-
Protective Services	9.60	11.40	12.50	12.50	12.50	12.50	1.10
	23.40	28.30	29.90	29.40	29.40	29.40	1.60
							-
<b>Community Services</b>							-
Transit and Fleet Services	34.94	37.37	37.20	35.80	35.80	35.80	(0.17)
Recreation and Community Partnerships	29.20	29.20	29.20	29.20	29.20	29.20	-
Pender Harbour Recreation	3.25	3.58	3.58	3.58	3.58	3.58	-
Facility Services and Parks	26.35	26.81	26.51	26.51	26.26	26.26	(0.30)
Senior Management/Admin Asst.	1.00	1.00	1.00	1.00	1.00	1.00	-
	94.74	97.96	97.49	96.09	95.84	95.84	(0.47)
							-
<b>Total Full Time Equivalent Positions</b>	<b>206.00</b>	<b>223.50</b>	<b>224.72</b>	<b>221.35</b>	<b>220.87</b>	<b>220.87</b>	<b>1.22</b>

0.72 Full year impact of new FTEs approved in 2021  
0.50 Temporary FTE's Approved in 2021 (Planning Grant)

Net Change 1.22

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Service Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Senior Leadership Team

**SUBJECT:** DIVISIONAL SERVICE PLANS- LITE VERSION

---

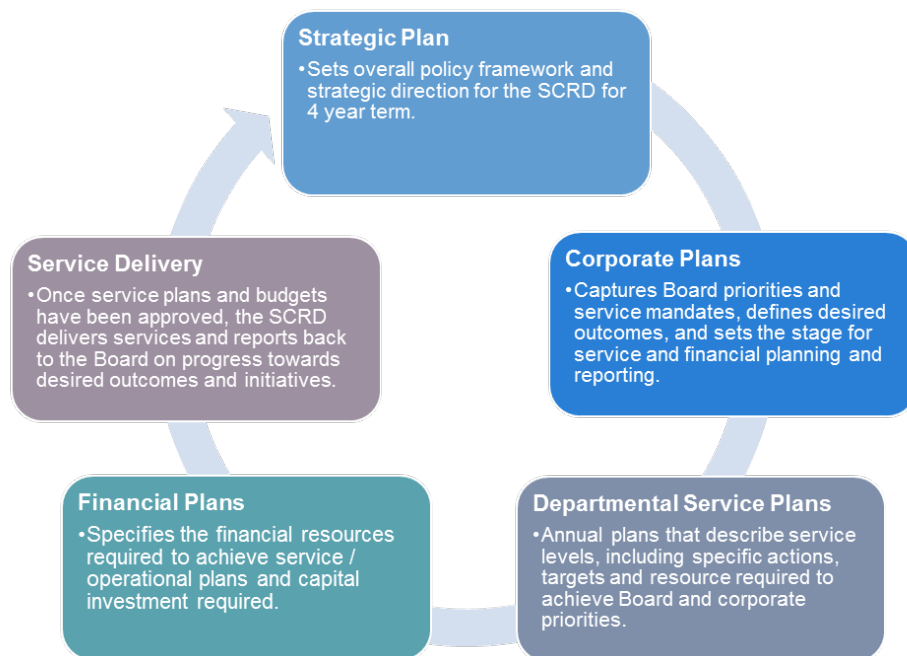
### RECOMMENDATION(S)

**THAT the report titled Divisional Service Plans-Lite Version be received for information.**

---

### BACKGROUND

The purpose of a service plan is to describe established service levels, including specific actions, targets and resources required to achieve Board and corporate priorities. This is one of the key steps in the planning process (below).



### DISCUSSION

Attached are draft divisional/functional service plans for 2022 for the main services that the Sunshine Coast Regional District (SCRD) provides. Smaller functions, such as granting services (electoral areas' grant-in-aid), heritage conservation, and smoke control have not been included as these have limited scopes and /or specific work plans.

The goal of providing a broad snapshot of each service is to give the Committee a summary of the overall services mandate, current resources allocated to the service, and the preliminary work-plan for the upcoming year, in addition to the new proposals being contemplated. This is to assist the Board with its decision making process and also links to the Board's Strategic and Corporate plans.

## **STRATEGIC PLAN AND RELATED POLICIES**

Providing service plans align with the Board's Strategic focus areas, corporate plans and policies.

## **CONCLUSION**

The purpose of a service plan is to describe established service levels, including specific actions, targets and resource required to achieve Board and Corporate priorities. This is one of the key steps in the planning process.

The goal of providing a broad snapshot of each service is to give the Committee a summary of the overall services mandated, current resources allocated to the function, and the preliminary work-plan for the upcoming year, in addition to the new proposals being contemplated.

The future goal is to create comprehensive service plans for all of the SCRD's main functions which also link to the Board's Strategic and Corporate Plans.

Attachments: Service Plan Lites for the following:

### **Corporate, Administrative and Legislative Services**

- 110 - General Government
- 111 - Asset Management
- 113 - Finance
- 116 - Purchasing and Risk Management
- 117 - Information Technology
- 506 and 510 - Geographical Information Services and Civic Addressing

### **Human Resources**

- 115 - Human Resources

### **Planning and Community Development**

- 135 and 136 – Sustainable Development
- 200 - Bylaw Enforcement
- 290 – Animal Control
- 210 - Gibsons and District Volunteer Fire Department
- 212 - Roberts Creek Volunteer Fire Department
- 216 - Halfmoon Bay Volunteer Fire Department
- 218 - Egmont Volunteer Fire Department
- 220 - Emergency Telephone 9-1-1
- 222 - Sunshine Coast Emergency Planning
- 500 and 504 - Regional and Rural Planning
- 520 - Building Inspection Services

**Community Services**

- 310 - Transit
- 312 - Maintenance Facility (Fleet)
- 313 – Building Maintenance
- 345 and 346 - Ports
- 400 - Cemetery
- 615 - Community Recreation Facilities
- 625 - Pender Harbour Fitness and Aquatic Centre
- 650 - Community Parks
- 680 - Dakota Ridge

**Infrastructure Services**

- 350 - Regional Solid Waste
- 355 - Refuse Collection
- 365 - North Pender Harbour Water Service
- 366 - South Pender Harbour Water Service
- 370 - Regional Water Service
- 381-394 - Wastewater Treatment Plants

Reviewed by:			
Manager		CFO	X - T-Perreault
GM	X - S. Gagnon X - R. Rosenboom X – I. Hall	Legislative	
CAO	X – D. McKinley	Other - HR	X-G.Parker

# SERVICE PLAN LITE

## Department Summary

Division Summary:	General Government	Manager:	Sherry Reid
Service Year:	2022	Function:	110
Department:	Administration and Legislative Services	Status:	Draft

## Budget Summary

General Government	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
110	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Grants in Lieu of Taxes	97,803	72,000	72,000	72,000	72,000	72,000	72,000
Tax Requisitions	1,512,143	1,512,147	1,616,952	1,631,364	1,631,364	1,631,364	1,544,340
Government Transfers	1,840,509	874,050	874,056	874,056	874,056	874,056	874,056
Investment Income	16,023	58,000	57,996	57,996	57,996	57,996	57,996
Internal Recoveries	914,161	910,603	855,300	912,540	912,540	912,540	912,540
Other Revenue	46,758	8,406	8,412	8,412	8,412	8,412	8,412
<b>Total Revenues</b>	<b>4,427,397</b>	<b>3,435,206</b>	<b>3,484,716</b>	<b>3,556,368</b>	<b>3,556,368</b>	<b>3,556,368</b>	<b>3,469,344</b>
<b>Expenses</b>							
Administration	702,012	702,012	709,284	736,116	736,116	736,116	718,152
Wages and Benefits	1,455,048	1,607,670	1,652,165	1,696,993	1,696,986	1,696,986	1,627,913
Operating	269,477	577,538	425,232	425,232	425,232	425,232	425,232
Amortization of Tangible Capital Assets	13,100	58,580	58,584	58,584	58,584	58,584	58,584
<b>Total Expenses</b>	<b>2,439,637</b>	<b>2,945,800</b>	<b>2,845,265</b>	<b>2,916,925</b>	<b>2,916,918</b>	<b>2,916,918</b>	<b>2,829,881</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	-	-	-	-	-	-	-
Transfer to/(from) Reserves	3,281	(134,064)	15,996	15,996	15,996	15,996	15,996
Transfer to/(from) Appropriated Surplus	1,705,878	682,050	682,056	682,056	682,056	682,056	682,056
Unfunded Amortization	(13,100)	(58,580)	(58,584)	(58,584)	(58,584)	(58,584)	(58,584)
<b>Total Other</b>	<b>1,696,059</b>	<b>489,406</b>	<b>639,468</b>	<b>639,468</b>	<b>639,468</b>	<b>639,468</b>	<b>639,468</b>
General Government (Surplus)/Deficit:	(291,701)	-	17	25	18	18	5

<b>2021 FTE Approved FTE Count</b>	<b>10.3</b>
<b>2022 Approved FTE Count</b>	<b>10.85</b>
<b>FTE Change</b>	<b>0.55</b>

## Outlook for 2022:

The Administration and Legislative Services Department ensures the provision of services that are in compliance with the Regional District's bylaws, policies, procedures and statutory requirements. Ongoing operational responsibilities include:

- Conducting Local Government elections and/or by-elections;
- Administering elector approval processes including referendums and alternative approval processes;
- Administering the corporate records management program and the *Freedom of Information and Protection of Privacy Act*;
- Directing and coordinating corporate policy, strategies and objectives;
- Composing bylaws, minutes and legal notices and providing education regarding current government legislation;



- Providing support to the Board including preparation and coordination of Board meetings, agendas and minutes;
- Providing support to the Board's appointed committees;
- Coordinating corporate communications and public engagement initiatives and information dissemination through media releases, advertising, website and social media management;
- Mail collection and distribution; and,
- Administering statutory corporate administration functions, including legal document execution, and certification of bylaws, minutes and resolutions.

The 2022 organizational work plan priorities for the Administration and Legislative Services Department primarily focus on:

- Administering the 2022 local government election;
- Implementing electronic hybrid meeting solutions for public meetings;
- Redesign and replacement of the SCRD website
- Responding to increasing expectations from the public with respect to access to information requests; and,
- Development of new information, privacy and records management policies and procedures to support the transition to electronic and digital business processes and shift to remote work.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
<b>Legislative</b>	Conduct the 2022 General Local Election for SCRD, Islands Trust Gambier Local Trust Area, and School District No. 46	Q1/Q2/Q3/Q4	Election Reserve Fund
	Privacy Program development to address the new legislative requirements (Bill 22) relating to privacy impact assessments, the new privacy breach notification rules, and the duty for public bodies to develop and implement privacy management programs	Q2/Q3/Q4	Taxation
	Develop open data portal for proactive release of records to enhance online public access to information and routinely released SCRD records	Q3/Q4	Taxation
	Implementation of Electronic and Hybrid meeting solutions for SCRD public meetings	Q2/Q3/Q4	COVID-19 Safe Restart Grant
	Implement Meeting Management Software	Q2/Q3/Q4	COVID-19 Safe Restart Grant
	Board Policy Review	Q1/Q2/Q3	Base Operating Budget / Taxation
	Bylaw review –Exempt Employee Bylaw, Fire Protection, Planning Procedures, Bylaw Enforcement, Development Cost Charges, Water Rates and Regulations	Q1/Q2/Q3/Q4	Base Operating Budget
<b>Records and Information Management</b>	Electronic Documents and Records Management System improvements –	Q1/Q2/Q3	2021 Budget Carryforward

Core Service/Project	Goal	Timeline	Resourcing
	developing enhanced functionality for users		
	Converged Collaboration Project – development of governance structure, policy, procedure, and process to administer and support collaborative document work spaces, online platforms and digital business processes to support remote and hybrid work	Q1/Q2/Q3/Q4	2021 Budget Carryforward / Taxation
	Records and Information Management Procedures manual update – new processes re: accelerated transition to electronic/digital	ongoing	Base Operating Budget
	Develop Information Governance Policy for SCRD Information Assets	Q1/Q2/Q3/Q4	Base Operating Budget
	Electronic conversion/scanning of SCRD vital records (eg) Board minutes and bylaws, and other permanent records such as Building Permits	Ongoing	Base Operating Budget
<b>Communications</b>	Website redesign and replacement to optimize content organization, improve content manageability, functionality, interactivity, and user experience	Q1/Q2/Q3/Q4	2020 Budget Carryforward
	Produce SCRD Annual Report	Q2	Base Operating Budget
	Continued training and development of resources for public engagement initiatives on “Let’s Talk SCRD”	Q1/Q2/Q3/ Q4	Support Services
	2022 Educational campaigns including Local Government Elections, review/update Drought Response Plan, 2023 Budget, various utility services, and other priorities as required.	TBC in coordination with various divisions	Support Services
	Integrate First Nations territory acknowledgement on all SCRD communications – in collaboration with shíshálh and Squamish Nation	Q1/Q2	Base Operating Budget
	Develop information resources for Local Government/SCRD awareness for online and in-person education	ongoing	Base Operating Budget
<b>Administration</b>	First Nations relations and reconciliation –process improvements for ongoing collaboration; Joint Watershed Management Agreement; Heritage Protocol Agreement; education and knowledge sharing	ongoing	Base Operating Budget
	Increase opportunities for intergovernmental collaboration – develop framework for local governments to identify joint initiatives/information sharing	ongoing	Base Operating Budget

## Proposed Initiatives for 2022:

<b>Executive Assistant</b>	The Executive Assistant is a Board-requested new resource that will primarily focus on supporting advocacy efforts as set out in the Board's Strategic Plan. The role will facilitate communication between the Regional District, various Provincial ministries and other local governments and relevant agencies in relation to advocacy initiatives being pursued by the SCRD. It will also provide administrative support for rural area directors as well as for the Office of the CAO and other General Government functions.	\$73,102 (year-one .75 FTE)
<b>Information and Privacy Coordinator</b>	A new resource for the Administration and Legislative Services department necessary to ensure business continuity as the SCRD transitions to new digital/electronic business processes that facilitate and support hybrid meetings, alternative work strategies for remote workers, and strives to meet increasing service level expectations of the public with respect to accessing local government records and online services. The role will also provide needed additional capacity critical to ensuring compliance with SCRD legislative responsibilities under the <i>Freedom of Information and Protection of Privacy Act</i> , including new legislative requirements being imposed under Bill 22.	\$80,600 (year-one .75 FTE)
<b>Hybrid Meeting Solutions</b>	Contracted services to develop audio-visual options (including hardware, sound, cameras, electrical, space needs), pricing, and an implementation plan to facilitate a range of hybrid meetings for Board, Board Committees, Advisory Committees/Commissions, Public Hearings, and Intergovernmental. The project scope includes budget for Boardroom furniture reconfiguration, including furniture replacement, which may be necessary to facilitate the installation of new A/V hybrid technology in the Boardroom.	\$125,000
<b>Meeting Management Solutions</b>	Procurement of a software solution to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings. In order for the virtual and physical domains to smoothly function together as a single meeting, a system is required to seamlessly manage both environments and their respective participants in real-time. Meeting management software streamlines the full cycle from report and agenda creation to electronic publishing to meeting video livestreaming and archiving.	\$25,000 (for year-one)

## 2021-2022 Budget Changes:

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Asset Management	Manager:	Kyle Doyle
Service Year:	2022	Function:	111
Department:	Corporate Services	Status:	Draft

## Budget Summary

Asset Management	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
111	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Internal Recoveries	310,668	310,672	323,376	329,964	329,964	329,964	329,964
<b>Total Revenues</b>	<b>310,668</b>	<b>310,672</b>	<b>323,376</b>	<b>329,964</b>	<b>329,964</b>	<b>329,964</b>	<b>329,964</b>
<b>Expenses</b>							
Wages and Benefits	207,084	251,059	263,760	270,360	270,360	270,360	270,360
Operating	40,055	59,613	59,628	59,628	59,628	59,628	59,628
Amortization of Tangible Capital Assets	33,070	39,683	39,684	39,684	39,684	39,684	39,684
<b>Total Expenses</b>	<b>280,209</b>	<b>350,355</b>	<b>363,072</b>	<b>369,672</b>	<b>369,672</b>	<b>369,672</b>	<b>369,672</b>
<b>Other</b>							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Unfunded Amortization	(33,070)	(39,683)	(39,684)	(39,684)	(39,684)	(39,684)	(39,684)
<b>Total Other</b>	<b>(33,070)</b>	<b>(39,683)</b>	<b>(39,684)</b>	<b>(39,684)</b>	<b>(39,684)</b>	<b>(39,684)</b>	<b>(39,684)</b>
Asset Management (Surplus)/Deficit:	(63,529)	-	12	24	24	24	24

<b>2021 FTE Approved FTE Count</b>	<b>2</b>
<b>2022 Approved FTE Count</b>	<b>2</b>
<b>FTE Change</b>	<b>0</b>

## Outlook for 2022:

In 2022 Asset Management will continue to develop and implement asset management strategies across all departments within the SCRD.

Staff will continue to develop asset management plans for Water, Ports and Parks on the Sunshine Coast. Staff will work with the Communication Department to identify opportunities for Community Engagement to maximize public understanding. Staff will build on the progress made in 2021 in parks and protective services to work towards sustainable asset stewardship in those departments. Process guidelines for the ongoing management of capital plans will be developed and implemented. Staff will review policy and suggest edits to ensure policy/process alignment.

Staff will provide project management support for other departments, specifically Parks construction projects. Efforts to identify and secure funding through available grants will be made for all services.

## 2022 Priorities:

Core Service Project & Goal	Timeline	Staff
1. Comprehensive Regional Water System Asset Management Plan a. Review user rates/parcel tax b. Instigate Community Engagement Strategy Early c. Prepare long-term financial plan d. Prepare implementation strategy e. Publish Asset Management Plan f. Present to Public/Board	Q1 2021 – Q4 2022	KD, DJ, AB, Water/Infra Staff
2. North Pender Water Systems Asset Management Plan(s) a. Review user rates/parcel tax b. Instigate Community Engagement Early c. Prepare long-term financial plans d. Publish Asset Management Plan	Q1-Ongoing	KD, DJ, AB, Water/Infra. Staff
3. South Pender Water Systems Asset Management Plan(s) a. Review user rates/parcel tax b. Instigate Community Engagement Early c. Prepare long-term financial plans d. Present to Public/Board	Q1-Ongoing	KD, DJ, AB, Water/Infra Staff
4. Provide Project Management Services	Ongoing	KD
5. Develop Capital Plan for IT	Q1-Q2	KD/DJ/Dept Staff
6. Capital Plan Review a. Provide support for annual review/presentations	Q1-Q4	KD, DJ, Recreation Staff
7. Asset Retirement Obligations a. Support Departmental ARO tasks	Q1-Q3	KD, DJ
8. Develop internal policy for governance of capital funding and projects	Q1	KD, DJ, GMCS
9. Continued support of development of Asset Management Plan a. Parks Department b. Ports c. Emergency 911	Q4	KD, DJ, Dept. Staff
10. Capital Projects a. Project Management and Coordination Support b. SAC Building Envelope Efficiency Project	Ongoing	KD
11. Support Public Engagement a. Ongoing public consultation b. Review User/Frontage Fee Rates	Ongoing	KD/DJ
12. Incorporate Natural Assets into Asset Management Plans a. Review opportunities for growth	Ongoing	ALL
13. Review Policy Asset Management Policy	Q2-Q3	KD/DJ
14. CI Cityworks Team	Ongoing	KD/DJ

## Proposed Initiatives for 2022:

ENTER DETAILS OR No changes requested at this time.

## 2021-2022 Budget Changes:

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Finance	Manager:	Brad Wing
Service Year:	2022	Function:	113
Department:	Corporate Services	Status:	Draft

## Budget Summary

Finance	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
113	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Internal Recoveries	1,010,412	1,010,420	1,093,284	1,116,408	1,116,408	1,116,408	1,116,408
<b>Total Revenues</b>	<b>1,010,412</b>	<b>1,010,420</b>	<b>1,093,284</b>	<b>1,116,408</b>	<b>1,116,408</b>	<b>1,116,408</b>	<b>1,116,408</b>
<b>Expenses</b>							
Wages and Benefits	747,617	841,755	924,624	947,736	947,736	947,736	947,736
Operating	114,277	268,665	168,684	168,684	168,684	168,684	168,684
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	139,420	174,878	174,876	174,876	174,876	174,876	174,876
<b>Total Expenses</b>	<b>1,001,314</b>	<b>1,285,298</b>	<b>1,268,184</b>	<b>1,291,296</b>	<b>1,291,296</b>	<b>1,291,296</b>	<b>1,291,296</b>
<b>Other</b>							
Debt Principal Repayment	-	-	-	-	-	-	-
Transfer to/(from) Reserves	-	(100,000)	-	-	-	-	-
Unfunded Amortization	(139,420)	(174,878)	(174,876)	(174,876)	(174,876)	(174,876)	(174,876)
<b>Total Other</b>	<b>(139,420)</b>	<b>(274,878)</b>	<b>(174,876)</b>	<b>(174,876)</b>	<b>(174,876)</b>	<b>(174,876)</b>	<b>(174,876)</b>
Finance (Surplus)/Deficit:	(148,518)	-	24	12	12	12	12

<b>2021 FTE Approved FTE Count</b>	11.4
<b>2022 Approved FTE Count</b>	11.7
<b>FTE Change</b>	+0.3

## Outlook for 2022:

2022 is expected to be a challenging year for the financial services division as we work to support the various projects and initiatives underway throughout the organization while continuing to meet our statutory reporting and financial planning obligations and provide ongoing day to day payroll, utility billing, account receivable and accounts payable services to the organization.

The most significant Finance project currently underway is the implementation of the new public sector accounting standard for asset retirement obligations which is effective for fiscal years beginning on or after April 1, 2022. This major project has been supported by the Board with funding for additional resources; however, attracting and retaining qualified staff with local government experience to lead this project has proven challenging thus far.

In addition, continued change and growth within the organization are straining existing resources. Many of our business processes and procedures have required updating to align with rapidly changing policies or business practices. These changes create a significant drain on existing Finance resources as we learn, adapt and adjust to a changing operational environment while ensuring our internal controls remain effective in minimizing the risk of fraud.

In order to ensure we continue to provide efficient and cost effective services to the corporation, initiatives are planned or already underway to enhance our ERP management reporting tools and develop a new and improved ERP training and support program. This is in addition to ongoing continuous improvement initiatives aimed at streamlining business processes.

Despite this, it is expected that continued organizational growth, increasing complexity and new standards will continue to erode an already strained resource pool within Finance. As such, a structural review and resourcing assessment has been added to the service plan for 2022 to identify short, mid and long term resource requirements within the division.

#### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Financial Planning	Administer the Financial Planning Process Adopt the 2022-2026 Financial Plan Prepare the budget book and GFOA award submission	Year Round	TP, BW, AT, TC
Statutory Reporting	Complete Statutory Processes for Year end <ul style="list-style-type: none"> <li>Transfer outstanding utility billing levies to taxes</li> <li>Complete parcel tax process and requisition</li> <li>Complete ad valorem requisition</li> <li>LGDE filing</li> <li>SOFI filing</li> </ul>	Q1-Q2	BW, RB, SC, MC, MG
Financial Audit	Adoption of the annual financial statements <ul style="list-style-type: none"> <li>Prepare and Finalize 2021 Financial Statements</li> <li>Yearend audit for 2021</li> <li>Interim audit for 2022</li> </ul>	Q1-Q2, Q4 (2022 interim)	BW, TP All finance staff involved at varying levels.
Financial Reporting	Complete interim financial reporting <ul style="list-style-type: none"> <li>2021 Year-end/Q4 reporting for Round 2 budget/Special CAS</li> <li>2022 Quarter 2 variance reporting for CAS</li> <li>2022 Quarter 3 variance reporting for CAS</li> </ul>	Q1, Q3, Q4	BW, RB
Inventory Management	Complete an internal assessment of inventory management practices for the Facility Services and Information Technology divisions	2022	BW, RB, VC
Financial Reporting	Develop and Enhance ERP Management Reporting Tools	2022-2023	BW, BV
ERP Software Training & Support	Develop and new and improved ERP software training and support program.	2022-2023	BW



Public Sector Accounting Standards	Implementation of new accounting standard - Asset Retirement Obligation <ul style="list-style-type: none"> <li>• Develop a project plan and identify resource requirements (complete)</li> <li>• Review and identify assets subject to the new standard</li> <li>• Retain external experts as required</li> <li>• Calculate initial asset retirement obligations for financial statements</li> <li>• Develop procedures for ongoing maintenance</li> </ul>	2021-2023	TP, KD
Finance Operations	Complete a structural review and resourcing assessment for Financial Services Operations	2022	BW
Finance Operations	Continuous Improvement Initiatives <ul style="list-style-type: none"> <li>• Business World ERP software continuous improvement team</li> <li>• Tempest software continuous improvement team</li> <li>• ActiveNet recreation software continuous improvement team</li> <li>• Review and update of Finance procedural documentation</li> <li>• Procure to Pay business process review and improvement project</li> <li>• Capital asset acquisition and disposal business process review</li> </ul>	Ongoing Ongoing Ongoing Ongoing 2022 2022-2023	BW, TP BW BW Finance operations staff BW, VC, RB, VS, BV BW, RB

#### Proposed Initiatives for 2022:

No changes requested at this time.

#### 2021-2022 Budget Changes:

The 0.3 FTE staffing increase in 2022 is a result of the full year implementation of the 0.5 FTE approved during 2021 Round 1 budget (Res. 046/21 No. 26) which was pro-rated for the first year.

There were no changes to the net operating base budget from 2021 to 2022.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Purchasing and Risk Management	Manager:	Valerie Cropp
Service Year:	2022	Function:	116
Department:	Corporate Services	Status:	Draft

## Budget Summary

Purchasing & Risk Management	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
116	2021	2021	2022	2023	2024	2025	2026
Revenues							
Internal Recoveries	371,052	371,055	394,500	403,836	403,836	403,836	403,836
Total Revenues	371,052	371,055	394,500	403,836	403,836	403,836	403,836
Expenses							
Wages and Benefits	283,698	350,290	373,739	383,064	383,064	383,064	383,064
Operating	4,091	20,815	20,761	20,761	20,761	20,761	20,761
Total Expenses	287,789	371,105	394,500	403,825	403,825	403,825	403,825
Other							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Total Other	-	-	-	-	-	-	-
Purchasing & Risk Management (Surplus)/Deficit:	(83,263)	50	-	(11)	(11)	(11)	(11)

2021 FTE Approved FTE Count	3
2022 Approved FTE Count	3
FTE Change	0

## Outlook for 2022:

Purchasing and Risk Management Staff will continue to ensure that the Regional District complies with, legislation, regulations, standards, and best practices in all aspects of supply chain management, purchasing, insurance and risk management activities.

Staff will continue to meet their continuing professional development requirements to ensure that they are able to provide expert advice, guidance, training, and recommendations that aligns with our Strategic Plan Focus Areas 1, 3 and 4, social, legal, ethical, and legislative requirements, including bylaws and policies for purchasing, risk management, tendering, and administration.

Staff will continue with the third phase of the Statement of Values and develop a maintenance cycle for assessing future insurance requirements

In addition to the below highlights, Staff will continue to work on the Core Services for the Division that is outlined the Purchasing and Risk Management Business Service Plan for 2022 that supports every SCRD division's procurement, inventory, risk and insurance matters.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Procurement Management	Vendor Community Outreach and Educations a) Continue to host sessions to support our vendor communities b) Collaborate with local agencies on Vender Engagement	Q1-Q4-22	VC
Procurement Management	Update Small Purchasing Guidelines for low dollar/risk purchases	Q1-22	VC/VS
Procurement Management	Update award information on new website	Q2-22	VC/Com
Procurement Management	Explore options for expanding a Sunshine Coast Joint Purchasing Group	Q1-Q2 22	VC/Group
Procurement Management	Develop and implement Pro-Active Release of information	Q2 22	VC/IT dept
Procurement Management	Ongoing procurement training program, new session in 2022 a) Developing Evaluation Criteria b) Informal Tendering c) Emergency Purchasing d) Using Negotiated Request for Proposals	Q1-22 Q2-22 Q3-22 Q4-22	VC VC VC VC
Procurement Management	Continuous Improvement Initiatives Business World ERP software	Ongoing	VC/BW/IT
Social Procurement	Staff training on using social procurement in complete processes, working with BCSPi	Ongoing	VC/VS
Social Procurement	Public vender procurement awareness sessions	Ongoing	VC
Insurance Management	Fleet Insurance Process Improvement project	Q2-22	VC/Fleet
Insurance Management	Statement of Values updating to ensure that we maintain appropriate coverage		
Inventory Asset Management	Support the development of the scope for Corporate Fleet strategy.	Q3/Q4-22	Cross Departmental
Inventory Asset Management	Continue to develop Asset Disposal framework to ensure best value	Q2/Q3	VC/FIN
Risk Management	Internal Risk Assessment Plan for 2022	Q1-22	VC/SLT
Risk Management	Develop Enterprise Risk Management Framework and implication plan (Carried over from 2021)	Q3-22	VC/SLT
Risk Management	Supply chain Business Impact Assessment for Business Continuity Plan for Purchasing and Risk Management	Q2-22	VC/Team
Risk Management	Develop templates and training plan		
Risk Management	Review opportunities for enhanced cyber security	Ongoing	VC/IT

## Proposed Initiatives for 2022:

No changes requested at this time.

## 2021-2022 Budget Changes:

No changes requested at this time.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Information Technology [117]	Manager:	David Nelson
Service Year:	2022	Function:	117
Department:	Corporate Services	Status:	Draft

### Service Overview

Information Technology is a critical support service for the day-to-day operation of all SCRD departments and for providing information to the public and our partner agencies. The work of our SCRD staff is dependent on the good working condition of our Information Technology. We enable and support the District's core business systems including: Unit4 ERP (financials, Payroll, HR), Tempest (utility billing, permits and licensing, bylaw ticketing), Cityworks (asset and work management), Content Server (records management); ESRI GIS (geographic information systems); and desktop software such as MS Office and other productivity tools.

The Information Technology Services Section supports over 180 virtual and physical desktop computers, 24 laptops, 110 smartphones, 16 copier/printers, 10 major business systems, plus 180 internal telephones all connected over a wide area network servicing 17 facility sites on the lower Sunshine Coast.

### Budget Summary

<b>2021 Approved Net Budget</b>	5.9
<b>2021 Approved FTE Count</b>	5.9
<b>2022 Approved FTE Count</b>	6.9
<b>FTE Change</b>	1.0

Information Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
117	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Internal Recoveries	1,178,256	1,178,252	1,250,652	1,268,364	1,268,364	1,268,364	1,268,364
Other Revenue	2,178	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,180,434</b>	<b>1,178,252</b>	<b>1,250,652</b>	<b>1,268,364</b>	<b>1,268,364</b>	<b>1,268,364</b>	<b>1,268,364</b>
<b>Expenses</b>							
Wages and Benefits	570,614	715,609	756,984	704,628	704,628	704,628	704,628
Operating	193,603	353,641	303,192	231,084	231,084	231,084	231,084
Debt Charges - Interest	726	-	-	-	-	-	-
Amortization of Tangible Capital Assets	111,263	132,455	132,456	132,456	132,456	132,456	132,456
<b>Total Expenses</b>	<b>876,206</b>	<b>1,201,705</b>	<b>1,192,632</b>	<b>1,068,168</b>	<b>1,068,168</b>	<b>1,068,168</b>	<b>1,068,168</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	47,114	337,934	350,004	350,004	350,004	350,004	350,004
Proceeds from Long Term Debt	-	-	-	-	-	-	-
Debt Principal Repayment	39,739	47,286	22,920	-	-	-	-
Transfer to/(from) Reserves	214,605	(118,284)	(14,232)	9,996	9,996	9,996	9,996
Transfer to/(from) Appropriated Surplus	-	(120,000)	(168,180)	(27,312)	(27,312)	(27,312)	(27,312)
Transfer to/(from) Other Funds	-	(37,934)	-	-	-	-	-
Unfunded Amortization	(111,263)	(132,455)	(132,456)	(132,456)	(132,456)	(132,456)	(132,456)
<b>Total Other</b>	<b>190,195</b>	<b>(23,453)</b>	<b>58,056</b>	<b>200,232</b>	<b>200,232</b>	<b>200,232</b>	<b>200,232</b>
<b>Information Services (Surplus)/Deficit:</b>	<b>(114,033)</b>	<b>-</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>

## Outlook for Upcoming Year:

Focus on:

1. Enabling high-value business process efficiencies and automations,
2. Refining collaboration tools that support online and remote work services,
3. Continuing renewal of foundational IT infrastructure assets.

## Current Year Priorities:

Project/Action Plan	Staff	Timeline	Status
<b>Information Technology</b>			
<b>2022 projects</b>			
1. Hybrid meetings AV upgrades for Board room and multiple other venues	KB, BV		
2. Meeting Management Software project support services	SR, KB, BV, MB		
3. Boardroom physical reconfiguration project support services	SR, KB, BV, MB		
4. Cybersecurity Awareness culture campaign	MB, DN		
5. Cloud-based permitting solution project support services	DN, ST		
6. IT Orientation guide and sessions	MB, KB, BV		
7. WildFire assessment request webpage and RT tracking	ST, MB		
8. Content Server – Implement Continuous Improvement <ol style="list-style-type: none"> <li>a. Licensing compliance strategy and purchases</li> <li>b. Electronic Document and Records Management System (EDRMS) Functionality Enhancements</li> </ol> See PIB: 3898253	KB, AR KB, AR KB, BV, ST		
9. Water Meter Data Analytics and CRM project support services	AG		
10. Scheduling Software Phase 1 – Recreation Aquatics functions project support services	AG		
11. SCRD.ca Refresh project support services <ol style="list-style-type: none"> <li>a. Participate in configuration, design, ETL conversion, and launch of new SCRD.ca website.</li> </ol>	AB, DN, BV		
12. Extend contract for Bang-the-Table (Cloud-based communications/engagement solution) - operational support services and sustainment budget request.	AB, DN		
13. Sechelt Landfill removal and replacement – project support and networking services.	KB		
14. Research, procure, build, Converged Collaboration platform: <ol style="list-style-type: none"> <li>a. MS Office 365, MS Sharepoint records integrations, MS Teams implementation.</li> <li>b. Hardware infrastructure procurement for AV processing of online meetings (Thinclients, webcams, monitors)</li> </ol>	BV		
15. Telephony Systems Evolution: <ol style="list-style-type: none"> <li>a. Replace AVAYA phones with SIP/cell phones (policy).</li> <li>b. Replace call plan manager with Cloud-based services</li> <li>c. Replace Call Pilot IVR and voice mail solution</li> </ol>	KB		
16. Deprecate and wind up CS1000			

Project/Action Plan	Staff	Timeline	Status
17. Security Architecture projects a. Procure and implement a Cyber Security awareness application - campaign software. See PIB: 3895737	MB		
18. Protective Services – Various applications project support services	various		

#### Proposed Initiatives for 2021:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
Request #B1	Let's Talk SCRD	Proposed		\$20,000			
<b>Total Change Request</b>				\$20,000			

#### INSERT BUDGET SUMMARY HERE

#### 2020-2021 Budget Changes:

#B1 – An ongoing increase in IT operating software budget of \$20,000 per year (subject to inflationary changes) is needed for annual subscription renewal for Bang the Table's online community engagement platform tool for Let's Talk SCRD. Procured in 2020 and fully implemented in early 2021, the Let's Talk online platform has proven to be an effective tool in support of the Board's strategic priority for public engagement. The Budget request is for the 2022 subscription amount (not including taxes).

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Geographic Information Systems (GIS) [506] Civic Addressing [510]	Manager: David Nelson Manager: David Nelson
Service Year:	2022	Functions: 506, 510
Department:	Corporate Services	Status: Draft

## Service Overview

GIS is a technology that utilizes location (map based) techniques to incorporate spatial and attribute information. It uses geography to bring together data from a multitude of sources and uncovers complex relationships otherwise difficult to understand. GIS impacts nearly every aspect of local government and helps provide a foundation for integrating SCRD services covering planning, infrastructure engineering and administration. Through the use of GIS technology, the SCRD provides the ability for staff and the public to visualize and analyze the 381,000 hectares of 'places' that make up the Sunshine Coast Regional District.

## Budget Summary

<b>2020 Approved Net Budget</b>	\$ 356,493 <sup>1</sup>
	\$ 37,094 <sup>2</sup>
<b>2020 Approved FTE Count</b>	3.1
<b>2021 Approved FTE Count</b>	3.1
<b>FTE Change</b>	n/a

<b>Geographic Information Services</b>	<b>Actuals</b>	<b>Amended Budget</b>	<b>Round 1 Budget</b>	<b>Financial Plan; Forecast Budget</b>			
<b>506</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenues</b>							
User Fees & Service Charges	21,465	20,500	20,496	20,496	20,496	20,496	20,496
Internal Recoveries	308,724	308,721	316,320	322,728	322,728	322,728	322,728
Other Revenue	5,500	-	-	-	-	-	-
<b>Total Revenues</b>	<b>335,689</b>	<b>329,221</b>	<b>336,816</b>	<b>343,224</b>	<b>343,224</b>	<b>343,224</b>	<b>343,224</b>
<b>Expenses</b>							
Wages and Benefits	218,967	248,995	256,584	263,004	263,004	263,004	263,004
Operating	51,324	50,226	65,232	65,232	65,232	65,232	65,232
Amortization of Tangible Capital Assets	11,100	22,460	22,464	22,464	22,464	22,464	22,464
<b>Total Expenses</b>	<b>281,391</b>	<b>321,681</b>	<b>344,280</b>	<b>350,700</b>	<b>350,700</b>	<b>350,700</b>	<b>350,700</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	44,713	75,000	-	-	-	-	-
Transfer to/(from) Reserves	(29,713)	(45,000)	15,000	15,000	15,000	15,000	15,000
Unfunded Amortization	(11,100)	(22,460)	(22,464)	(22,464)	(22,464)	(22,464)	(22,464)
<b>Total Other</b>	<b>3,900</b>	<b>7,540</b>	<b>(7,464)</b>	<b>(7,464)</b>	<b>(7,464)</b>	<b>(7,464)</b>	<b>(7,464)</b>
<b>Geographic Information Services (Surplus)/Deficit:</b>	<b>(50,398)</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

<sup>1</sup> GIS

<sup>2</sup> Civic Addressing



<b>Civic Addressing</b>	<b>Actuals</b>	<b>Amended Budget</b>	<b>Round 1 Budget</b>	<b>Financial Plan; Forecast Budget</b>			
<b>510</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenues</b>							
User Fees & Service Charges	53,500	36,281	37,524	38,400	38,400	38,400	38,256
<b>Total Revenues</b>	<b>53,500</b>	<b>36,281</b>	<b>37,524</b>	<b>38,400</b>	<b>38,400</b>	<b>38,400</b>	<b>38,256</b>
<b>Expenses</b>							
Administration	5,436	5,441	5,760	5,904	5,904	5,904	5,760
Wages and Benefits	14,499	28,479	29,400	30,132	30,132	30,132	30,132
Operating	948	17,361	2,364	2,364	2,364	2,364	2,364
<b>Total Expenses</b>	<b>20,883</b>	<b>51,281</b>	<b>37,524</b>	<b>38,400</b>	<b>38,400</b>	<b>38,400</b>	<b>38,256</b>
<b>Other</b>							
Transfer to/(from) Reserves	-	(15,000)	-	-	-	-	-
<b>Total Other</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Civic Addressing (Surplus)/Deficit:</b>	<b>(32,617)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Outlook for Upcoming Year:

The Geographic Information Systems section will continue to:

- Provide access to GIS data for internal, external, and Town of Gibsons customers
- Maintain the SCRD's Open Data Portal
- Provide spatial analysis services to assist SCRD staff members
- Integrate GIS data with asset management business systems (Cityworks, Tempest)
- Produce customized maps to support SCRD staff and public cartographic analysis
- Develop and maintain internal and public-facing website maps and applications
- Provide emergency GIS services to support the Emergency Operations Centre (EOC)
- Assign and maintain civic addresses for the SCRD and its member municipalities
- Respond to public requests at the counter, over the phone and via email.

### Current Year Priorities:

<b>Project/Action Plan</b>	<b>Resources</b>	<b>Timeline</b>
1. Town of Gibsons GIS Service Agreement – 2021+ renewal	CT, TH, EW	Q1-Q4
2. 2021 imagery acquisition in collaboration with Sechelt, Gibsons, SIGD, Islands Trust and BC Assessment (\$75,000)	CT	Q1-Q2
3. Enhance the new Property Reports application to meet the needs of all users	CT	Q1-Q2
4. Create project specific applications for: Parks, Utilities, Planning and Building	CT, TH, EW	Q1-Q4
5. Develop a census data web application	EW	Q1
6. Cross check minor taxing authority with bylaws	TH, EW	Q1
7. Create a new topographic base map for consistency across mapping products	TH	Q1

<b>Project/Action Plan</b>	<b>Resources</b>	<b>Timeline</b>
8. Upgrade the Parks Story Map to an Experience Builder Application	TH	Q1-Q2
9. Develop an application illustrating the permit layer and data from Prospero	EW, BV	Q2
10. Develop a risk application for bylaw, building and planning	EW	Q2
11. Scoping project for potential student project in collaboration with the District of Sechelt, Towns of Gibsons and SIGD	EW	Q2-Q3
12. Upgrade ArcGIS Server and Desktop to current release	CT	Q3
13. Upgrade Geocortex Essentials to current release	CT	Q3
14. GIS Day November 2021	CT, TH, EW	Q3
15. GPS data collection for Area D fire hydrants and fire department application for all fire departments	EW	Q3
16. Create/enhance reporting templates for web mapping applications	CT, TH	Q1-Q4
17. Create enhanced 2-D and 3-D mapping products for planning, regional water and parks	TH, EW	Q1-Q4
18. ReCollect data support for solid waste	CT	Q1-Q4
19. Create and post short videos on a variety of GIS/property information topics	CT, TH, EW	Q1-Q4
20. Quarterly GIS gatherings via Zoom	CT, TH, EW	Q1-Q4
21. Data alignment for all layers with Parcel Map BC (LTSA) <ul style="list-style-type: none"> <li>• Zoning</li> <li>• Electoral Areas</li> <li>• Utilities</li> </ul>	TH, EW	Q1-Q4
22. Upgrade the public facing cemetery application to include names and dates	CT, TH	Q4
23. PMBC Adoption by LTSA	CT	Q4
24. Unpack/inflate NDMP LiDAR and create 1m contours from the data	CT, KB	Q4
25. Water main segmentation project (design & apply rules)	TH, EW	Q4

**Proposed Initiatives for 2021:**

<b>Number</b>	<b>Name</b>	<b>Status</b>	<b>Initial Cost</b>	<b>Annual Incremental Cost</b>	<b>Non-Tax Funding</b>	<b>Net Tax Requirement for 2020</b>	<b>Net Tax Requirement for 2021</b>
Request #A1	<b>Geographic Information Services - Mapping Ortho Photo Imagery Refresh 2021</b>	Proposed	\$75,000	n/a			

**2020-2021 Budget Changes:**

#A1 - A one-time increase of \$75,000 (Func. 506 of \$55,000 and Func. 510 of \$20,000) in GIS and Civic-Addressing operating professional services budget is necessary to maintain currency goals of mapping Ortho Photo Imagery service.

## Department Summary

Division Summary: Human Resources

Manager: Gerry Parker

Service Year: 2022

Function: 115

Department: Human Resources

Status:

### Service Overview

Human Resources (HR) is a centralized support service responsible for providing strategic workforce development processes and continuous improvement of best practices to and for all staff in all functions of the Sunshine Coast Regional District (SCRD). The funding models for Human Resources Services are specified in the Support Service Allocation Policy.

We deliver responsive, strategic, and supportive expert advice, mentoring, guidance, and coaching, on the full range of Human Resources Management services. We are responsible for promoting industry-leading best practices and ensuring awareness of, and ongoing compliance with, legislative requirements such as the Workers' Compensation Act, Employment Standards Act, BC Human Rights Code, and the BC Labour Code, all as guided by the Code of Ethics and Professional Standards of the Chartered Professionals in Human Resources (CPHR) of BC and Yukon.

### Budget Summary

**2021 Approved Net Budget** \$725,929

**2021 Approved FTE Count** 4.60

**2022 Proposed FTE Count** 4.60

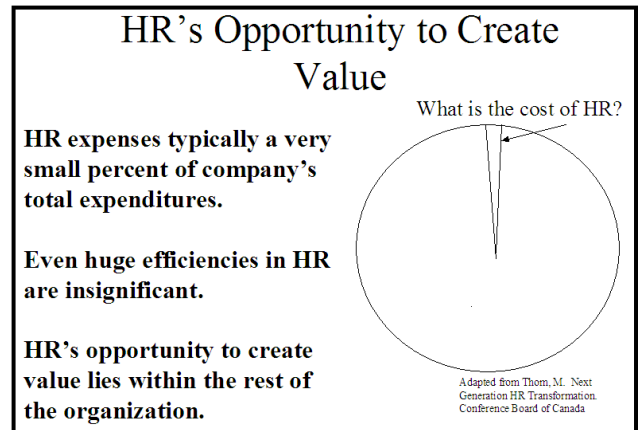
**FTE Change** 0.00

Human Resources	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
115	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Internal Recoveries	725,928	725,929	786,648	802,188	802,500	802,824	802,824
Other Revenue	8,186	-	-	-	-	-	-
<b>Total Revenues</b>	<b>734,114</b>	<b>725,929</b>	<b>786,648</b>	<b>802,188</b>	<b>802,500</b>	<b>802,824</b>	<b>802,824</b>
<b>Expenses</b>							
Wages and Benefits	515,040	564,070	624,792	640,332	640,644	640,956	640,956
Operating	75,081	181,914	151,848	151,848	151,848	151,848	151,848
Amortization of Tangible Capital Assets	24,730	29,671	29,676	29,676	29,676	29,676	29,676
<b>Total Expenses</b>	<b>614,851</b>	<b>775,655</b>	<b>806,316</b>	<b>821,856</b>	<b>822,168</b>	<b>822,480</b>	<b>822,480</b>
<b>Other</b>							
Transfer to/(from) Reserves	9,103	(20,055)	9,996	9,996	9,996	9,996	9,996
Unfunded Amortization	(24,730)	(29,671)	(29,676)	(29,676)	(29,676)	(29,676)	(29,676)
<b>Total Other</b>	<b>(15,627)</b>	<b>(49,726)</b>	<b>(19,680)</b>	<b>(19,680)</b>	<b>(19,680)</b>	<b>(19,680)</b>	<b>(19,680)</b>
<b>Human Resources (Surplus)/Deficit:</b>	<b>(134,890)</b>	<b>-</b>	<b>(12)</b>	<b>(12)</b>	<b>(12)</b>	<b>(24)</b>	<b>(24)</b>

### Outlook for Upcoming Year:

With combined totals of the SCRD's fulltime equivalencies, including part-time, temporary, and casual employees, plus all of the volunteers, the total workforce consists of about 400 people. The total staffing complement in HR is less than 2% of the overall workforce. HR's value lies in the support provided to the SCRD workforce.

The Human Resources (HR) Services Department provides a full range of services supporting all divisions throughout the organization. Services range from pre-hire to post-retire and everything in between including, but not limited to, recruitment and selection, orientation, training and development, occupational health and safety, strategic planning, organizational development, labour relations, legislative interpretation, policy development, performance engagement, benefit administration, and leadership support for the Sunshine Coast Regional District.



- An estimated 50 - 70 job postings and associated processes are expected in 2022, necessitating job description reviews, advertising, selection package development, reference checks and job offers.
- 2022 will see the SCRD expand its recruitment reach through the use of social media platforms and community partners such as WorkBC.
- The evolving hybrid work environment continues to necessitate changes to historical practices, including our recruitment, selection, orientation and on-boarding processes.
- Ongoing training arrangements will continue for mandatory requirements such as COVID-19 Safety Plan, WHMIS, etc.
- HR will continue to provide support to the 8 Joint Health and Safety Committees, ensuring that the safety program is effectively managed and the annual effectiveness review is conducted.
- Specific elements of the safety program will continue with the full range of ergonomic assessments, audiometric testing, fall prevention, confined space entry, first aid requirements, incident investigation and reporting, policy development, and injury prevention.
- Continued attention to the SCRD's Return to Work (RTW) and Duty to Accommodate (DTA) efforts has had an overall positive impact with the associated UBCM Group Benefits Plan premiums seeing an increase of only 0.10% whereas most local governments are experiencing increases of between 5 and 10% for 2022.
- Assist with the development and documentation of business processes in accordance with best practices and audit standards.
- Identify areas of business process and efficiencies improvements
- Complete continuous education requirements to ensure processes are current with changes in legislation, professional standards, etc.
- Continue with staff training in planning and delivery of public engagement activities.
- Review and update employee recognition programs.
- Revise the existing guidelines in support of both an employee and a volunteer engagement program.
- Redesign the Human Resources information found on the corporate website.
- Continue meeting with our counterparts at the administration levels to discuss opportunities for collaboration and process improvement.

- Enhance corporate and community knowledge and awareness of First Nations history and culture.
- Expand opportunities for joint initiatives, collaboration and information sharing between local governments.

#### Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Corporate Safety	Certificate of Recognition (COR)	Ongoing, target audit September 2022	In-house, external auditor.
Disability and Injury Claims Management	Duty to Accommodate, Graduated Return to Work, Supernumerary Work Arrangements.	Ongoing	In-house
Training and Development	Expanded course offerings and remote learning.	Q2, 2022	In-house.

#### Proposed Initiatives for 2022:

There are no proposed initiatives for 2022.

#### 2021-2022 Budget Changes:

All budget changes are limited to pre-approved salary and inflationary changes.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Sustainable Development	Manager:	Raphael Shay
Service Year:	2022	Function:	135, 136
Department:	Planning and Development	Status:	(Sept 10, 2021)

## Service Overview

In the face of a global climate emergency we must move swiftly to reduce GHG emissions and enhance our region's resiliency to the effects of a changing climate. The Sustainable Development Division leads the integration of climate change mitigation and resilience practices into all aspects of the SCRD's operations.

The Sustainable Development Division works at both the corporate and community scales. The division leads and plays a support role in a variety of efforts, including:

- Calculates and reduces GHG emissions for corporation and community, including achieving corporate carbon neutrality.
- Increases energy efficiency and the adoption of renewable energy.
- Maps climate impacts and plans adaptation resilience priorities.

## Budget Summary

Corporate Sustainability Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
135	2021	2021	2022	2023	2024	2025	2026
Revenues							
Internal Recoveries	48,180	48,176	51,180	52,200	52,200	52,200	52,200
Total Revenues	48,180	48,176	51,180	52,200	52,200	52,200	52,200
Expenses							
Wages and Benefits	37,795	37,796	40,800	41,820	41,820	41,820	41,820
Operating	-	10,380	10,380	10,380	10,380	10,380	10,380
Amortization of Tangible Capital Assets	-	2,868	2,868	2,868	2,868	2,868	2,868
Total Expenses	37,795	51,045	54,048	55,068	55,068	55,068	55,068
Other							
Unfunded Amortization	-	(2,868)	(2,868)	(2,868)	(2,868)	(2,868)	(2,868)
Total Other	-	(2,868)	(2,868)	(2,868)	(2,868)	(2,868)	(2,868)
Corporate Sustainability Services (Surplus)/Deficit:	(10,385)	-	-	-	-	-	-

Regional Sustainability Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
136	2021	2021	2022	2023	2024	2025	2026
Revenues							
Tax Requisitions	98,724	98,723	111,852	114,336	114,336	114,336	114,120
Total Revenues	98,724	98,723	111,852	114,336	114,336	114,336	114,120
Expenses							
Administration	1,872	1,873	8,556	8,772	8,772	8,772	8,556
Wages and Benefits	53,558	84,215	90,660	92,916	92,916	92,916	92,916
Operating	10,064	82,635	12,636	12,636	12,636	12,636	12,636
Total Expenses	65,494	168,723	111,852	114,324	114,324	114,324	114,108
Other							
Transfer to/(from) Reserves	(10,000)	(70,000)	-	-	-	-	-
Total Other	(10,000)	(70,000)	-	-	-	-	-
Regional Sustainability Services (Surplus)/Deficit:	(43,230)	-	-	(12)	(12)	(12)	(12)



2021 FTE Approved FTE Count	1
2022 Approved FTE Count	1
FTE Change	0

#### Outlook for 2022:

#### 2022 Priorities:

135			
Core Service/Project	Goal	Timeline	Resourcing
Corporate emissions inventory	Annually completed. Increase integration with Business World?	June	Consultant Finance SD Manager Does IT have capacity to build emissions table into Business World and increase automatic energy values download from various suppliers?
Carbon neutrality designs at SCRD facilities using fossil fuels	A Class C design for how the 11 facilities that use fossil fuels will become carbon neutral.	Aug	Consultant for some facilities Internal for others (SD manager with limited involvement from Purchasing, Rec, AM, Protective Services, Parks, Fleet and Transit, Finance, IT)
Corporate Carbon Neutrality Plan	Will include the facility carbon neutral designs, integration of carbon neutrality into policies, a list of projects to increase efficiency, renewable energy strategy, support mechanisms for SCRD staff, and communication plan	Dec	SD Manager SLT, Legislative services, AM, Risk Mgmt,
Corporate emissions assessments	Increase ability to hire consultant to calculate emissions impacts and carbon offset potential of various projects.	Ongoing	SD Manager, consultant, purchasing
EV Charging Stations Program – Phase 2	Electrical assessment of Field Rd and Mason Rd. Electrical upgrade of Field Rd. Hopefully Mason Rd not needing immediate electrical upgrade. EV level 2 stations (list in BC) and integration into management platform. Set rate and policy for staff personal vehicle use.	Dec	SD manager, Fleet, Purchasing and Risk, Finance, IT, services purchasing EVs.
Support Services	Corporate Fleet Strategy, Biocover Feasibility Study Phase 2, BC Hydro Energy Rebates,	Ongoing	Manager, Consultant, Facility managers (Recreation, fleet,

			protective services, parks)
136			
Core Service/Project	Goal	Timeline	Resourcing
Community Emissions Inventory	Complete an emissions inventory of the community	March	Stantec Consulting working on it with SD Manager. GM and additional capacity support during Manager leave.
Community Emissions Target	Develop tool to model options for emissions reductions and engage community on emissions target.	Sept	Stantec consulting will help with tool as part of existing contract. SD will lead public participation. Communications Support
ICLEI Building Adaptive and Resilient Communities (BARC) – Milestone 1 and 2 – Vulnerability Assessment	Develop climate change impact statement and vulnerability assessment with input from Project Team and Community Public Participation	Sept	ICLEI Canada, SD manager, Project Team (from a variety of divisions, local governments, ministries, and service groups)
ICLEI BARC – start Milestone 3	Adaptation Planning – start	Dec	ICLEI Canada, SD Manager, ETF
Support Services and strategic opportunities	Regional Growth Strategy Bylaw Review (OCP, Zoning, Water) Active Transportation Master Plan Community emission reduction initiatives (eg. Step Code, awareness of rebates...) Community Wildfire Protection Plan Water Master Plans Watershed Service Function feasibility ...	Ongoing	

#### Proposed Initiatives for 2022 Budget:

1. 135: Corporate Emissions Assessments
  - a. Status: Directive pending
  - b. BC link: "2022 BC to PIB – GHG emissions quantification - 135" can be accessed via the following link: <http://cs.scrd.ca/OTCS/cs.exe/Overview/4616367>
  - c. BP link:
2. 135: Corporate Carbon Neutrality Planning and Implementation (Carbon Neutrality Designs for SCRD facilities using fossil fuels, Technician to work on design and implementation of projects)
  - a. Status: Directive pending, discussion on lead division
  - b. BC link:
  - c. BP link:
3. 136: Community Climate Action Planning
  - a. Scope: ICLEI Canada BARC membership, Community Sustainability Public Participation for GHG Emissions Target and Adaptation Vulnerability Assessment, HR Summer Student or Tech

- b. BC Draft link: <http://cs.scrd.ca/OTCS/cs.exe/Overview/4578778>
  - c. BP link:
- 4. Various: EV Charging Stations Program Phase 2
  - a. BC link: "2022 BC to PIB – EV Charging Phase 2 - 312-135" can be accessed via the following link:  
<http://cs.scrd.ca/OTCS/cs.exe/Overview/4565721>
  - b. BP link:
- 5. Various: energy rebates and retrofits
- 6. Various: Hillside Demonstration Forest baseline assessment survey / Request for letters of interest / vision mapping...

**2021-2022 Budget Changes:**

# SERVICE PLAN LITE

## Department Summary

Division Summary: Bylaw Enforcement

Manager: Matt Treit

Service Year: 2022

Function: 200

Department: Protective Services

Status:

## Budget Summary

Bylaw Enforcement	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
200	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	293,652	293,655	348,384	356,616	356,616	356,616	355,260
User Fees & Service Charges	1,295	513	516	516	516	516	516
<b>Total Revenues</b>	<b>294,947</b>	<b>294,168</b>	<b>348,900</b>	<b>357,132</b>	<b>357,132</b>	<b>357,132</b>	<b>355,776</b>
<b>Expenses</b>							
Administration	47,928	47,928	53,964	55,308	55,308	55,308	53,964
Wages and Benefits	111,948	226,386	275,088	281,976	281,976	281,976	281,976
Operating	17,051	20,604	19,824	19,824	19,824	19,824	19,824
Amortization of Tangible Capital Assets	-	5,673	5,676	5,676	5,676	5,676	5,676
<b>Total Expenses</b>	<b>176,927</b>	<b>300,591</b>	<b>354,552</b>	<b>362,784</b>	<b>362,784</b>	<b>362,784</b>	<b>361,440</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	-	50,000	-	-	-	-	-
Transfer to/(from) Reserves	(326)	(50,750)	-	-	-	-	-
Unfunded Amortization	-	(5,673)	(5,676)	(5,676)	(5,676)	(5,676)	(5,676)
<b>Total Other</b>	<b>(326)</b>	<b>(6,423)</b>	<b>(5,676)</b>	<b>(5,676)</b>	<b>(5,676)</b>	<b>(5,676)</b>	<b>(5,676)</b>
<b>Bylaw Enforcement (Surplus)/Deficit:</b>	<b>(118,346)</b>	<b>-</b>	<b>(24)</b>	<b>(24)</b>	<b>(24)</b>	<b>(24)</b>	<b>(12)</b>

2021 FTE Approved FTE Count

2.4

2022 Approved FTE Count

2.4

FTE Change

0.0

## Outlook for 2022:

### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Increase staffing level	Allow for a more timely response to Bylaw complaints	Q4 2021	
Purchase second Bylaw vehicle	Allow for more efficient response to Bylaw complaints	Q1 2022	Staff time

## Proposed Initiatives for 2022:

No changes requested at this time.

## 2021-2022 Budget Changes:

# SERVICE PLAN LITE

## Department Summary

Division Summary: Animal Control

Manager: Matt Treit

Service Year: 2022

Function: 290

Department: Planning & Development

Status:

## Budget Summary

Animal Control	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
290	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	47,352	47,346	48,816	50,304	50,304	50,304	49,932
User Fees & Service Charges	28,071	32,488	32,484	32,484	32,484	32,484	32,484
Other Revenue	264	-	-	-	-	-	-
<b>Total Revenues</b>	<b>75,687</b>	<b>79,834</b>	<b>81,300</b>	<b>82,788</b>	<b>82,788</b>	<b>82,788</b>	<b>82,416</b>
<b>Expenses</b>							
Administration	15,156	15,161	14,964	15,348	15,348	15,348	14,964
Wages and Benefits	29,734	43,206	44,868	45,984	45,984	45,984	45,984
Operating	13,777	22,217	21,468	21,468	21,468	21,468	21,468
Amortization of Tangible Capital Assets	-	4,336	4,332	4,332	4,332	4,332	4,332
<b>Total Expenses</b>	<b>58,667</b>	<b>84,920</b>	<b>85,632</b>	<b>87,132</b>	<b>87,132</b>	<b>87,132</b>	<b>86,748</b>
<b>Other</b>							
Transfer to/(from) Reserves	(326)	(750)	-	-	-	-	-
Unfunded Amortization	-	(4,336)	(4,332)	(4,332)	(4,332)	(4,332)	(4,332)
<b>Total Other</b>	<b>(326)</b>	<b>(5,086)</b>	<b>(4,332)</b>	<b>(4,332)</b>	<b>(4,332)</b>	<b>(4,332)</b>	<b>(4,332)</b>
<b>Animal Control (Surplus)/Deficit:</b>	<b>(17,346)</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>-</b>

2021 FTE Approved FTE Count

0.42

2022 Approved FTE Count

0.42

FTE Change

0.0

## Outlook for 2022:

### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Dog control	Ensuring the safe conduct between dogs and people in the SCRD.	Ongoing	Staff time; agreement with SPCA

### Proposed Initiatives for 2022:

No changes requested at this time.

### 2021-2022 Budget Changes:

None at this time.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Gibsons & District Fire Protection	Manager:	Rob Michael, Fire Chief
Service Year:	2022	Function:	210
Department:	Protective Services	Status:	

## Budget Summary

<b>Gibsons &amp; District Fire Protection</b>	<b>Actuals</b>	<b>Amended Budget</b>	<b>Round 1 Budget</b>	<b>Financial Plan: Forecast Budget</b>			
<b>210</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenues</b>							
Tax Requisitions	1,334,364	1,334,364	1,379,208	1,363,104	1,363,104	1,363,104	1,359,852
Government Transfers	23,571	66,973	-	-	-	-	-
Other Revenue	159,723	5,880	-	-	-	-	-
<b>Total Revenues</b>	<b>1,517,658</b>	<b>1,407,217</b>	<b>1,379,208</b>	<b>1,363,104</b>	<b>1,363,104</b>	<b>1,363,104</b>	<b>1,359,852</b>
<b>Expenses</b>							
Administration	119,400	119,405	130,056	133,308	133,308	133,308	130,056
Wages and Benefits	366,874	542,428	569,868	584,004	584,004	584,004	584,004
Operating	431,951	384,007	367,656	366,672	365,928	365,172	365,172
Debt Charges - Interest	1,676	-	-	-	-	-	-
Amortization of Tangible Capital Assets	140,780	153,274	153,276	153,276	153,276	153,276	153,276
<b>Total Expenses</b>	<b>1,060,681</b>	<b>1,199,114</b>	<b>1,220,856</b>	<b>1,237,260</b>	<b>1,236,516</b>	<b>1,235,760</b>	<b>1,232,508</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	398,846	731,128	-	-	-	-	-
Proceeds from Long Term Debt	-	(400,789)	-	-	-	-	-
Debt Principal Repayment	57,665	113,327	112,980	79,092	79,836	80,592	80,592
Transfer to/(from) Reserves	197,325	(82,289)	200,004	200,004	200,004	200,004	200,004
Transfer to/(from) Appropriated Surplus	-	-	(1,404)	-	-	-	-
Transfer to/(from) Other Funds	(28,669)	-	-	-	-	-	-
Unfunded Amortization	(140,780)	(153,274)	(153,276)	(153,276)	(153,276)	(153,276)	(153,276)
<b>Total Other</b>	<b>484,387</b>	<b>208,103</b>	<b>158,304</b>	<b>125,820</b>	<b>126,564</b>	<b>127,320</b>	<b>127,320</b>
<b>Gibsons &amp; District Fire Protection (Surplus)/Deficit:</b>	<b>27,410</b>	<b>-</b>	<b>(48)</b>	<b>(24)</b>	<b>(24)</b>	<b>(24)</b>	<b>(24)</b>

<b>2021 FTE Approved FTE Count</b>	<b>4.55</b>
<b>2022 Approved FTE Count</b>	<b>4.698</b>
<b>FTE Change</b>	<b>.148</b>
<b>2022 Proposed FTE Count</b>	<b>5.098</b>
<b>Proposed FTE Change</b>	<b>.4</b>

## Outlook for 2022:

2022 projects focus on maintaining fire department facilities and equipment in accordance with the fire department 20-year capital plan. A staffing increase is also requested to assist with growing call volume, ongoing densification and climate change challenges.

**2022 Priorities:**

Core Service/Project	Goal	Timeline	Resourcing
Maintain assets	Support 20-year capital plan projects	18-24 months	Staff time & purchasing support.
Increase administrative staffing	Support fire department service level	Ongoing	Staff time & HR support.

**Proposed Initiatives for 2022:**

Core Service/Project	Goal	Timeline	Resourcing
.4 Deputy Chief	Support fire department service level	Ongoing	Staff time & HR support.
Fire truck replacement	Maintain Fire Underwriters Survey grading and fire department business continuity	24 months	Staff time, purchasing & asset management support.
Capital plan projects	Support 20-year capital plan projects	12 months	Staff time, purchasing & asset management support.
Wildland preparedness	Wildland gear and equipment for volunteer firefighters	9 months	Staff time & purchasing support.

**2021-2022 Budget Changes:**

Minor increase to fuel, insurance and maintenance budget to support fire truck replacement. Proposal to keep apparatus being replaced for reserve/wildfire deployment.

Increase to salaries & wages to facilitate staffing increase.



# SERVICE PLAN LITE

## Department Summary

Division Summary: Roberts Creek Fire Department

Manager: Patrick Higgins, Fire Chief

Service Year: 2022

Function: 212

Department: Planning & Development

Status: Draft

## Budget Summary

Roberts Creek Fire Protection	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
212	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	618,144	618,146	708,612	735,240	735,240	735,240	733,488
Government Transfers	6,602	4,393	-	-	-	-	-
User Fees & Service Charges	2,400	-	-	-	-	-	-
Other Revenue	138,780	-	-	-	-	-	-
<b>Total Revenues</b>	<b>765,926</b>	<b>622,539</b>	<b>708,612</b>	<b>735,240</b>	<b>735,240</b>	<b>735,240</b>	<b>733,488</b>
<b>Expenses</b>							
Administration	64,584	64,585	69,924	71,664	71,664	71,664	69,924
Wages and Benefits	138,001	196,789	245,255	251,340	251,340	251,340	251,340
Operating	225,038	217,515	212,712	211,811	211,403	210,983	210,983
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	66,093	70,700	70,704	70,704	70,704	70,704	70,704
<b>Total Expenses</b>	<b>493,716</b>	<b>549,589</b>	<b>598,595</b>	<b>605,519</b>	<b>605,111</b>	<b>604,691</b>	<b>602,951</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	7,320	672,428	-	-	-	-	-
Proceeds from Long Term Debt	-	(220,000)	-	-	-	-	-
Debt Principal Repayment	-	-	25,128	43,416	43,824	44,244	44,244
Transfer to/(from) Reserves	143,086	(308,778)	156,996	156,996	156,996	156,996	156,996
Transfer to/(from) Appropriated Surplus	-	-	(1,404)	-	-	-	-
Unfunded Amortization	(66,093)	(70,700)	(70,704)	(70,704)	(70,704)	(70,704)	(70,704)
<b>Total Other</b>	<b>84,313</b>	<b>72,950</b>	<b>110,016</b>	<b>129,708</b>	<b>130,116</b>	<b>130,536</b>	<b>130,536</b>
<b>Roberts Creek Fire Protection (Surplus)/Deficit:</b>	<b>(187,897)</b>	<b>-</b>	<b>(1)</b>	<b>(13)</b>	<b>(13)</b>	<b>(13)</b>	<b>(1)</b>

2021 Approved FTE Count

1.6

2022 Approved FTE Count

1.6

FTE Change

0

## Outlook for 2022:

Completion of Capital projects listed. Delivery of new fire truck. Purchase of rescue/wildland personal protective equipment (proposed).

**Current Year Priorities:**

Goal	Core Service/Project	Timeline	Resourcing
Business Continuity	SCBA & Fill Station Replacement	ETA Q4 2021	FD Personnel, External Contractor
Provide required training space on property	Training Facility	Expected completion end of 2021/Q1 2022	FD Personnel, External Contractors, Staff Time.

**Proposed Initiatives for 2022:**

Goal	Core Service/Project	Timeline	Resourcing
Capital Plan Projects	Support 20 Year Capital Plan	2022	Staff Time, Purchasing and Asset Management, External Contractors
Rescue/Wildland Personal Protective Equipment.	Rescue/Wildland PPE for first responders	2022	Staff time and Purchasing Support

**2021-2022 Budget Changes:**

Base Budget updates completed.

No changes beyond proposals listed.

# SERVICE PLAN LITE

## Department Summary

Division Summary: HALFMOON BAY FIRE DEPT.

Manager: Ryan Daley

Service Year: 2022

Function: 216

Department: PROTECTIVE SERVICES

Status:

## Budget Summary

Halfmoon Bay Fire Protection	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
216	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	625,728	670,730	678,840	704,016	704,016	704,016	702,564
Government Transfers	-	1,350	-	-	-	-	-
User Fees & Service Charges	300	-	-	-	-	-	-
Other Revenue	1,428	-	-	-	-	-	-
<b>Total Revenues</b>	<b>627,456</b>	<b>672,080</b>	<b>678,840</b>	<b>704,016</b>	<b>704,016</b>	<b>704,016</b>	<b>702,564</b>
<b>Expenses</b>							
Administration	52,776	52,781	57,948	59,400	59,400	59,400	57,948
Wages and Benefits	144,978	220,241	267,540	274,212	274,212	274,212	274,212
Operating	164,629	260,719	206,892	205,956	205,584	205,200	205,200
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	36,370	47,299	47,304	47,304	47,304	47,304	47,304
<b>Total Expenses</b>	<b>398,753</b>	<b>581,040</b>	<b>579,684</b>	<b>586,872</b>	<b>586,500</b>	<b>586,116</b>	<b>584,664</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	-	502,500	-	-	-	-	-
Proceeds from Long Term Debt	-	(200,000)	-	-	-	-	-
Debt Principal Repayment	-	21,689	22,848	39,468	39,840	40,212	40,212
Transfer to/(from) Reserves	125,004	(185,850)	125,004	125,004	125,004	125,004	125,004
Transfer to/(from) Appropriated Surplus	-	-	(1,404)	-	-	-	-
Unfunded Amortization	(36,370)	(47,299)	(47,304)	(47,304)	(47,304)	(47,304)	(47,304)
<b>Total Other</b>	<b>88,634</b>	<b>91,040</b>	<b>99,144</b>	<b>117,168</b>	<b>117,540</b>	<b>117,912</b>	<b>117,912</b>
<b>Halfmoon Bay Fire Protection (Surplus)/Deficit:</b>	<b>(140,069)</b>	<b>-</b>	<b>(12)</b>	<b>24</b>	<b>24</b>	<b>12</b>	<b>12</b>

2021 FTE Approved FTE Count

1.5

2022 Approved FTE Count

1.5

FTE Change

0

## Outlook for 2022:

Continue the progress of the Fire Hall #2 redevelopment project.

Provide business continuity to the community by keeping up with the scheduled Capital Plan replacement projects.

**2022 Priorities:**

Core Service/Project	Goal	Timeline	Resourcing
Fire Hall #2 redevelopment	Procure engineering and design services	2022-Q2	Internal
Command Vehicle	Replace aging unit as per capital plan	2022-Q3	Internal FD personnel/ Purchasing
SCBA systems	Replace expired existing system as per capital plan	2022-Q3	Internal FD personnel/ Building Facilities/ Purchasing
Security/Alarm System	Replace failed system as per capital plan	2022-Q2	Internal FD personnel/ Purchasing
Interior/Exterior Lighting	Replace as per capital plan and upgrade as per Energy Audit	2022-Q3	Internal FD personnel/ Purchasing

**Proposed Initiatives for 2022:**

Continuation of the Fire Hall #2 redevelopment project. Acquire a consultant to provide design and engineering services based off the report in progress by KMBR Consultants.

**2021-2022 Budget Changes:**

There are no planned changes to the 2022 Budget.

# SERVICE PLAN LITE

## Department Summary

Division Summary: Egmont Fire Department

Manager: Kal Helyar

Service Year: 2022

Function: 218

Department: Planning & Development

Status:

## Budget Summary

Egmont Fire Protection		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
218		2021	2021	2022	2023	2024	2025	2026
Revenues								
Tax Requisitions		165,132	165,134	225,972	229,236	229,236	229,236	226,392
Government Transfers		27,961	25,000	-	-	-	-	-
Investment Income		2,460	2,458	2,688	2,928	3,180	3,444	3,720
Other Revenue		-	11,500	-	-	-	-	-
Total Revenues		195,553	204,092	228,660	232,164	232,416	232,680	230,112
Expenses								
Administration		13,284	13,282	15,828	16,224	16,224	16,224	15,828
Wages and Benefits		29,038	57,135	115,020	117,888	117,888	117,888	117,888
Operating		40,006	81,478	81,889	81,900	81,889	81,889	81,889
Debt Charges - Interest		4,884	4,880	4,880	4,884	4,880	4,880	2,440
Amortization of Tangible Capital Assets		10,150	19,820	19,824	19,824	19,824	19,824	19,824
Total Expenses		97,362	176,595	237,441	240,720	240,705	240,705	237,869
Other								
Capital Expenditures (Excluding Wages)		31,654	49,000	-	-	-	-	-
Debt Principal Repayment		5,820	5,817	6,047	6,288	6,539	6,803	7,079
Transfer to/(from) Reserves		1,311	(7,500)	5,004	5,004	5,004	5,004	5,004
Unfunded Amortization		(10,150)	(19,820)	(19,824)	(19,824)	(19,824)	(19,824)	(19,824)
Total Other		28,635	27,497	(8,773)	(8,532)	(8,281)	(8,017)	(7,741)
Egmont Fire Protection (Surplus)/Deficit:		(69,556)	-	8	24	8	8	16

2021 FTE Approved FTE Count

0.0

2022 Approved FTE Count

0.5

FTE Change

0.5

## Outlook for 2022:

### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Maintain assets	Support 20 year capital plan projects	Ongoing	Staff time and purchasing support

### Proposed Initiatives for 2022:

No changes requested at this time.

### 2021-2022 Budget Changes:

# SERVICE PLAN LITE

## Department Summary

Division Summary: 911 Service

Manager: Matt Treit

Service Year: 2022

Function: 220

Department: Planning & Development

Status:

## Budget Summary

Emergency Telephone - 911		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
220		2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>								
Tax Requisitions		405,000	405,002	414,011	419,351	419,351	419,351	418,500
Other Revenue		16,250	-	-	-	-	-	-
Total Revenues		421,250	405,002	414,011	419,351	419,351	419,351	418,500
<b>Expenses</b>								
Administration		37,692	37,686	33,636	34,476	34,476	34,476	33,636
Wages and Benefits		37,344	12,449	21,156	21,684	21,684	21,684	21,684
Operating		216,289	269,266	249,408	253,380	253,380	253,380	253,380
Amortization of Tangible Capital Assets		56,280	67,536	67,536	67,536	67,536	67,536	67,536
Total Expenses		347,605	386,937	371,736	377,076	377,076	377,076	376,236
<b>Other</b>								
Capital Expenditures (Excluding Wages)		57,044	584,900	-	-	-	-	-
Transfer to/(from) Reserves		57,070	(499,299)	109,800	109,800	109,800	109,800	109,800
Unfunded Amortization		(56,280)	(67,536)	(67,536)	(67,536)	(67,536)	(67,536)	(67,536)
Total Other		57,834	18,065	42,264	42,264	42,264	42,264	42,264
Emergency Telephone - 911 (Surplus)/Deficit:		(15,811)	-	(11)	(11)	(11)	(11)	-

2021 FTE Approved FTE Count 0.05

2022 Approved FTE Count 0.05

Proposed 2022 FTE Count 0.25

FTE Change 0.2 (one-time only)

## Outlook for 2022:

### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
New tower at Chapman Treatment Plant	Remove existing tower which is failing and replace it with new tower	Q2 2022	Staff time Agreement with RCMP
Upgrade equipment on Cecil Hill tower	Install upgraded equipment on Cecil Hill tower	Q2 2022	Staff time Agreement with RCMP
Move equipment from current tower to Telus tower	Remove some equipment and reduce size of existing tower at Gibsons Fire Hall #1, and move that equipment to Telus tower at North Road/Hillcrest	Q1 2022	Staff time

**Proposed Initiatives for 2022:**

Core Service/Project	Goal	Timeline	Resourcing
Increase base budget for 911 dispatch (mandatory)	Service continuity	Q1 2022	Mandatory base budget increase
One-time project support FTE increase (0.2)	Bring tower projects to completion	2022	One-time request for human resources.

**2021-2022 Budget Changes:**

No changes beyond two proposals.



# SERVICE PLAN LITE

## Department Summary

Division Summary:	Sunshine Coast Emergency Program	Manager:	Matt Treit
Service Year:	2022	Function:	222
Department:	Planning & Development	Status:	

## Budget Summary

Sunshine Coast Emergency Planning	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
222	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	315,684	315,679	289,656	294,624	294,624	294,624	292,752
Government Transfers	80,582	561,523	-	-	-	-	-
Other Revenue	3,113	-	-	-	-	-	-
<b>Total Revenues</b>	<b>399,379</b>	<b>877,202</b>	<b>289,656</b>	<b>294,624</b>	<b>294,624</b>	<b>294,624</b>	<b>292,752</b>
<b>Expenses</b>							
Administration	75,372	75,369	74,856	76,728	76,728	76,728	74,856
Wages and Benefits	166,370	124,240	123,769	126,864	126,864	126,864	126,864
Operating	109,640	678,952	91,020	91,020	91,020	91,020	91,020
Amortization of Tangible Capital Assets	5,800	6,833	6,828	6,828	6,828	6,828	6,828
<b>Total Expenses</b>	<b>357,182</b>	<b>885,394</b>	<b>296,473</b>	<b>301,440</b>	<b>301,440</b>	<b>301,440</b>	<b>299,568</b>
<b>Other</b>							
Transfer to/(from) Reserves	(415)	(37,955)	-	-	-	-	-
Prior Year (Surplus)/Deficit	36,596	36,596	-	-	-	-	-
Unfunded Amortization	(5,800)	(6,833)	(6,828)	(6,828)	(6,828)	(6,828)	(6,828)
<b>Total Other</b>	<b>30,381</b>	<b>(8,192)</b>	<b>(6,828)</b>	<b>(6,828)</b>	<b>(6,828)</b>	<b>(6,828)</b>	<b>(6,828)</b>
Sunshine Coast Emergency Planning (Surplus)/Deficit:	<b>(11,816)</b>	<b>-</b>	<b>(11)</b>	<b>(12)</b>	<b>(12)</b>	<b>(12)</b>	<b>(12)</b>

2021 FTE Approved FTE Count	0.8
2022 Approved FTE Count	0.8
2022 Proposed FTE Count	1.4
Proposed FTE Change	.6

## Outlook for 2022:

### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
ESS	Continue to create a robust and modernized ESS team capable of using the new ERA (Evacuee Registration and Assistance) digital platform.	Q4 2022	Staff time
Community Wildfire Protection Plan	Implement recommendations from the Community Wildfire Protection Plan	Ongoing	Staff time
Mass Communication System	Establish a functioning mass communication system with at least 3000 people registered by end of 2022	Q4 2022	Staff time

			Budgeting for subscription to service
Demonstration Forest	Complete Prescription and then establishment of demonstration forest to demonstrate an area that has been FireSmarted.	June 2022	Staff time Entire cost is covered by FERF grant.
FireSmart Home Assessments	Complete as many home assessments as possible, prioritizing those homes in the interface area.	June 2022	Staff time Wages and removal of green waste are covered by FERF grant.
Replace portion of Gibsons Firehall Rood	Replace cedar shake portion of roof at Gibsons Firehall #1.	June 2022	Staff time. Cost of work is covered by FERF grant.
SIGD Infrastructure	FireSmart areas around SIGD Longhouse and Wastewater Treatment Plant.	June 2022	SIGD and SCRD staff time. Costs of work are covered by FERF grant.
SIGD Skills	Train staff in the areas of First Aid, power saw safety, danger tree assessment, and archeological site identification	June 2022	SIGD and SCRD staff time. Cost of training is covered by FERF grant.

#### Proposed Initiatives for 2022:

Core Service/Project	Goal	Timeline	Resourcing
.6 Emergency Management Coordinator	Support Emergency Program Service Level	Ongoing	Staff time and HR support

#### 2021-2022 Budget Changes:

No changes other than proposed initiative.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Planning & Development Services	Manager:	Jonathan Jackson
Service Year:	2022	Function:	500 / 504
Department:	Planning and Development	Status:	

## Budget Summary

Regional Planning		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
500		2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>								
Tax Requisitions		177,048	177,050	192,576	184,644	184,644	184,644	183,708
Government Transfers		-	86,001	-	-	-	-	-
User Fees & Service Charges		(250)	430	432	432	432	432	432
Other Revenue		423	-	-	-	-	-	-
Total Revenues		177,221	263,481	193,008	185,076	185,076	185,076	184,140
<b>Expenses</b>								
Administration		37,356	37,353	37,416	38,352	38,352	38,352	37,416
Wages and Benefits		76,910	129,532	134,988	136,116	136,116	136,116	136,116
Operating		12,445	146,596	20,604	10,608	10,608	10,608	10,608
Total Expenses		126,711	313,481	193,008	185,076	185,076	185,076	184,140
<b>Other</b>								
Transfer to/(from) Reserves		-	(50,000)	-	-	-	-	-
Total Other		-	(50,000)	-	-	-	-	-
Regional Planning (Surplus)/Deficit:		(50,510)	-	-	-	-	-	-

Rural Planning Services		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
504		2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>								
Grants in Lieu of Taxes		2	-	-	-	-	-	-
Tax Requisitions		940,188	940,190	969,048	976,356	976,356	976,356	971,088
Government Transfers		-	203,050	49,956	49,956	49,956	49,956	49,956
User Fees & Service Charges		87,425	60,196	60,192	60,192	60,192	60,192	60,192
Other Revenue		300	-	-	-	-	-	-
Total Revenues		1,027,915	1,203,436	1,079,196	1,086,504	1,086,504	1,086,504	1,081,236
<b>Expenses</b>								
Administration		207,960	207,959	210,672	215,940	215,940	215,940	210,672
Wages and Benefits		695,689	717,847	793,944	795,984	795,984	795,984	795,984
Operating		40,204	299,470	74,580	74,580	74,580	74,580	74,580
Amortization of Tangible Capital Assets		875	1,584	1,584	1,584	1,584	1,584	1,584
Total Expenses		944,728	1,226,860	1,080,780	1,088,088	1,088,088	1,088,088	1,082,820
<b>Other</b>								
Transfer to/(from) Reserves		(1,544)	(21,840)	-	-	-	-	-
Unfunded Amortization		(875)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)
Total Other		(2,419)	(23,424)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)
Rural Planning Services (Surplus)/Deficit:		(85,606)	-	-	-	-	-	-

2021 FTE Approved FTE Count	7.50
2022 Proposed FTE Count	8.00
FTE Change	0.5

## Outlook for 2022:

- Planning and development activity in 2022 is anticipated to remain relatively strong.
- Continued service improvement and streamlining – 2021 improvements included improvements to effectiveness of referrals and full implementation of the Request Tracker work ticket system. Continued goals to improve customer experience and ease-of-use while providing more efficient service to ratepayers and service users.
- 

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Development regulation and approval.	<p>Timely, quality service to applicants while working to modernize our rural and regional planning frameworks.</p> <p>2021 Stats (year-to-date as of November 30):</p> <ul style="list-style-type: none"> <li>• 109 development applications</li> <li>• \$79,725 in application revenue</li> <li>• 13 intergovernmental referrals</li> </ul> <p>3069 property enquiries received through email, phone and front counter requests.</p>	<p>Ongoing – in 2021 the number of enquiries and development applications remained considerably higher than prior to 2020. With a broad range of process improvements, software implementation, additional staff resources it is anticipated that for the 2021 year applications will increase based on the high number of 2020 enquiries and that staff will be better positioned to provide improved customer service.</p>	Core service demands approximately 90% of divisional resources currently.
Development Approval Processes Review / Process Improvement	<p>Grant-funded project to review processes and assess opportunities for streamlining/online services.</p> <p>Anticipated to lead into process improvement projects.</p>	2022 completion	UBCM grant.
Complete Regional Growth Baseline Project	Enhanced regional planning basis; drive improvements to jurisdictional planning and/or support next steps on a regional growth strategy.	Q2 2022 completion	Prior year one-time operating approval

**Proposed Initiatives for 2022:**

One Budget Proposal for Planning Enhancement Project for 2022 – Additional (prorated) F.T.E. for long-range planning support paired with an ongoing investment in renewing core land use bylaws.

**2021-2022 Budget Changes:**

None planned other than proposed initiative.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Building Inspection Services	Manager:	Allen Whittleton
Service Year:	2022	Function:	520
Department:	Planning and Development	Status:	

## Budget Summary

Building Inspection Services		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
520		2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>								
Tax Requisitions		36	40	-	-	-	-	-
User Fees & Service Charges		969,341	838,659	860,292	880,224	880,224	880,224	876,720
Internal Recoveries		3,761	-	-	-	-	-	-
Other Revenue		3,313	600	600	600	600	600	600
<b>Total Revenues</b>		<b>976,451</b>	<b>839,299</b>	<b>860,892</b>	<b>880,824</b>	<b>880,824</b>	<b>880,824</b>	<b>877,320</b>
<b>Expenses</b>								
Administration		142,668	142,668	140,400	143,916	143,916	143,916	140,400
Wages and Benefits		560,356	632,951	656,808	673,236	673,236	673,236	673,236
Operating		41,836	61,735	57,695	57,696	57,695	57,695	57,695
Amortization of Tangible Capital Assets		13,526	11,801	11,796	11,796	11,796	11,796	11,796
<b>Total Expenses</b>		<b>758,386</b>	<b>849,155</b>	<b>866,699</b>	<b>886,644</b>	<b>886,643</b>	<b>886,643</b>	<b>883,127</b>
<b>Other</b>								
Transfer to/(from) Reserves		4,239	1,945	6,000	6,000	6,000	6,000	6,000
Unfunded Amortization		(13,526)	(11,801)	(11,796)	(11,796)	(11,796)	(11,796)	(11,796)
<b>Total Other</b>		<b>(9,287)</b>	<b>(9,856)</b>	<b>(5,796)</b>	<b>(5,796)</b>	<b>(5,796)</b>	<b>(5,796)</b>	<b>(5,796)</b>
<b>Building Inspection Services (Surplus)/Deficit:</b>		<b>(227,352)</b>	<b>-</b>	<b>11</b>	<b>24</b>	<b>23</b>	<b>23</b>	<b>11</b>

**2021 FTE Approved FTE Count** 6.07

**2022 Proposed FTE Count** 7.07

**FTE Change** 1.0

## Outlook for 2022:

- Construction activity in 2022 is anticipated to remain relatively strong. No changes are anticipated for the level of taxation required for the Building Inspection services.
- Building Inspection Division implemented Step 1 of the BC Energy Step Code January 1<sup>st</sup>, 2021. Consultation and information sharing with builders and homeowners will continue in 2022.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Delivery of permitting and inspection services	Timely, reliable, professional and courteous service aligned with provincial and local regulations	Ongoing	Core service demand almost the entirety of the Divisions resources.  In 2021, building permit fees surpassed projections and will result

			in a budget surplus for 2022.
Building sector knowledge	Support professional development of staff and of the Coast's building sector through training, information sharing, and dialogue with builders, etc. A particular area of focus is green building, alternative energy, etc.	Ongoing	Existing allocation.
Renew service delivery model with Sechelt Indian Government District	Review and improve communication, coordination and documentation of service delivery agreement	Ongoing	Existing allocation.
Development Approval Processes Review	Grant-funded project to review processes and assess opportunities for streamlining/online services.	2022 completion	UBCM grant.

#### **Proposed Initiatives for 2022:**

One Budget Proposal for Building Inspection Services for 2022 – Additional F.T.E. for Building Clerk to respond to increased service demand (See Proposals for Building Inspection Services).

#### **2021-2022 Budget Changes:**

None planned other than proposed initiative. This service remains 100% funded from permit fees.



# SERVICE PLAN LITE

## Department Summary

Division Summary:	Public Transit	Manager:	James Walton
Service Year:	2022	Function:	310
Department:	Community Services	Status:	

## Budget Summary

Public Transit	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
310	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	2,866,644	2,866,647	3,026,520	3,092,269	3,092,316	3,092,352	3,079,104
Government Transfers	1,780,336	2,231,222	1,796,652	1,796,652	1,796,652	1,796,652	1,796,652
User Fees & Service Charges	521,317	476,612	783,457	790,968	790,957	790,957	790,957
Other Revenue	7,216	3,611	3,612	3,612	3,612	3,612	3,612
<b>Total Revenues</b>	<b>5,175,513</b>	<b>5,578,092</b>	<b>5,610,241</b>	<b>5,683,501</b>	<b>5,683,537</b>	<b>5,683,573</b>	<b>5,670,325</b>
<b>Expenses</b>							
Administration	538,944	538,949	531,852	545,148	545,148	545,148	531,852
Wages and Benefits	2,428,252	2,823,812	2,773,716	2,734,332	2,734,332	2,734,332	2,734,332
Operating	1,692,350	2,339,386	2,419,176	2,404,008	2,404,056	2,404,092	2,404,128
Amortization of Tangible Capital Assets	14,270	34,605	34,608	34,608	34,608	34,608	34,608
<b>Total Expenses</b>	<b>4,673,816</b>	<b>5,736,752</b>	<b>5,759,352</b>	<b>5,718,096</b>	<b>5,718,144</b>	<b>5,718,180</b>	<b>5,704,920</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	-	12,000	5,256	-	-	-	-
Transfer to/(from) Reserves	-	(136,055)	(118,056)	-	-	-	-
Transfer to/(from) Appropriated Surplus	-	-	(1,704)	-	-	-	-
Unfunded Amortization	(14,270)	(34,605)	(34,608)	(34,608)	(34,608)	(34,608)	(34,608)
<b>Total Other</b>	<b>(14,270)</b>	<b>(158,660)</b>	<b>(149,112)</b>	<b>(34,608)</b>	<b>(34,608)</b>	<b>(34,608)</b>	<b>(34,608)</b>
<b>Public Transit (Surplus)/Deficit:</b>	<b>(515,967)</b>	<b>-</b>	<b>(1)</b>	<b>(13)</b>	<b>(1)</b>	<b>(1)</b>	<b>(13)</b>

<b>2021 FTE Approved FTE Count</b>	<b>31.46 FTE</b>
<b>2022 Approved FTE Count</b>	<b>31.20 FTE</b>
<b>Proposed 2022 FTE Count</b>	<b>1.4 Temporary (1 year – COVID)</b>
	<b>1.0 Permanent</b>
	<b>33.60 FTE</b>

## Outlook for 2022:

The Transit Division operates bus services 22 hours per day (only closed from 0200-0400hrs) and 365 days a year with a current inventory of 14 conventional buses and 3 Handy Dart vehicles. Transit Services will continue to provide core services (approved routes) at 100% service levels in 2022 (31,678 hours of conventional service and 3,626 hours of custom service). Enhanced cleaning of buses will also continue due to the ongoing pandemic providing an extra level of safety measures for the public. In partnership with BC Transit, Transit Services will continue to focus on increasing ridership and rebuilding customer confidence in public transit. Transit will continue to work closely with Human Resources on recruitment and retention strategies.

Transit expansion priorities resulting from the 2021 Transit Future Action Plan will be explored in the spring. Administration will examine the operational structure, resources and finances that support current services levels to identify what would be needed to consider expansion opportunities to better prepare for discussions with BC Transit.

In late 2021, BC Transit introduced the development of an Operations Standards Manual that will initially focus on training, customer service, communication and brand consistency. All transit services in BC will expected to meet these identified operating standards. It is unknown at this time, if current service standards will meet the new Operations Standards Manual requirements, and may need to be discussed in future Annual Operating Agreement negotiations.

#### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Transit Operations	Continue to provide conventional and custom transit services as per the Annual Operating Agreement with BC Transit	Ongoing	Base Operating Budget
Transit Operations	Continue to provide enhanced cleaning and disinfecting of buses.	Ongoing	2022 Budget request and Annual Operating Agreement with BC Transit
Transit Operations	Ongoing recruitment, orientation and training of Transit Drivers to maintain service levels.	Ongoing	2022 Budget request and Ongoing Base Operating Budget
Transit Operations	In partnership with BC Transit, identify the gaps in service levels between operations and the new BC Transit Operations Standards manual.	Q1-Q4	BC Transit  Annual Operating Agreement with BC Transit
Transit Future Action Plan (TFAP)	In partnership with BC Transit, completion of the Transit Future Action Plan review.  Implementation strategy for the revised priorities identified in the TFAP update.	Q1-Q3	BC Transit  Annual Operating Agreement with BC Transit
Bus Shelter Program Development	To develop a bus shelter program that includes: <ul style="list-style-type: none"> <li>- current inventory and asset condition assessments</li> <li>- standards for bus shelters</li> <li>- implementation plan (phased approach)</li> <li>- budget implications (capital, operational, asset replacement)</li> <li>- Identification of possible funding opportunities</li> </ul>	Q2-Q4	Capacity is dependent upon 2022 Budget request for Transit Superintendent.  Base operating budget
Custom Transit Review	Depending on BC Transits capacity to partner, conduct a Custom Transit Review.	Q3-Q4	BC Transit  Capacity is also dependent upon 2022 Budget request for Transit Superintendent.  Base operating budget
Bike Locker Program	Provide recommendation on future of Transit Bike Locker program.	Q1	Base operating budget
Website Updates	As per the corporate initiative to update the website, Transit will need to assign resources to populate and update the new website pages	Q2-Q3	Base operating budget

**Proposed Initiatives for 2022:**

<b>Name</b>	<b>Budget Requested</b>	<b>Source</b>
COVID Expenses - Wages (1.40 FTE one time expense)	\$94,212.00	Reserves
COVID Expenses - Material and Supplies (one time expense)	\$12,000.00	Reserves
Security System and CCTV (one time expense)	\$3,250.00	Reserves
Transit Superintendent (1.0 FTE ongoing), assumes recruitment in May)	\$87,667.00	Taxation
Driver Orientation and Training (ongoing)	\$11,500.00	Taxation
COVID-19 Backfill and Overtime (one time expense)	\$80,000.00	Reserves
Pressure Washer Replacement (one time expense)	\$10,500.00	Reserves
<b>Total</b>	<b>\$299,129.00</b>	

**2021-2022 Budget Changes:**

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Fleet (Maintenance Facility)	Manager:	James Walton
Service Year:	2022	Function:	312
Department:	Community Services	Status:	

## Budget Summary

<b>Fleet Maintenance</b>	<b>Actuals</b>	<b>Amended Budget</b>	<b>Round 1 Budget</b>	<b>Financial Plan: Forecast Budget</b>			
<b>312</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenues</b>							
Tax Requisitions	-	-	-	-	-	-	-
Investment Income	9,996	10,001	10,944	11,928	12,960	14,016	15,132
Internal Recoveries	1,230,591	1,450,550	1,452,228	1,452,228	1,452,228	1,452,228	1,452,228
Other Revenue	2,700	9,100	9,096	9,096	9,096	9,096	9,096
<b>Total Revenues</b>	<b>1,243,287</b>	<b>1,469,651</b>	<b>1,472,268</b>	<b>1,473,252</b>	<b>1,474,284</b>	<b>1,475,340</b>	<b>1,476,456</b>
<b>Expenses</b>							
Administration	33,600	33,598	47,160	48,336	48,336	48,336	47,160
Wages and Benefits	529,123	586,399	603,828	618,924	618,924	618,924	618,924
Operating	785,213	923,664	891,551	891,552	891,347	891,143	891,190
Debt Charges - Interest	19,860	19,862	19,862	19,860	19,862	19,862	9,931
Amortization of Tangible Capital Assets	31,230	36,607	36,612	36,612	36,612	36,612	36,612
<b>Total Expenses</b>	<b>1,399,026</b>	<b>1,600,130</b>	<b>1,599,013</b>	<b>1,615,284</b>	<b>1,615,081</b>	<b>1,614,877</b>	<b>1,603,817</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	178	20,000	136,500	-	-	-	-
Proceeds from Long Term Debt	-	-	(131,256)	-	-	-	-
Debt Principal Repayment	23,664	23,669	46,056	51,564	52,836	54,144	55,248
Transfer to/(from) Reserves	(12,401)	(137,541)	(141,408)	(156,948)	(156,984)	(157,032)	(145,956)
Unfunded Amortization	(31,230)	(36,607)	(36,612)	(36,612)	(36,612)	(36,612)	(36,612)
<b>Total Other</b>	<b>(19,789)</b>	<b>(130,479)</b>	<b>(126,720)</b>	<b>(141,996)</b>	<b>(140,760)</b>	<b>(139,500)</b>	<b>(127,320)</b>
<b>Fleet Maintenance (Surplus)/Deficit:</b>	<b>135,950</b>	<b>-</b>	<b>25</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>41</b>

**2021 FTE Approved FTE Count**

**6.28 FTE**

**2022 Approved FTE Count**

**6.25 FTE**

**FTE Change**

**No change**

**Proposed 2022 FTE Count**

**No change**

**6.25 FTE**

## Outlook for 2022:

Located at the Mason Road Works Yard, Maintenance Facility, otherwise known as Fleet, provides preventative maintenance and repairs to all of the SCRD fleet and mobile equipment (e.g. fire trucks, trucks, trailers, mowers, tractors, utility vehicles, buses, Handydart vans, generators, and various other pieces of equipment with inventory totaling ~170 pieces). Fleet also maintains a fuel system, provides fleet insurance coverage, repairs metal equipment and performs some fabrication work for Parks and Works. Fleet generates revenue from other departments by working on vehicles at an hourly charge out rate. Recoveries come from BC Transit for maintenance of buses. All parts and fuel are billed directly to the divisions. The charges paid by other departments result in Fleet being a revenue neutral division.

Fleet will continue to provide ongoing support for the migration to electric vehicles, including the procurement of vehicles and infrastructure as well as ongoing maintenance of same.

The scoping of a Corporate Fleet strategy will begin in Q4, with project initiation anticipated in 2023.

#### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Fleet Operations	Conduct annual Commercial Vehicle Inspections	Q2-Q3	Base operating budget
Fleet Operations	Conduct annual fleet inspections on all BC Transit Buses	Q3-Q4	Base operating budget
Fleet Operations	Annual fleet servicing of SCRD generators	ongoing	Base operating budget
Fleet Operations	Preventative and scheduled maintenance of SCRD vehicles and equipment	ongoing	Base operating budget
Fleet Management	Begin to develop the scope of a Corporate Fleet strategy.	Q3-Q4	Base operating budget

#### Proposed Initiatives for 2022:

Name	Budget Requested	Source
Garage Hoist Replacement (one time)	\$131,250.00	Debt
Security System and CCTV (one time)	\$3,250.00	Reserves
<b>Total</b>	<b>\$ 134,500.00</b>	

#### 2021-2022 Budget Changes:

No changes are requested in 2022.

# SERVICE PLAN LITE

## Department Summary

Division Summary: Building Maintenance

Manager: Allen van Velzen

Service Year: 2022

Function: 313

Department: Community Services

Status:

## Budget Summary

Building Maintenance Services		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
313		2021	2021	2022	2023	2024	2025	2026
Revenues								
User Fees & Service Charges		-	-	-	-	-	-	-
Internal Recoveries		226,506	382,717	394,187	395,772	395,784	395,784	395,520
Other Revenue		-	-	-	-	-	-	-
Total Revenues		226,506	382,717	394,187	395,772	395,784	395,784	395,520
Expenses								
Administration		10,368	10,367	10,980	11,256	11,256	11,256	10,980
Wages and Benefits		240,721	323,854	331,489	339,780	339,780	339,780	339,780
Operating		12,169	39,772	39,804	39,816	39,732	39,732	39,744
Debt Charges - Interest		209	-	-	-	-	-	-
Amortization of Tangible Capital Assets		-	7,019	7,020	7,020	7,020	7,020	7,020
Total Expenses		263,467	381,012	389,293	397,872	397,788	397,788	397,524
Other								
Capital Expenditures (Excluding Wages)		-	25,000	-	-	-	-	-
Proceeds from Long Term Debt		-	(25,000)	-	-	-	-	-
Debt Principal Repayment		7,202	8,724	11,916	4,932	5,028	5,028	5,028
Unfunded Amortization		-	(7,019)	(7,020)	(7,020)	(7,020)	(7,020)	(7,020)
Total Other		7,202	1,705	4,896	(2,088)	(1,992)	(1,992)	(1,992)
Building Maintenance Services (Surplus)/Deficit:		44,163	-	2	12	12	12	12

2021 FTE Approved FTE Count

3.51 FTE

2022 Approved FTE Count

3.49 FTE

FTE Change

0

## Outlook for 2022:

Building Maintenance provides scheduled preventative maintenance services to 25 Regional District-owned and operated buildings. Building Maintenance also provides on-request and emergency service to all other Regional District-owned and operated buildings subject to staff resource capacity.

- Provide preventative maintenance services for 25 Regional District-owned and operated buildings.
- Provide maintenance support upon request from other departments as capacity permits.

#### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
<b>Core Service:</b> Preventative maintenance.	Plan, schedule and complete routine scheduled preventative maintenance tasks at supported buildings.	Ongoing	Internal Recovery
<b>Core Service:</b> Maintenance support as capacity permits	Prioritize and complete tickets received for support to complete emerging repairs and priority tasks.	Ongoing	Internal Recovery
Relocate Building Maintenance Office to SCA	Complete planned move of building maintenance office to SCA	January to March	Base Operating Budget
Development of Safety Procedures	Review work tasks to identify where additional safe work procedures are needed and develop procedures. Review and update existing safe work procedures	January to December	Base Operating Budget
Asset Retirement Obligations	Work with Finance to identify asset retirement obligations	January to December	Internal Recovery

#### Proposed Initiatives for 2022:

No changes requested at this time.

#### 2021-2022 Budget Changes:

No changes requested at this time.



# SERVICE PLAN LITE

## Department Summary

Division Summary: Ports

Manager: Shelley Gagnon

Service Year: 2022

Function: 345 and 346

Department: Community Services

Status: Draft

## Budget Summary

Ports Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
345	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	732,288	757,282	741,096	743,592	742,464	651,708	650,724
User Fees & Service Charges	1,083	-	-	-	-	-	-
Other Revenue	4,083	2,665	2,664	2,664	2,664	2,664	2,664
<b>Total Revenues</b>	<b>737,454</b>	<b>759,947</b>	<b>743,760</b>	<b>746,256</b>	<b>745,128</b>	<b>654,372</b>	<b>653,388</b>
<b>Expenses</b>							
Administration	32,664	32,668	39,528	40,512	40,512	40,512	39,528
Wages and Benefits	19,332	109,690	105,337	107,976	107,976	107,976	107,976
Operating	136,301	202,189	145,908	134,784	123,660	122,904	122,904
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	105,430	78,722	78,720	78,720	78,720	78,720	78,720
<b>Total Expenses</b>	<b>293,727</b>	<b>423,269</b>	<b>369,493</b>	<b>361,992</b>	<b>350,868</b>	<b>350,112</b>	<b>349,128</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	109,611	779,736	-	-	-	-	-
Debt Principal Repayment	90,000	90,000	90,000	90,000	90,000	-	-
Transfer to/(from) Reserves	273,393	(454,336)	363,000	373,008	383,004	383,004	383,004
Unfunded Amortization	(105,430)	(78,722)	(78,720)	(78,720)	(78,720)	(78,720)	(78,720)
<b>Total Other</b>	<b>367,574</b>	<b>336,678</b>	<b>374,280</b>	<b>384,288</b>	<b>394,284</b>	<b>304,284</b>	<b>304,284</b>
Ports Services (Surplus)/Deficit:	(76,153)	-	13	24	24	24	24

Langdale Dock	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
346	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	33,648	33,647	33,420	33,468	33,468	33,468	33,420
<b>Total Revenues</b>	<b>33,648</b>	<b>33,647</b>	<b>33,420</b>	<b>33,468</b>	<b>33,468</b>	<b>33,468</b>	<b>33,420</b>
<b>Expenses</b>							
Administration	2,220	2,218	1,992	2,040	2,040	2,040	1,992
Operating	31,429	31,429	31,428	31,428	31,428	31,428	31,428
<b>Total Expenses</b>	<b>33,649</b>	<b>33,647</b>	<b>33,420</b>	<b>33,468</b>	<b>33,468</b>	<b>33,468</b>	<b>33,420</b>
Langdale Dock (Surplus)/Deficit:	1	-	-	-	-	-	-

2021 FTE Approved FTE Count

1.10 FTE

2022 Approved FTE Count

1.05 FTE

FTE Change

None

### Outlook for 2022:

Based on a referendum in 2000, the SCRD maintains and operates nine docks, including Hopkins, Halfmoon Bay, Vaucroft Beach, Gambier Harbour, Port Graves, Halkett Bay, Keats Landing, Eastbourne and West Bay, with a combined asset value of over \$10M.

Unfortunately, recruiting efforts for the identified staffing position for Ports approved in the 2021 budget have been unsuccessful, however, recruitment efforts will continue. Priorities for 2022 includes the completion of major inspections on our 9 ports, as well continued investment into critical infrastructure repairs and replacements. In partnership with the Squamish Nation Marine Group, the SCRD is committed to help facilitate a community dock strategy that explores a way to retain the New Brighton dock for community use as an option for the Squamish Nation to consider.

### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Routine preventative maintenance and minor repairs	Completion of annual inspections / repair visits completed through a master service agreement (3x/yr).  Sustainable, cost-effective asset management and prevention of service interruptions	Ongoing	Base operating budget
Public information on docks/moorage	Provide timely, reliable information to residents and visitors about SCRD ports.	Ongoing	Base operating budget
Community cooperation and knowledge sharing	Support an effective Ports Monitors Committee (POMO), and host meetings 2x per year.	Ongoing	Base operating budget
Asset management	Completion of a major inspection of all nine ports will identify priorities for repair and replacements to maintain the asset.  Collection of valuable information to populate an asset management plan.	Every 5 years	Carry forward funding
Capital improvement projects	Complete capital replacement carry forward projects adhering to environmental regulations and limiting service disruption.	2022/2023	Carry forward funding
Facilitate and support the provision of public docks (New Brighton Dock)	In partnership with the Squamish Nation Marine Group, and Gambier Island Community Association, facilitate a community conversation regarding the New Brighton dock and conduct any studies required in the process.	2022	Carry Forward project

### Proposed Initiatives for 2022:

No changes requested at this time.

### 2021-2022 Budget Changes:

No changes requested at this time.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Cemeteries	Manager:	Kevin Clarkson
Service Year:	2022	Function:	400
Department:	Community Services	Status:	

## Budget Summary

<b>Cemetery</b>	<b>Actuals</b>	<b>Amended Budget</b>	<b>Round 1 Budget</b>	<b>Financial Plan: Forecast Budget</b>			
<b>400</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenues</b>							
Tax Requisitions	104,952	104,956	110,412	112,644	112,644	112,644	112,212
User Fees & Service Charges	94,056	61,134	61,140	61,140	61,140	61,140	61,140
Other Revenue	35	-	-	-	-	-	-
<b>Total Revenues</b>	<b>199,043</b>	<b>166,090</b>	<b>171,552</b>	<b>173,784</b>	<b>173,784</b>	<b>173,784</b>	<b>173,352</b>
<b>Expenses</b>							
Administration	17,688	17,682	17,004	17,436	17,436	17,436	17,004
Wages and Benefits	56,506	68,717	73,920	75,744	75,744	75,744	75,744
Operating	57,069	86,691	62,616	62,616	62,616	62,616	62,616
Amortization of Tangible Capital Assets	2,670	3,198	3,204	3,204	3,204	3,204	3,204
<b>Total Expenses</b>	<b>133,933</b>	<b>176,288</b>	<b>156,744</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	<b>158,568</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	18,920	24,000	-	-	-	-	-
Transfer to/(from) Reserves	(920)	(31,000)	18,000	18,000	18,000	18,000	18,000
Unfunded Amortization	(2,670)	(3,198)	(3,204)	(3,204)	(3,204)	(3,204)	(3,204)
<b>Total Other</b>	<b>15,330</b>	<b>(10,198)</b>	<b>14,796</b>	<b>14,796</b>	<b>14,796</b>	<b>14,796</b>	<b>14,796</b>
<b>Cemetery (Surplus)/Deficit:</b>	<b>(49,780)</b>	<b>-</b>	<b>(12)</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**2021 FTE Approved FTE Count** 0.78 FTE

**2022 Approved FTE Count** 0.83 FTE

**Proposed 2022 FTE Count** **No change** **0.73 FTE**

## Outlook for 2022:

SCRD currently operates and maintains three community cemeteries: Seaview, Kleindale and Elphinstone. These combined assets vary considerably in their purpose, amenities and levels of use. SCR D provides direct services for plot sales, coordinating interments and maintenance activities. Plot excavation services and some maintenance duties are also conducted through contracted services.

Seaview Cemetery located in Roberts Creek, is approximately 2.3 hectares in size and contains approximately 1,800 interments including casket burials, in-ground cremations and above-ground columbarium niches. As a sanctioned municipal cemetery, Seaview Cemetery provides an important public service for the Sunshine Coast.

Kleindale Cemetery, located in Madeira Park is not a sanctioned cemetery. Immediately following SCR D acquisition, Kleindale Cemetery was closed for cemetery service and is only currently operated as a regular park-site property by staff.

Elphinstone Cemetery is an open and sanctioned cemetery with a license to operate as such. Cemetery Services respects and honors any reservations that were acquired prior to SCR D acquisition of the property, but no new

reservations or interments are currently admitted due to the requirement for site design, plot and boundary survey and master planning.

In addition to core services, Cemetery Services will focus on efficiencies, reviewing work flow and processes, and exploring current software capabilities, to match delivery capacity with increasing demand for services. The completion of a Cemetery Master Plan (carry forward funding from 2018) is also a priority. The objective of the master plan is to better understand the capital, operating and spatial needs for the long-term fiscal, social and environmental sustainability of cemetery services over the next 25 years. The plan will include an analysis of current services and infrastructure, identify and prioritize challenges and needs, provide recommendations for future service delivery and presents a guide for implementing the recommendations. Given the pace at which demographics, interment trends and memorialization patterns are changing, the plan will also need to address the key community needs for meaningful places of burial and commemoration.

#### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Ongoing cemetery / park maintenance	Completion of ongoing maintenance and repairs to the cemetery grounds, signage, landscaping, pruning, headstone installations, maintenance of fencing, columbarium's and other assets.	Ongoing	Base Operating Budget
Delivery of cemetery services to the public	Plot and niche sales, administration, counter service, updating of public facing materials and communications, accounting, and responding to customer inquiries.	Ongoing	Base Operating Budget
Ensure regulatory compliance	Adherence to the Cemetery Act and mandated compliance inspections by Consumer Protection BC.	Ongoing	Base Operating Budget
Planning for the future	Completion of the Cemetery Master Plan	Q3	One time funding (carry forward)
Asset Management Plan	Begin an asset registry for Cemetery Services equipment, machinery and assets and start to develop long term capital plan. Work with Finance on asset retirement obligations as required.	Q2-Q3	Base Operating Budget
Document service levels	Develop a thorough inventory of all equipment, machinery and assets. Document service levels.	Q1-Q3	Base Operating Budget

#### Proposed Initiatives for 2022:

No changes requested at this time.

#### 2021-2022 Budget Changes:

No changes requested at this time.

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Community Recreation Facilities	Manager:	Graeme Donn & Allen van Velzen
Service Year:	2022	Function:	615
Department:	Community Services	Status:	

## Budget Summary

Community Recreation Facilities	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
615	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	5,445,757	5,509,756	5,507,748	5,647,152	5,662,860	5,678,880	5,671,392
Frontage & Parcel Taxes	1,698,743	1,698,073	1,698,072	1,698,072	1,698,072	1,698,072	118,008
Government Transfers	30,595	-	-	-	-	-	-
User Fees & Service Charges	795,575	880,600	1,757,412	1,757,412	1,757,412	1,757,412	1,757,412
Investment Income	400,918	400,904	437,316	474,876	513,600	553,536	75,648
Other Revenue	2,288	17,858	17,856	17,856	17,856	17,856	17,856
<b>Total Revenues</b>	<b>8,373,876</b>	<b>8,507,191</b>	<b>9,418,404</b>	<b>9,595,368</b>	<b>9,649,800</b>	<b>9,705,756</b>	<b>7,640,316</b>
<b>Expenses</b>							
Administration	868,500	868,505	940,236	963,744	963,744	963,744	940,236
Wages and Benefits	2,801,244	3,490,041	3,629,916	3,695,521	3,695,521	3,695,521	3,695,521
Operating	1,266,856	1,876,233	1,869,024	1,855,019	1,852,980	1,850,916	1,850,916
Debt Charges - Interest	924,660	924,662	924,662	924,660	924,662	924,662	49,659
Amortization of Tangible Capital Assets	879,200	951,368	951,372	951,372	951,372	951,372	951,372
<b>Total Expenses</b>	<b>6,740,460</b>	<b>8,110,809</b>	<b>8,315,210</b>	<b>8,390,316</b>	<b>8,388,279</b>	<b>8,386,215</b>	<b>7,487,704</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	483,619	1,508,924	2,171,148	-	-	-	-
Proceeds from Long Term Debt	-	(175,000)	(917,604)	-	-	-	-
Debt Principal Repayment	1,174,320	1,174,315	1,332,671	1,463,868	1,504,607	1,546,619	363,666
Transfer to/(from) Reserves	(202,623)	(1,096,489)	(498,072)	692,557	708,276	724,296	740,328
Transfer to/(from) Appropriated Surplus	(64,000)	(64,000)	(33,600)	-	-	-	-
Transfer to/(from) Other Funds	(1,973)	-	-	-	-	-	-
Unfunded Amortization	(879,200)	(951,368)	(951,372)	(951,372)	(951,372)	(951,372)	(951,372)
<b>Total Other</b>	<b>510,143</b>	<b>396,382</b>	<b>1,103,171</b>	<b>1,205,053</b>	<b>1,261,511</b>	<b>1,319,543</b>	<b>152,622</b>
<b>Community Recreation Facilities (Surplus)/Deficit:</b>	<b>(1,123,273)</b>	<b>-</b>	<b>(23)</b>	<b>1</b>	<b>(10)</b>	<b>2</b>	<b>10</b>

<b>2021 FTE Approved FTE Count</b>	<b>41.88 FTE</b>
<b>2022 Approved FTE Count</b>	<b>41.72 FTE</b>
<b>Proposed 2022 FTE Count</b>	<b>0.7 FTE (funded through Parks) 42.42 FTE</b>

## Outlook for 2022:

Formally, [613] Facility Services is combined with [614] Recreation Services as [615] Community Recreation Facilities.

[613] Facility Services is a service established for the purpose of providing for the construction, capital improvements, operation and maintenance of the Gibsons and District Aquatic Centre, Gibsons and Area Community Centre, Sunshine Coast Arena and Sechelt Aquatic Centre. Staff also provide similar coordinated service (budgeted separately) to the Pender Harbour Aquatic and Fitness Centre.

[614] Recreation Services is a service established for providing Recreation Facilities and Recreational Programming for the community and surrounding region. Recreation is major contributor to people's quality of life, enhances physical, mental and social well-being, promotes healthy living and resiliency, and provides opportunities for social connectedness.

Core services for Community Recreation Facilities include:

- Provision of essential community spaces and places (operations of two pools, two arenas and two fitness centres along with ancillary spaces and meeting rooms).
- Delivery of accessible aquatic, fitness and ice and general recreation programming and services.
- Facility rentals, use and partnerships with community groups.
- Engage in continuous review and enhancement of customer services and business processes.

#### [613] 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Facility operation and preventative maintenance	Ensure safe, regulation-compliant operation of facilities.  Prevent breakdowns/service interruptions.  Maximize useful life of community assets.	Ongoing	Base Operating Budget
Planning and coordination of capital renewal projects.	Planning, coordination and procurement of goods and services to implement capital renewal projects.  Provide project oversight	Ongoing	Annual capital funding; some projects funded through one-time initiatives
Annual Facility Maintenance	Plan, schedule and complete annual maintenance at recreation facilities	Q1-Q3	Annual capital funding; some projects funded through one-time initiatives, some through Base Operating Budget
Development of Safety Procedures	Review work tasks to identify where additional safe work procedures are needed and develop procedures.  Review and update existing safe work procedures	Q1-Q4	Base Operating Budget
Climate Adaptation Internal Project	Work with Sustainable Development to collaborate on vulnerability mapping, risk analysis and adaptive design work.	Q1-Q4	Base Operating Budget
Asset Retirement Obligations	Work with Finance to identify asset retirement obligations	Ongoing	Base Operating Budget
Completion of Carry Forward Capital Renewal Projects	Complete 2021 carry forward projects <ul style="list-style-type: none"> <li>• GDAF Packaged Roof Top Unit</li> <li>• SCA Exterior Door Glazed</li> <li>• SCA Roof, Modified Bitumen</li> <li>• SCA Dehumidifier, Electric</li> <li>• SAC Water Piping, Pump Room(CPVC)</li> <li>• SAC Building Envelope Panel Drying</li> <li>• SAC Domestic Hot Water Boiler</li> </ul>	Q1-Q3	Annual capital funding



Completion of Carry Forward One Time Budget Projects	<ul style="list-style-type: none"> <li>Fall Protection Upgrades Phase One</li> <li>SCA Refrigeration Plant Regulatory Items</li> <li>SCA Parking Lot Lighting</li> </ul>	Q1-Q3	Carry Forward One Time Funding
SAC Fire Sprinkler System Replacement	Plan and coordinate the SAC sprinkler system replacement to occur in two phases starting in 2022	Q1 and Q2	Carry Forward One Time Funding and annual capital funding
Training and Development Program Implementation	Implement program to enhance staff skills, knowledge and experience	Q1-Q4	One time temporary operating budget funding
2022 Capital Projects	Plan, procure services, schedule and complete 27 new capital projects for 2022.	Q1-Q3	Capital Renewal Fund

**[614] 2022 Priorities:**

Core Service/Project	Goal	Timeline	Resourcing
Provide public access to Arena, Aquatic, and Fitness facilities and programs	Return the facilities to traditional operating hours and service levels. (Pending Public Health Orders and staffing)	Ongoing	Base Operating Budget
Program Delivery	Delivery of accessible recreation programs in Aquatics, Arenas, Fitness and General Recreation	Ongoing	Base Operating Budget
Community group partnership/space rental	Support community recreation priorities through providing facility space/services	Ongoing	Base Operating Budget
Business Process/Customer service Improvements	To support policy and procedure development.	Ongoing	Base Operating Budget
Respond to ongoing pandemic	As the pandemic continues and new Public Health Orders announced, Recreation Services will be required to respond accordingly which may impact the services being offered.	Ongoing	Base Operating Budget
Provision of facility bookings support for Parks	Continue to provide facility booking services for the Parks Department	Ongoing	Base Operating Budget
Joint-Use Agreement	Provide access to Recreation Facilities for School District groups/activities.  Resume recreation programming in schools	Ongoing	Base Operating Budget
Scheduling software implementation	See through the implementation of the scheduling software in Aquatics	Q1-Q2	Base Operating Budget
Programming Review and implementation	Complete the programming review and implement recommendations	Q1-Q3	One-time funding
Fees and Charges Bylaw Review and Recommendations	Complete the fees and charges review, and bring forward recommendations for Board consideration	Q1-Q3	Base Operating Budget
LIFE program Review (Financial Assistance program)	Complete a review of the Leisure Involvement For Everyone program and bring forward recommendations for Board consideration	Q2-Q4	Base Operating Budget
Staff Recruitment, Training and Development	Continue to recruit staff to address shortages, provide opportunities for training and development, and for staff to	Ongoing	Base Operating Budget



	strengthen their skills and abilities as it relates to their career.  Strengthen the provision of aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff and adapting to lifeguarding during COVID		
Aquatic Facility Safety Plans	Update the aquatic facility safety plans	Ongoing	Base Operating Budget
Programming Equipment Asset Management Plan	Continue to develop the Programming Asset Management Plan is currently underway	Ongoing	Base Operating Budget
Website Updates	As per the corporate initiative to update the website, Transit will need to assign resources to populate and update the new website pages	Q2-Q3	Base operating budget
Music Licensing Fee	Adhere to federal music licensing fee requirements when playing music in public facilities	Q1	Base Operating Budget

#### Proposed Initiatives for 2022:

Name	Budget Requested	Source
Water Management Plan Implementation	\$26,500.00	Taxation and COVID-19 Safe Restart Funding Grant
Health and Safety Requirements	\$105,000.00	Taxation
Domestic Hot Water System	\$35,000.00	Taxation
Non-Annual Maintenance	\$28,600.00	Taxation
Entandem Licensing Fees	\$4,250.00	Taxation

#### 2021-2022 Budget Changes:

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Pender Harbour Aquatic & Fitness Centre	Manager:	Graeme Donn
Service Year:	2022	Function:	625
Department:	Community Services	Status:	

## Budget Summary

Pender Harbour Pool	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
625	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	576,432	576,433	594,516	607,128	607,128	607,128	605,580
Frontage & Parcel Taxes	48,552	48,519	48,516	48,516	48,516	48,516	48,516
Government Transfers	742	-	-	-	-	-	-
User Fees & Service Charges	56,794	41,500	90,096	90,096	90,096	90,096	90,096
Investment Income	15,672	15,673	17,460	19,320	21,264	23,268	25,368
Other Revenue	3,865	-	-	-	-	-	-
<b>Total Revenues</b>	<b>702,057</b>	<b>682,125</b>	<b>750,588</b>	<b>765,060</b>	<b>767,004</b>	<b>769,008</b>	<b>769,560</b>
<b>Expenses</b>							
Administration	62,388	62,391	61,620	63,156	63,156	63,156	61,620
Wages and Benefits	282,018	385,641	442,632	453,696	453,696	453,696	453,696
Operating	75,742	150,751	155,976	155,376	155,376	155,376	155,376
Debt Charges - Interest	19,464	19,466	19,466	19,464	19,466	19,466	19,466
Amortization of Tangible Capital Assets	85,510	97,998	98,004	98,004	98,004	98,004	98,004
<b>Total Expenses</b>	<b>525,122</b>	<b>716,247</b>	<b>777,698</b>	<b>789,696</b>	<b>789,698</b>	<b>789,698</b>	<b>788,162</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	5	10,000	9,996	9,996	9,996	9,996	9,996
Debt Principal Repayment	44,724	44,726	46,513	48,372	50,317	52,321	54,421
Transfer to/(from) Reserves	21,324	9,150	15,000	15,000	15,000	15,000	15,000
Transfer to/(from) Appropriated Surplus	-	-	(600)	-	-	-	-
Unfunded Amortization	(85,510)	(97,998)	(98,004)	(98,004)	(98,004)	(98,004)	(98,004)
<b>Total Other</b>	<b>(19,457)</b>	<b>(34,122)</b>	<b>(27,095)</b>	<b>(24,636)</b>	<b>(22,691)</b>	<b>(20,687)</b>	<b>(18,587)</b>
Pender Harbour Pool (Surplus)/Deficit:	(196,392)	-	15	-	3	3	15

**2021 FTE Approved FTE Count**

**4.61 FTE**

**2022 Approved FTE Count**

**4.94 FTE**

**FTE Change**

**N/A**

## Outlook for 2022:

This service provides and maintains aquatic and fitness facilities for residents of Electoral Area A and provides programming and recreational opportunities at the Pender Harbour Aquatic and Fitness Centre. The pool is located in the Pender Harbour High School and is operated by the SCRD. Recreation is major contributor to people's quality of life, enhances physical, mental and social well-being, promotes healthy living and resiliency, and provides opportunities for social connectedness.

Core services for the Pendor Harbour Aquatic & Fitness Centre include:

- Provision of essential community spaces and places (operations of a pool and fitness centre)
- Delivery of accessible aquatic and recreation programming and services.
- Facility rentals, use and partnerships with community groups.

- Engage in continuous review and enhancement of customer services and business processes.

Aligned with the SCRD's Asset Management Plan, an updated facility-level asset management plan and associated capital plan for Pender Harbour Aquatic and Fitness Centre is being developed.

As we continue to move forward with the development of a capital plan, earmarking these items will help establish and implement a detailed, formal asset management strategy:

- Continue to provide access to recreation facilities
- Provide Aquatic and Fitness programming and services as permitted during the Covid-19 Pandemic and ongoing PHO changes
- Initiate proposed programming review to determine standardized performance measures for recreation services. Review service levels in all areas and adjust programming to meet approved service levels, balanced with community needs
- Strengthen SCRD Aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff and adapting to lifeguarding during COVID
- Review business processes and customer service for enhancement opportunities
- Enhanced business processes, such as the introduction of a scheduling software, to streamline operations and improve overall scheduling and certification related efficiencies
- Staffing/Recruitment
- Preventative Maintenance and Capital Planning

#### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Facility operation and preventative maintenance	Ensure safe, regulation-compliant operation of facility.  Prevent breakdowns/service interruptions.  Maximize useful life of community assets.	Ongoing	Base Operating Budget
Annual Facility Maintenance	Plan, schedule and complete annual maintenance at recreation facilities	Q3	Projects funded through one-time initiatives, some through Base Operating Budget
Provide public access to Aquatic and Fitness facility and programs	Return the facility to traditional operating hours and service levels. (Pending Public Health Orders and staffing)	Ongoing	Base Operating Budget
Program Delivery	Delivery of accessible recreation programs in Aquatics and Fitness	Ongoing	Base Operating Budget
Community group partnership/space rental	Support community recreation priorities through providing facility space/services	Ongoing	Base Operating Budget
Business Process/Customer service Improvements	To support policy and procedure development.	Ongoing	Base Operating Budget
Respond to ongoing pandemic	As the pandemic continues and new Public Health Orders announced, the facility will be required to respond accordingly which may impact the services being offered.	Ongoing	Base Operating Budget
Joint-Use Agreement	Provide access to Recreation Facilities for School District groups/activities.	Ongoing	Base Operating Budget

	Resume recreation programming in schools		
Scheduling software implementation	See through the implementation of the scheduling software in Aquatics	Q1-Q2	Base Operating Budget
Programming Review and implementation	Complete the programming review and implement recommendations	Q1-Q3	One-time funding
Fees and Charges Bylaw Review and Recommendations	Complete the fees and charges review, and bring forward recommendations for Board consideration	Q1-Q3	Base Operating Budget
LIFE program Review (Financial Assistance program)	Complete a review of the Leisure Involvement For Everyone program and bring forward recommendations for Board consideration	Q2-Q4	Base Operating Budget
Staff Recruitment, Training and Development	Continue to recruit staff to address shortages, provide opportunities for training and development, and for staff to strengthen their skills and abilities as it relates to their career.  Strengthen the provision of aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff and adapting to lifeguarding during COVID	Ongoing	Base Operating Budget
Aquatic Facility Safety Plans	Update the aquatic facility safety plans	Ongoing	Base Operating Budget
Website Updates	As per the corporate initiative to update the website, Transit will need to assign resources to populate and update the new website pages	Q2-Q3	Base operating budget
Music Licensing Fee	Adhere to federal music licensing fee requirements when playing music in public facilities	Q1	Base Operating Budget
Capital Asset Management Plan	Continue to develop a Capital Asset Management Plan for this Facility.	Ongoing	Base operating funding

#### Proposed Initiatives for 2022:

Name	Budget Requested	Source
Entandem Licensing Fees	\$750.00	Taxation
Water Management Plan Implementation	\$1,750.00	Taxation
Non-Annual Maintenance Items – Water Storage solutions	\$10,000.00	Reserves
Storage Container	\$10,000.00	Reserves
Non-Annual Maintenance Items – Natatorium Ceiling Painting	\$12,000.00	Reserves
Non-Annual Maintenance Items – Pool Basin Painting	\$12,000.00	Reserves

#### 2021-2022 Budget Changes:

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Parks Services	Manager:	Kevin Clarkson
Service Year:	2022	Function:	650
Department:	Community Services	Status:	

## Budget Summary

Community Parks	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
650	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	1,871,528	1,886,276	1,891,368	1,946,256	1,938,744	1,936,644	1,928,856
Government Transfers	36,706	2,013,642	-	-	-	-	-
User Fees & Service Charges	41,385	75,600	75,600	75,600	75,600	75,600	75,600
Investment Income	40,572	40,569	44,628	-	-	-	-
Gain on Disposal of Tangible Assets	(37,197)	-	-	-	-	-	-
Other Revenue	18,428	356,100	11,100	11,100	11,100	11,100	11,100
<b>Total Revenues</b>	<b>1,971,422</b>	<b>4,372,187</b>	<b>2,022,696</b>	<b>2,032,956</b>	<b>2,025,444</b>	<b>2,023,344</b>	<b>2,015,556</b>
<b>Expenses</b>							
Administration	233,388	233,390	228,624	234,336	234,336	234,336	228,624
Wages and Benefits	749,460	833,822	856,500	877,452	877,452	877,452	877,452
Operating	570,007	728,791	611,257	617,736	615,529	613,296	611,209
Debt Charges - Interest	27,758	27,482	27,482	-	-	-	-
Amortization of Tangible Capital Assets	179,352	256,933	256,932	256,932	256,932	256,932	256,932
<b>Total Expenses</b>	<b>1,759,965</b>	<b>2,080,418</b>	<b>1,980,795</b>	<b>1,986,456</b>	<b>1,984,249</b>	<b>1,982,016</b>	<b>1,974,217</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	27,548	3,572,182	-	-	-	-	-
Proceeds from Long Term Debt	-	(598,378)	-	-	-	-	-
Debt Principal Repayment	108,445	119,981	120,315	124,896	119,604	119,736	119,736
Transfer to/(from) Reserves	159,244	(286,440)	178,500	178,500	178,500	178,500	178,500
Transfer to/(from) Appropriated Surplus	(6,477)	(201,000)	-	-	-	-	-
Transfer to/(from) Other Funds	-	(57,643)	-	-	-	-	-
Unfunded Amortization	(179,352)	(256,933)	(256,932)	(256,932)	(256,932)	(256,932)	(256,932)
<b>Total Other</b>	<b>109,408</b>	<b>2,291,769</b>	<b>41,883</b>	<b>46,464</b>	<b>41,172</b>	<b>41,304</b>	<b>41,304</b>
<b>Community Parks (Surplus)/Deficit:</b>	<b>(102,049)</b>	<b>-</b>	<b>(18)</b>	<b>(36)</b>	<b>(23)</b>	<b>(24)</b>	<b>(35)</b>

**2021 FTE Approved FTE Count**

**9.35 FTE**

**2022 Approved FTE Count**

**8.92 FTE**

**Proposed 2022 FTE Count**

**1.0 Temporary (1 year)  
0.62 Permanent**

**10.54 FTE**

## Outlook for 2022:

From Gambier Island to Egmont, Parks currently operates and maintains 700 hectares of parkland with over 100 beach accesses and community parks, 1 campground, 5 sports fields, 5 community halls, approximately 71km of trails and 17km of bicycle/walking paths along with other parks infrastructure such as benches, tables, bridges, garbage receptacles and washrooms.

Successful operation of our vibrant community parks system relies on the provision of safe and functional park sites and amenities. Day-to-day operation of all SCRD parks is reliant on the guiding principle that routine maintenance, upgrades and inspections provide high quality recreational experiences for residents and visitors. In turn, these amenities are extremely well used and enjoyed.

New 2022 budget proposals are intended to field staff with additional resources aimed at maintaining services levels despite increased use of park spaces, coordination of important partnership/volunteer work projects, completion of back logged work, addressing long-standing initiatives and carry-forward projects, creating efficiencies and improved processes, and completion of the Parks Asset Management Plan.

#### 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Parks maintenance	Completion of ongoing inspections, operations, and maintenance of SCRD parks, beach accesses, active transportation routes, and park infrastructure. Includes: Landscaping, tree and brush maintenance, litter and graffiti control, wildfire risk prevention, pest management, trail and bike path maintenance, ongoing repairs, maintenance and replacement of park assets, removal of unauthorized structures, adherence to regulations and legislation.	Ongoing	Base Operating Budget
Playground Maintenance	Conduct regular inspections, maintenance and repairs. Seasonal maintenance, start up and shutdown of water park.	Ongoing	Base Operating Budget
Sports Fields Maintenance	Annual aeration, turf maintenance, repair and maintenance of irrigation systems.	Ongoing	Base Operating Budget
Management and Maintenance of Community Halls	Ensure safe, regulation-compliant operation of community halls. Plan, schedule and complete preventative maintenance tasks. Prevent breakdowns/service interruptions. Maximize useful life of community assets. Provide community rentals and bookings with support from Recreation Services.	Ongoing	Base Operating Budget
Campground Operations	Secure contractor for Campground operations. Conduct seasonal maintenance projects.	Ongoing	Base Operating Budget
Core Operations	Renewal and extension of various licenses, leases, agreements and contracts to align with core services of land management, administration and community partnerships.	Ongoing	Base operating budget
Completion of Carry Forward Projects	Complete 2021 Carry Forward projects including: <ul style="list-style-type: none"> <li>• Cemetery Master Plan</li> <li>• Coopers Green Hall Replacement</li> <li>• Coopers Green Boat Ramp Repairs</li> <li>• Bike Park /Pump track at Sprockids Park</li> <li>• Suncoaster Trail Phase 2 - Volunteer</li> <li>• Sport field equipment purchase</li> <li>• Priority repairs to community halls</li> </ul>	Ongoing	Carry forward funding
Asset Management Plan	Complete asset registry for park assets and community halls and develop long term capital plan. Includes: <ul style="list-style-type: none"> <li>- Trails</li> </ul>	Q1-Q4	Base Operating Budget



	<ul style="list-style-type: none"> <li>- Park infrastructure (i.e. benches, garbage receptacles, bridges, etc)</li> <li>- Park signs</li> <li>- Community Halls (5)</li> </ul> <p>Work with Finance on asset retirement obligations.</p>		
Document park service levels	<p>Develop a thorough inventory of all parkland and assets including ownership or agreements</p> <p>Establish a classification system with appropriate levels of service</p> <p>Compare current service level to desired service levels</p> <p>Improve statistics reporting, tracking and management (i.e. campground visitation, operational metrics, etc.)</p>	Q1-Q3	Base Operating Budget
Update important Bylaws and Policies impacting Parks.	Review and update Parks Bylaw as well as Fees and Charges and present recommendations for Board consideration.	Q1-Q4	Base operating budget
Develop Park Signs Standards	<p>Develop standards for the different classifications of parks signs (include considerations for integration of First Nations history/language)</p> <p>Completion of an inventory of current signs and condition report.</p>	Q3-Q4	Base operating budget
Engaging the community in park stewardship	<p>Implement the newly developed Community-Led Initiatives/Improvements process including:</p> <ul style="list-style-type: none"> <li>- Application process</li> <li>- Prioritization and planning</li> <li>- Approvals and Agreements</li> </ul>	Ongoing	Base operating budget
Planning for the future	Support the scoping for "Connected Coast" planning (connecting non-vehicular transportation infrastructure throughout the Sunshine Coast)	Q4	Base operating budget
Website Updates	As per the corporate initiative to update the website, Transit will need to assign resources to populate and update the new website pages	Q2-Q3	Base operating budget

#### Proposed Initiatives for 2022:

Name	Budget Requested	Source
Human resource lift for Recreation Services (support for sport field, park and community hall rentals, bookings, special events) (2 year pilot, assumes recruitment in May)	\$50,493.00	Taxation
Park Labourers (permanent)	\$38,231.00	Taxation
Temporary Parks Human Resource Lift (one year)	\$91,266.00	COVID-19 Safe Restart Funding Grant
Archeological and Environmental Studies (one time and ongoing)	\$50,000.00	Taxation and Reserves



Katherine lake and Lions Field Water Service contract	\$15,000.00	Taxation
Community Led Improvement Projects support	20,000.00	Taxation

**2021-2022 Budget Changes:**

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Dakota Ridge	Manager:	Kevin Clarkson
Service Year:	2022	Function:	680
Department:	Community Services	Status:	

## Budget Summary

<b>Dakota Ridge Recreation Service Area</b>	<b>Actuals</b>	<b>Amended Budget</b>	<b>Round 1 Budget</b>	<b>Financial Plan; Forecast Budget</b>			
<b>680</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Revenues</b>							
Tax Requisitions	200,376	200,378	203,292	206,052	206,052	206,052	205,344
User Fees & Service Charges	54,924	38,000	38,004	38,004	38,004	38,004	38,004
Other Revenue	-	2,000	2,004	2,004	2,004	2,004	2,004
<b>Total Revenues</b>	<b>255,300</b>	<b>240,378</b>	<b>243,300</b>	<b>246,060</b>	<b>246,060</b>	<b>246,060</b>	<b>245,352</b>
<b>Expenses</b>							
Administration	29,448	29,446	28,176	28,872	28,872	28,872	28,176
Wages and Benefits	61,381	80,219	84,312	86,364	86,364	86,364	86,364
Operating	96,622	130,713	130,824	130,824	130,824	130,824	130,824
Amortization of Tangible Capital Assets	38,310	45,966	45,972	45,972	45,972	45,972	45,972
<b>Total Expenses</b>	<b>225,761</b>	<b>286,344</b>	<b>289,284</b>	<b>292,032</b>	<b>292,032</b>	<b>292,032</b>	<b>291,336</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	-	80,500	-	-	-	-	-
Transfer to/(from) Reserves	-	(80,500)	-	-	-	-	-
Unfunded Amortization	(38,310)	(45,966)	(45,972)	(45,972)	(45,972)	(45,972)	(45,972)
<b>Total Other</b>	<b>(38,310)</b>	<b>(45,966)</b>	<b>(45,972)</b>	<b>(45,972)</b>	<b>(45,972)</b>	<b>(45,972)</b>	<b>(45,972)</b>
Dakota Ridge Recreation Service Area (Surplus)/Deficit:	(67,849)	-	12	-	-	-	12

<b>2021 FTE Approved FTE Count</b>	<b>0.84 FTE</b>
<b>2022 Approved FTE Count</b>	<b>0.85 FTE</b>
<b>Proposed 2022 FTE Count</b>	<b>No change</b>
	<b>0.85 FTE</b>

## Outlook for 2022:

Dakota Ridge (DR) Winter Recreation Area offers 20 kilometers of groomed cross-country ski trails (both classic and skate), 4 kilometers of groomed snowshoe trails, 3 kilometers of wilderness snowshoe trails, a family-friendly sledding area, visitor facilities like a public warming hut, as well as all associated infrastructure and equipment, service buildings, and equipment/work sheds. The facility tops out around 1,200m above sea level with spectacular views of the Salish Sea and surrounding mountains and is accessed via a 14 kilometer forest service access road (Sechelt/Wilson Forest Service Road off the end of Field Road in Wilson Creek). The success of winter season annual operations at DR relies on partnerships and close coordination between staff, volunteers and external service providers.

DR offers residents and visitors seasonal recreational opportunities and is open from December to the end of March annually; weather permitting. In addition to daily individual visitation, many user groups and organizations regularly utilize the facility for events and training during the winter season. Examples included local school programs, the Dakota Nordics Ski Club Jackrabbits program and the Dakota Ridge Loppet (community ski race). Overall, total annual winter visits to the facility are approximately 8,000.

Volunteers are a critical component of DR operations. Approximately 40 volunteers contribute over 2,000 hours of time annually during each DR winter operating season. Activities include trail hosts who meet and greet visitors and act as ambassadors on the weekends and a grooming team who help groom the facility three days a week, including weekends. During the ski season, Parks staff maintain the facility on Tuesdays and Fridays. Volunteers groom on Friday, Saturday and Sunday as needed. Volunteer trail hosts are on site to meet and greet and help issue tickets on Saturdays and Sundays. SCRD staff are responsible for annual planning, administration, pass sales, volunteer mobilization and maintenance tasks as required.

DR Winter is operated under a *Section 56* partnership agreement issued by the Ministry of Forests Lands Natural Resource Operations and Rural Development (FLNRORD), South Coast Recreation District, under *Section 118* of the *Forests and Range Practices Act*. This partnership allows the SCRD to operate and maintain the winter recreation area on a provincial crown land recreation area. The agreement also allows SCRD to charge user fees to partially offset operating costs. This provincial partnership agreement is slated for renewal in 2022.

The SCRD also has a Forest Service Road Maintenance agreement with BC FLNRORD to use and maintain the unpaved access road to the facility. The access road is seasonally plowed and maintained through contracted services.

DR facility infrastructure and machinery includes a parking lot, sledding area, warming hut, information kiosk and facility/trail map, outhouse, storage container, and equipment hut. Seasonally, the equipment hut and storage container house a Pisten Bully trail groomer (snowcat), two snowmobiles and a tracked UTV. The machines are used for operational grooming and transportation during the winter season, and are essential to the operation. Parks is finalizing the purchase of a new snowmobile, and is looking to complete carry forward minor capital improvements, including new visitor entry/kiosk and map signage, improvements to the equipment storage shed, and the purchase of a new drag behind trail groomer.

Focus on:

1. Supporting front-line staff and volunteers with resources and tools required for team success;
2. Advancing both tangible capital and natural asset management planning;
3. Undergoing a comprehensive internal service level review;
4. Renewal of the provincial Recreation partnership agreement;
5. Completion of important asset protection and maintenance measures;
6. Completion of approved capital carry-forward projects;
7. Vegetation maintenance, trimming and brushing sections of FSR access road.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Ongoing Operations	Conduct ongoing trail maintenance and management & facility operations, facility and equipment maintenance, ticket sales and accounting and marketing and promotions of service.	Ongoing	Base Operating Budget
Core operations	Intergovernmental liaison for agreements/permits/leases and communications.  Work with Recreation Officer on renewing the <i>Section 56</i> partnership agreement issued by the Ministry of Forests Lands Natural Resource Operations and Rural Development (FLNRORD), South Coast	Ongoing  Q2	Base Operating Budget

	Recreation District, under <i>Section 118</i> of the <i>Forests and Range Practices Act</i> .		
Seasonal Snow Removal and Access Road management	Road maintenance conducted to repair upper road sections and improve drainage including: <ul style="list-style-type: none"> <li>- Road Plowing/Maintenance</li> <li>- Brushing, trimming and vegetation maintenance</li> </ul> Regular public communications and updates	Ongoing	Base Operating Budget
Volunteer Management and Support	Continued focus on volunteer recruitment, training, coordination and retention technical and safety training and risk management.	Ongoing	Base Operating Budget
Asset Management Plan	Begin an asset registry for Dakota Ridge assets and start to develop long term capital plan. Work with Finance on asset retirement obligations as required.	Q2-Q3	Base Operating Budget
Completion of Carry Forward Projects	Complete 2021 Carry Forward projects including: <ul style="list-style-type: none"> <li>• Drag Behind Groomer</li> <li>• Storage Shed</li> <li>• Kiosk map/signage</li> </ul>	Ongoing	Carry forward funding
Document service levels	Develop a thorough inventory of all equipment, machinery and assets. Document service levels. Improve statistics reporting, tracking and management (i.e. visitation, operational metrics, etc.).	Q1-Q3	Base Operating Budget

#### Proposed Initiatives for 2022:

No changes requested at this time.

#### 2021-2022 Budget Changes:

No changes requested at this time.

# SERVICE PLAN LITE

## Department Summary

Division Summary: Regional Solid Waste

Manager: Robyn Cooper

Service Year: 2022

Function: 350

Department: Infrastructure Services

Status:

## Budget Summary

Regional Solid Waste	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
350	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Tax Requisitions	3,351,752	3,668,016	3,156,456	3,246,180	3,240,432	3,234,480	3,221,400
User Fees & Service Charges	2,664,404	2,997,006	3,001,716	3,002,304	3,002,304	3,002,304	3,002,304
Investment Income	21	-	-	-	-	-	-
Other Revenue	372,397	170,601	200,592	200,592	200,592	200,592	200,592
<b>Total Revenues</b>	<b>6,388,574</b>	<b>6,835,623</b>	<b>6,358,764</b>	<b>6,449,076</b>	<b>6,443,328</b>	<b>6,437,376</b>	<b>6,424,296</b>
<b>Expenses</b>							
Administration	565,992	565,998	612,936	628,248	628,248	628,248	612,936
Wages and Benefits	1,148,704	1,209,286	1,268,220	1,299,935	1,299,935	1,299,935	1,299,935
Operating	3,145,182	4,253,663	3,706,705	3,740,064	3,734,015	3,727,848	3,721,992
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	40,580	54,261	54,264	54,264	54,264	54,264	54,264
<b>Total Expenses</b>	<b>4,900,458</b>	<b>6,083,208</b>	<b>5,642,125</b>	<b>5,722,511</b>	<b>5,716,462</b>	<b>5,710,295</b>	<b>5,689,127</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	1,007,121	4,261,400	-	-	-	-	-
Proceeds from Long Term Debt	-	(1,681,400)	-	-	-	-	-
Debt Principal Repayment	-	126,229	233,064	320,088	320,388	320,616	320,616
Transfer to/(from) Reserves	79,575	(353,870)	(312,108)	(339,216)	(339,216)	(339,216)	(331,128)
Transfer to/(from) Other Funds	(842,987)	(42,883)	-	-	-	-	-
Transfer to/(from) Accumulated Surplus	-	(50,000)	-	-	-	-	-
Prior Year (Surplus)/Deficit	93,595	247,200	49,992	-	-	-	-
Unfunded Amortization	(40,580)	(54,261)	(54,264)	(54,264)	(54,264)	(54,264)	(54,264)
Transfer (to)/from Unfunded Liability	800,002	(1,700,000)	800,004	800,004	800,004	800,004	800,004
<b>Total Other</b>	<b>1,096,826</b>	<b>752,415</b>	<b>716,688</b>	<b>726,612</b>	<b>726,912</b>	<b>727,140</b>	<b>735,228</b>
Regional Solid Waste (Surplus)/Deficit:	(391,290)	-	49	47	46	59	59

**2021 FTE Approved FTE Count**

**12.54**

**2022 Approved FTE Count**

**13.05**

**FTE Change**

**0.51**

## Outlook for 2022:

2022 will have many developments impacting the work of the Solid Waste Services Division under Regional Solid Waste [350]. Some of these include: projects supporting decisions regarding future waste disposal options; closure of a portion of the Sechelt Landfill; landfill disposal regulations for food and paper; pending Board direction regarding the green waste recycling program and an amendment and update to the Solid Waste Management Plan. All of these impact the volume of work to be completed as well as the timing and sequencing of current and future solid waste projects, programs and services.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
SWMP	Amend SWMP to include provision for temporary waste export	Q4 2021- Q1 2022	Strategic Initiatives & Solid Waste Divisions
	Update SWMP	Q1 2022- Q4 2023	Strategic Initiatives & Solid Waste Divisions with support from Communications; Contracted consultant services
Waste Composition Study	Complete waste composition study for Sechelt Landfill and Pender Harbour Transfer Station	Q4 2021- Q4 2022	Contracted consultant services supported by Solid Waste Division
Future Waste Disposal Options	Complete further analysis of determining whether the SCRD will pursue a new landfill or waste export	Q3 2021- Q4 2022	General Manager, Strategic Initiatives and Solid Waste Divisions; contracted consultant services
Biocover Feasibility Study – Phase 2	Complete Phase 2 and present results to Board	Q1 2021- Q4 2022	Solid Waste divisions; contracted consultant services
Pender Harbour Transfer Station Site Improvements	Replace generator	Q4 2021/ Q1 2022	Solid Waste division
	Install traffic lights	Q4 2021- Q1 2022	Solid Waste division
	Complete site improvements based on results of site assessment	Q3 2022 – Q4 2023	Solid Waste division; contracted landfill engineer & construction services
Sechelt Landfill Power Conversion	Hydro power connected	Q3 2021- Q3 2022	Capital Projects; BC Hydro; contracted landfill engineer
Sechelt Landfill Stage H+ Closure	Closure complete	Q4 2021- Q3 2022	Solid Waste division, contracted landfill engineer & construction services
Corporate Recycling Program	Implement 3-stream program at all SCRD facilities (garbage, recycling, compost)	By end of Q2 2022	Solid Waste division, communications
MOE required reporting	Complete MOE required reporting for Sechelt Landfill	Q3 2022 to Q1 2023	Solid Waste division; contracted landfill engineer
Yard and Garden Green Waste recycling program review	Review of green waste recycling program costs and preparation of funding options for the Board's consideration	Q2 2022	Solid Waste & Finance divisions

Landfill disposal regulations on food waste, food soiled paper and paper	Launch education phase - Initiate engagement	Q1 2022	Solid Waste & Strategic Initiatives divisions; communications
	Enforcement phase	July 1, 2022 on	Solid Waste division

#### Proposed Initiatives for 2022:

Name	Budget Requested	Source
Mandatory Reporting for the Sechelt Landfill	\$89,165	Taxation
Cover Material for Sechelt Landfill	\$40,000	Tipping Fees
Pender Harbour Transfer Station Site Improvements	\$100,000	Taxation
Sechelt Landfill Closure / Post Closure Funding	\$125,000	Taxation
Manager, Special Solid Waste Project (0.6 FTE with 0.4 FTE funded from 350 and 0.2 FTE from internal recovery)	\$50,000	Taxation
Waste Reduction Initiatives Program	\$5,000	Taxation
Home Composter Rebate Program	\$5,000	Taxation
Islands Clean Up	\$5,000	Taxation
<b>Total</b>	<b>\$419,165</b>	

#### 2021-2022 Budget Changes:

- The total amount of additional taxation associated with the Budget Proposals: \$379,165



# SERVICE PLAN LITE

## Department Summary

Division Summary:	Regional Solid Waste	Manager:	Robyn Cooper
Service Year:	2022	Function:	355
Department:	Infrastructure Services	Status:	

## Budget Summary

Refuse Collection	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
355	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
User Fees & Service Charges	1,158,344	1,136,047	1,160,004	1,218,000	1,218,000	1,218,000	1,218,000
Other Revenue	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,158,344</b>	<b>1,136,047</b>	<b>1,160,004</b>	<b>1,218,000</b>	<b>1,218,000</b>	<b>1,218,000</b>	<b>1,218,000</b>
<b>Expenses</b>							
Administration	94,788	94,783	100,500	103,008	103,008	103,008	100,500
Wages and Benefits	47,216	56,299	55,320	56,688	56,688	56,688	56,688
Operating	819,018	1,030,253	1,012,164	1,069,668	1,069,668	1,069,668	1,069,668
Amortization of Tangible Capital Assets	8,070	-	-	-	-	-	-
<b>Total Expenses</b>	<b>969,092</b>	<b>1,181,335</b>	<b>1,167,984</b>	<b>1,229,364</b>	<b>1,229,364</b>	<b>1,229,364</b>	<b>1,226,856</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	-	-	-	-	-	-	-
Transfer to/(from) Reserves	(45,288)	(45,288)	(7,980)	(11,364)	(11,364)	(11,364)	(8,856)
Unfunded Amortization	(8,070)	-	-	-	-	-	-
<b>Total Other</b>	<b>(53,358)</b>	<b>(45,288)</b>	<b>(7,980)</b>	<b>(11,364)</b>	<b>(11,364)</b>	<b>(11,364)</b>	<b>(8,856)</b>
Refuse Collection (Surplus)/Deficit:	(242,610)	-	-	-	-	-	-

2021 FTE Approved FTE Count	0.54
2022 Approved FTE Count	0.55
FTE Change	0.01

## Outlook for 2022:

Based on 2021 Board decision, no new curbside collection services are being considered for implementation at this time. Instead, curbside recycling was referred to the SCRD's SWMP update for consideration as part of that process. An update to the SWMP will be initiated in 2022 and is anticipated to take up to two years. The SWMP may direct changes to the curbside services provided, which would not be initiated until at least 2024.

## 2022 Priorities:

Infrastructure Services Division will continue to support curbside collection services by:

- Providing customer service via the front counter at Field Road, telephone and email
- Developing and revising outreach materials
- Developing public engagement opportunities
- Liaising with curbside collection service contractors as required
- Conducting curbside participation audit for Green Bin once per year

## Proposed Initiatives for 2022:

No changes requested at this time.

**2021-2022 Budget Changes:**

2021 to 2023 annual utility rates for curbside collection services were approved via an amendment to Refuse Collection Bylaw 431 in December 2020 and December 2021. Below is a summary.

Rate Per Annum	Effective January 1, 2021	Effective January 1, 2022	Effective January 1, 2023
For each 'Single Family Dwelling Unit'	\$191.68	\$191.68	\$201.26
For each 'Mobile Home in Mobile Home Park'	\$161.59	\$161.59	\$169.67

# SERVICE PLAN LITE

## Department Summary

Division Summary:	North Pender Harbour Water Service	Manager:	Shane Walkey Mia Edbrooke Stephen Misiurak
Service Year:	2022	Function:	365
Department:	Infrastructure Services	Status:	

## Budget Summary

North Pender Harbour Water Service	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
365	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Frontage & Parcel Taxes	255,445	255,442	266,676	266,676	266,676	266,676	266,676
User Fees & Service Charges	390,924	381,902	434,340	434,340	434,340	434,340	434,340
<b>Total Revenues</b>	<b>646,369</b>	<b>637,344</b>	<b>701,016</b>	<b>701,016</b>	<b>701,016</b>	<b>701,016</b>	<b>701,016</b>
<b>Expenses</b>							
Administration	54,864	54,860	61,992	63,552	63,552	63,552	61,992
Wages and Benefits	143,113	279,815	233,052	238,872	238,872	238,872	238,872
Operating	87,364	228,619	126,444	126,756	126,624	126,492	126,492
Debt Charges - Interest	9,780	8,850	8,250	7,656	7,050	6,450	5,850
Amortization of Tangible Capital Assets	131,309	130,468	130,464	130,464	130,464	130,464	130,464
<b>Total Expenses</b>	<b>426,430</b>	<b>702,612</b>	<b>560,202</b>	<b>567,300</b>	<b>566,562</b>	<b>565,830</b>	<b>563,670</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	31,228	211,681	21,000	21,000	21,000	21,000	21,000
Proceeds from Long Term Debt	-	-	-	-	-	-	-
Debt Principal Repayment	30,545	33,030	33,320	33,445	33,572	33,212	33,212
Transfer to/(from) Reserves	110,857	(34,511)	216,936	209,736	210,336	211,440	213,588
Transfer to/(from) Other Funds	-	(145,000)	-	-	-	-	-
Unfunded Amortization	(131,309)	(130,468)	(130,464)	(130,464)	(130,464)	(130,464)	(130,464)
<b>Total Other</b>	<b>41,321</b>	<b>(65,268)</b>	<b>140,792</b>	<b>133,717</b>	<b>134,444</b>	<b>135,188</b>	<b>137,336</b>
<b>North Pender Harbour Water Service (Surplus)/Deficit:</b>	<b>(178,618)</b>	<b>-</b>	<b>(22)</b>	<b>1</b>	<b>(10)</b>	<b>2</b>	<b>(10)</b>

<b>2021 FTE Approved FTE Count</b>	<b>2.46</b>
<b>2022 Approved FTE Count</b>	<b>2.48</b>
<b>FTE Change</b>	<b>0.02</b>

## Outlook for 2022:

Along with the daily operations of the water treatment and distribution system in 2022, there will be a focus on Garden Bay Pump Station generator installation and upgrade planning for water treatment, leak correlator program with detection and repair of leaks, and the water meter program.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Water Supply Plan Modeling and Update	Develop new water supply water model plan for the water system	Q4 2021-Q3 2022	Capital Project and contractors
Pool Road Waterline Replacement / Right of Way Acquisition	Obtain ROW for existing water main	Q4 2021-Q4 2022	Utility Services
Confined Space Document Review - North Pender Water System	Update the SCRD Confined Space Documents.	Q4 2021-Q4 2022	Utility Services
Emergency Generator	Emergency backup energy for the Garden Bay Pump Station	Q4 2021-Q3 2022	Utility Services
North Pender Harbour Water Service - Garden Bay Pump Station – Treatment Improvements (Phase 1)	Complete a feasibility study to review engineering solutions to address the current risk of significantly increased turbidity levels and ensuring regulatory compliance in a timely manner.	Q4 2021-Q3 2022	Utility Services and contractors
Leak Correlator Pilot	Pilot to confirm effectiveness for leak correlator tool	Q1 2022-Q3 2022	Utility Crew
North Pender Harbour Watermain Replacement	Upgrade undersized asbestos cement waterlines	Q1-Q4 2022	Capital Projects and contractors
Water Supply Plan: North and South Pender Harbour Water System Water Distribution Model Technical Analysis	Update and calibrate the water system hydraulic demand model and use those results to model capital and water system operational improvements	Q4 2021-Q3 2022	Utility Services and contractors
Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	Desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources.	Q1-Q4 2022	Capital Projects and contractors
Water Meter Data Analytics	Developing a new water meter database	Q4 2021 - Q2 2022	Strategic Initiatives
Water Metering Program: Development of Customer Relationship Management Tool	Develop software to improve communication with customers about their water use.	Q3 2021 - Q2 2022	Strategic Initiatives
Neptune 360 - Software and Hardware	Incorporate new meters once installed, in mid-2022.	Q3-Q4 2022	Strategic Initiatives
Public Participation Water Supply Plan Development	Public engagement on water supply planning	Q3-Q4 2022	Strategic Initiatives
Water Rate Structure Review	Initiate discussion for a potential alternative water rate structure with a fully implemented water meter program	Q2-Q4 2022	Strategic Initiatives

## Proposed Initiatives for 2022:

Name	Budget Requested	Source
North Pender Harbour Watermain Replacement	\$850,000	Community Gas Tax Funds, Reserves

Staffing - Utilities Engineering Coordinator - 1.0 FTE	\$3,750	User Fees
Staffing - Utility Crew - 3.0 FTE	\$10,125	User Fees
Public Participation Water Supply Plan Development	\$7,500	Operating Reserves
Water Rate Structure Review	\$2,000	Operating Reserves
Water Supply Plan: North and South Pender Harbour Water System Water Distribution Model Technical Analysis	\$20,000	Operating Reserves
Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	\$5,000	Operating Reserves
<b>Total</b>	<b>\$898,375</b>	

#### 2021-2022 Budget Changes:

The following table outlines the rate increases for North Pender Harbour Water that were presented and approved as part of 2022 rate bylaw amendments.

<b>Fee Summary</b>	<b>User Fee</b>	<b>Parcel Tax</b>	<b>Overall</b>
Current Rate	\$624.92	\$326.63	\$951.55
Proposed Increase	86.24	14.37	100.61
<b>2022 Rate</b>	<b>\$711.16</b>	<b>\$341.00</b>	<b>\$1,052.16</b>
<b>% Increase</b>	<b>13.8%</b>	<b>4.4%</b>	<b>10.57%</b>
<b>Reserve Summary</b>	<b>Operating Reserve</b>	<b>Capital Reserve</b>	
Opening Uncommitted Balance	\$187,900	\$421,906	
Projected 2021 Surplus	165,050	-	
Budgeted Transfers to Reserves	70	203,661	
Budgeted Transfers from Reserves	(34,500)	(85,000)	
<b>Ending Uncommitted Balance</b>	<b>\$318,520</b>	<b>\$540,567</b>	
Total Annual Capital Funding from Parcel Taxes: \$266,681			
Parcel Taxes Required to Fund Operations: \$NIL			

# SERVICE PLAN LITE

## Department Summary

Division Summary:	South Pender Harbour Water Service	Manager:	Shane Walkey Mia Edbrooke Stephen Misiurak
Service Year:	2022	Function:	366
Department:	Infrastructure Services	Status:	

## Budget Summary

South Pender Harbour Water Service		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
366		2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>								
Frontage & Parcel Taxes		379,224	379,224	438,000	438,000	438,000	438,000	438,000
Government Transfers		11,174	71,500	-	-	-	-	-
User Fees & Service Charges		687,203	708,059	778,368	778,368	778,368	778,368	778,368
Investment Income		11,556	11,558	13,764	16,056	18,444	20,292	23,496
<b>Total Revenues</b>		<b>1,089,157</b>	<b>1,170,341</b>	<b>1,230,132</b>	<b>1,232,424</b>	<b>1,234,812</b>	<b>1,236,660</b>	<b>1,239,864</b>
<b>Expenses</b>								
Administration		98,280	98,283	102,948	105,516	105,516	105,516	102,948
Wages and Benefits		270,442	366,489	392,304	402,119	402,119	402,119	402,119
Operating		162,663	445,475	255,107	256,357	256,187	256,031	256,031
Debt Charges - Interest		52,424	52,193	51,293	50,388	49,493	48,593	47,693
Amortization of Tangible Capital Assets		272,650	299,383	299,388	299,388	299,388	299,388	299,388
<b>Total Expenses</b>		<b>856,459</b>	<b>1,261,823</b>	<b>1,101,040</b>	<b>1,113,768</b>	<b>1,112,703</b>	<b>1,111,647</b>	<b>1,108,179</b>
<b>Other</b>								
Capital Expenditures (Excluding Wages)		116,026	496,729	549,996	24,996	24,996	24,996	24,996
Proceeds from Long Term Debt		-	(80,000)	-	-	-	-	-
Debt Principal Repayment		90,240	101,198	97,575	111,012	107,895	109,887	113,103
Transfer to/(from) Reserves		178,594	(74,026)	(219,084)	282,024	288,624	289,524	292,992
Transfer to/(from) Other Funds		(32,497)	(236,000)	-	-	-	-	-
Unfunded Amortization		(272,650)	(299,383)	(299,388)	(299,388)	(299,388)	(299,388)	(299,388)
<b>Total Other</b>		<b>79,713</b>	<b>(91,482)</b>	<b>129,099</b>	<b>118,644</b>	<b>122,127</b>	<b>125,019</b>	<b>131,703</b>
South Pender Harbour Water Service (Surplus)/Deficit:		(152,985)	-	7	(12)	18	6	18

2021 FTE Approved FTE Count 3.65

2022 Approved FTE Count

FTE Change

## Outlook for 2022:

Along with the daily operations of the water treatment and distribution system in 2022, there will be a focus on water treatment plant upgrades, dam safety, leak correlator pilot program with detection and repair of leaks, and maintenance and upgrades to aged infrastructure including the Dogwood Reservoir.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Confined Space Document Review - North Pender Water System	Update the SCRD Confined Space Documents.	Q4 2021-Q4 2022	Utility Services
Water Supply Plan Modeling and Update	Develop new water supply water model plan for the water system	Q4 2021-Q3 2022	Capital Project and contractors
South Pender Harbour Water Service - McNeil Lake Dam Upgrades	Permit and construct the Dam safety Improvements at this location.	Q1-Q3 2022	Capital Project and contractors
Treatment Plant Upgrades	Replacement of treatment system components to increase efficiency.	Q4 2021-Q4 2022	Utility Services
South Pender Harbour Water Service - Upgrades - Phase 2	Additional funds are to complete some previously identified upgrades at the South Pender Harbour Water Treatment Plant.	Q4 2021-Q4 2022	Utility Services
South Pender Harbour Water Service - Dogwood Reservoir: Engineering and Construction	Analysis of replacement and/or demolition options to determine next steps.	Q4 2021-Q4 2022 Q4 2021-Q3 2022	Utility Services and contractor
Vehicle Purchase	Replacement of aged vehicle	Q4 2021-Q3 2022	Utility Services
Water Metering Program: Development of Customer Relationship Management Tool	Develop software to improve communication with customers about their water use.	Q3 2021 - Q2 2022	Strategic Initiatives
Neptune 360 - Software and Hardware	Incorporate new meters once installed, in mid-2022.	Q3-Q4 2022	Strategic Initiatives
Leak Correlator Pilot	Pilot to confirm effectiveness for leak correlator tool	Q1 2022-Q3 2022	Utility Services
Water Meter Data Analytics	Developing a new water meter database	Q4 2021 - Q2 2022	Strategic Initiatives
South Pender Harbour Water Service / Regional Water Service - Dam Inspections and Emergency Response	Satisfy the Dam Safety Regulations inspection and reporting requirements.	Q4 2021-Q4 2022	Capital Projects and contractor
South Pender Watermain Replacement	Upgrade undersized asbestos cement waterlines	Q1-Q4 2022	Capital Projects and contractor
Water Rate Structure Review	Initiate discussion for a potential alternative water rate structure with a fully implemented water meter program	Q2-Q4 2022	Strategic Initiatives
Public Participation Water Supply Plan Development	Public engagement on water supply planning	Q3-Q4 2022	Strategic Initiatives



### Proposed Initiatives for 2022:

Name	Budget Requested	Source
McNeil Lake Dam Safety Improvements	\$525,000	Capital Reserves
South Pender Watermain Replacement	\$600,000	Gas Tax, Capital Reserves
Staffing - Utilities Engineering Coordinator - 1.0 FTE	\$20,250	User Fees
Staffing - Utility Crew - 3.0 FTE	\$7,500	User Fees
Water Rate Structure Review	\$4,000	Operational Reserves
Public Participation Water Supply Plan Development	\$7,500	Operational Reserves
<b>Total</b>	<b>\$1,164,250</b>	

### 2021-2022 Budget Changes:

The following table outlines the rate increases for South Pender Harbour Water that were presented and approved as part of 2022 rate bylaw amendments.

Fee Summary	User Fee	Parcel Tax	Overall
Current Rate	\$613.80	\$347.41	\$961.21
Proposed Increase	61.38	34.74	96.12
<b>2022 Rate</b>	<b>\$675.18</b>	<b>\$382.15</b>	<b>\$1,057.33</b>
<b>% Increase</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>
Reserve Summary	Operating Reserve	Capital Reserve	
Opening Uncommitted Balance	\$596,796	\$659,655	
Projected 2021 Surplus	117,521	-	
Budgeted Transfers to Reserves	4,935	277,627	
Budgeted Transfers from Reserves	(41,500)	(610,000)	
<b>Ending Uncommitted Balance</b>	<b>\$677,752</b>	<b>\$327,282</b>	
Total Annual Capital Funding from Parcel Taxes: \$438,004			
Parcel Taxes Required to Fund Operations: \$NIL			

# SERVICE PLAN LITE

## Department Summary

Division Summary: Regional Water Service

Manager: Shane Walkey

Mia Edbrooke

Stephen Misiurak

Service Year: 2022

Function: 370

Department: Infrastructure Service

Status:

## Budget Summary

Regional Water Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
370	2021	2021	2022	2023	2024	2025	2026
<b>Revenues</b>							
Frontage & Parcel Taxes	3,379,140	3,379,143	3,725,508	3,725,508	3,725,508	3,725,508	3,725,508
Government Transfers	18,991	71,500	-	-	-	-	-
User Fees & Service Charges	5,819,931	5,731,579	6,441,972	6,441,972	6,441,972	6,441,972	6,441,972
Investment Income	64,812	64,814	70,868	76,692	87,168	107,184	17,892
Developer Contributions	-	544,500	-	-	-	-	-
Internal Recoveries	12,060	-	-	-	-	-	-
Other Revenue	249,780	212,800	65,796	65,796	65,796	65,796	65,796
<b>Total Revenues</b>	<b>9,544,714</b>	<b>10,004,336</b>	<b>10,303,944</b>	<b>10,309,968</b>	<b>10,320,444</b>	<b>10,340,460</b>	<b>10,251,168</b>
<b>Expenses</b>							
Administration	971,268	971,269	996,036	1,020,936	1,020,936	1,020,936	996,036
Wages and Benefits	2,742,144	3,305,607	3,447,720	3,533,916	3,533,916	3,533,916	3,533,916
Operating	1,630,130	3,179,062	1,543,404	1,551,481	1,550,172	1,549,116	1,549,212
Debt Charges - Interest	32,946	320,022	242,012	408,408	486,584	486,584	457,500
Amortization of Tangible Capital Assets	1,418,991	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
<b>Total Expenses</b>	<b>6,795,479</b>	<b>9,423,860</b>	<b>7,877,072</b>	<b>8,162,641</b>	<b>8,239,508</b>	<b>8,238,452</b>	<b>8,184,564</b>
<b>Other</b>							
Capital Expenditures (Excluding Wages)	1,519,706	23,239,422	3,148,596	1,565,604	1,565,604	1,565,604	1,565,604
Proceeds from Long Term Debt	(138,830)	(15,753,000)	-	-	-	-	-
Debt Principal Repayment	260,256	347,804	311,325	551,124	954,897	952,413	732,887
Transfer to/(from) Reserves	1,475,749	(6,028,039)	614,844	1,678,499	1,208,352	1,231,908	1,416,036
Transfer to/(from) Other Funds	(82,377)	422,189	-	-	-	-	-
Unfunded Amortization	(1,418,991)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)
<b>Total Other</b>	<b>1,615,713</b>	<b>580,476</b>	<b>2,426,865</b>	<b>2,147,327</b>	<b>2,080,953</b>	<b>2,102,025</b>	<b>2,066,627</b>
<b>Regional Water Services (Surplus)/Deficit:</b>	<b>(1,133,522)</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>17</b>	<b>17</b>	<b>23</b>

2021 FTE Approved FTE Count

33.85

2022 Approved FTE Count

34.16

FTE Change

0.31

## Outlook for 2022:

Along with the daily of the water treatment and distribution system in 2022, there will be a strong focus on water supply expansion, metering, asset management, dam safety upgrades; leak correlator program with detection and repair of leaks, and maintenance / upgrades to aged infrastructure.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Reed Road and Elphinstone Road Water Main Replacement	As part of the Church Road Construction Phase 4 B project, complete the construction of the replacement and new waterlines.	Q1-Q4 2022	Capital Project and contractors
Cove Cay Pump Station Rebuild and Access Improvements	Replacement of critical infrastructure at this pump station	Q1 2022-q1 2023	Capital Project and contractors
Regional Water Service - Feasibility Study Surface Water Intake Upgrades Gray Creek	Initiate and continue creek flow monitoring of the Gray creek watershed to determine the water shed contributions for use in the future development of the Gray creek water source supply.	Q1 2022-Q4 2022	Capital Project and contractors
Regional Water Reservoir Feasibility Study Phase 4	Complete the geotechnical subsurface borings and complete the Reservoir storage siting feasibility study	Q1-Q3 2022	Capital Project and contractors
Regional Water Service - Groundwater Investigation Round 2 Phase 3	Drill and test for water quantity and quality the additional test wells at the Langdale Ferry terminal and submit a primary Provincial water license application.	Q1-Q4 2022	Capital Project and contractors
Regional Water Service - Eastbourne Groundwater Development	Complete the siting of the additional water supply source wells to offset the peak summer drought restrictions	Q1-Q4 2022	Capital Project and contractors
Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	Desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources.	Q1-Q4 2022	Capital Project and contractors
Groundwater Construction - Phase 4B - Church Road	Begin and complete the construction new distribution and transmission water mains, the water treatment plant, and the two new primary production water wells.	Q1-Q4 2022	Capital Project and contractors
Groundwater Investigation - Phase 2 (Part 2)	Compile and complete the Langdale Creek flow monitoring project for use in the Provincial Primary water license application.	Q4 2021Q3 2022	Capital Project and contractors
Chaster Well Upgrades (Well Protection Plan - Phase 2)	Convert the well head from a below ground vault to an at grade well head with a sanitary well seal	Q4- 2021-Q2 2022	Capital Project and contractors
Regional Water Service - Chapman and Edwards Dam Improvements	Permit and construct the structural and safety improvements at these dams	Q4- 2021-Q2 2022Q4 2021-Q3 2022	Capital Project and contractors
Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis	Update and calibrate the water system hydraulic demand model and use those results to model capital and water system operational improvements	Q4 2021-Q3 2022	Capital Project and contractors
Chapman Water Treatment Plant Chlorination System Upgrade	Complete the construction of the replacement non chlorine gas water treatment system.	Q4 2021-Q3 2022	Capital Project and contractors

Implementation of shíshálh Nation Foundation Agreement	Ongoing negotiations pending land transfers in the context of the Foundation Agreement	Q4 2021-Q4 2022	General Manager
Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	Development of a long term solution for the residuals.	Q3 2021 – Q4 2022	General Manager and Utility Services
Chapman Creek Environmental Flow Requirements Update	Seek regulatory authorizations for lowering the EFN for Chapman Creek	Q4 2021-Q4 Q2 2022	General Manager and Utility Services
Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	Installation of water meters within the District of Sechelt	Q4 2021-Q1 2023	General Manager, Capital Project, Strategic Initiatives, Utility Services and contractors
Vehicle purchase	Acquire one vehicle for Strategic Initiatives	Q1-Q2 2022	Strategic Initiatives
Water Sourcing Policy	Develop a procedure for how to meet current and future long- term water demand using the available sources, after Church Road is developed.	Q23-Q34 2022	Strategic Initiatives
Water Metering Program: Development of Customer Relationship Management Tool	Develop software to improve communication with customers about their water use.	Q3 2021 - Q2 2022	Strategic Initiatives
Bylaw 422 Update	Updating water conservation regulations. Will consider broader updates to the entire bylaw to increase bylaw clarity.	Q3 2021 – Q4 2022	Strategic Initiatives
Public Participation Water Supply Plan	Public engagement on water supply planning	Q3 2021 – Q4 2022	Strategic Initiatives
Neptune 360 - Software and Hardware	Incorporate new meters once installed, in mid-2022.	Q3-Q4 2022	Strategic Initiatives
Water Supply and Conservation Public Engagement 2020 (including Water Summit)	Update public on water supply projects	Q4 2021 - Q2 2022	Strategic Initiatives
Water Meter Data Analytics	Developing a new water meter database	Q4 2021 - Q2 2022	Strategic Initiatives
Chapman Water Treatment Plant Hot Water Upgrade	Upgrade of Replacement of hot water tank system	Q4 2021-Q 4 2022	Utilities Staff and Contractors
Leak Correlator Pilot	Pilot to confirm effectiveness for leak correlator tool	Q1 2022-Q3 2022	Utility Crew
Confined Space Document Review- Regional Water System	Updates of the confined Space procedures for all facilities	Q1 2022-Q3 2022	Utility Services
South Pender Harbour Water Service / Regional Water Service - Dam Inspections and Emergency Response	Satisfy Dam Safety Regulations inspections.	Q1-Q3 2022	Utility Services
Regional Water Service - Chapman and Edwards Lake	Installation of a radio repeater to improve the reliability and create redundancy in the communication system with the lake level	Q3 2021 – Q4 2022	Utility Services

Communication System Upgrade	monitoring and control systems for Chapman and Edwards Lake.		
Emergency Siphon System Edwards Lake	Completing assessments required for the development of this system as Emergency Water Supply system.	Q3-Q4 2022	Utility Services
Utility Vehicle Purchase	Purchasing replacement vehicles	Q4 2021-Q2 2022	Utility Services
Regional Water Service - 2021 Vehicle Purchases	Purchase of one vehicle	Q4 2021-Q2 2022	Utility Services
Regional Water Service - Reed Road Pump Station Zone 4 Improvements	Design in house the pump improvements at the Reed Road water pump station to increase the available fire flow to both zone 4 and zone 3 of the Chapman water system.	Q4 2021-Q3 2022	Utility Services
Chapman Water Treatment Plant UV Upgrade	Develop a back-up UV-treatment system for the Chapman Water Treatment plant	Q4 2021-Q4 2022	Utility Services and Contractors

#### Proposed Initiatives for 2022:

Name	Budget Requested	Source
Trout Lake Re-chlorination Station Upgrade	\$100,000	Capital Reserves
Valve Stems for Selma 2 Isolation	\$75,000	Capital Reserves
Chapman Dam Safety Improvements-Construction	\$783,000	Capital Reserves
Edwards Dam Safety Improvement-Construction	\$625,000	Capital Reserves
Budget Increase - Materials and Supplies	\$125,000	User Fees
Staffing Increase - Utilities Engineering Coordinator - 1.0 FTE	\$75,000	User Fees
Staffing - Utility Crew - 3.0 FTE	\$333,375	User Fees
Staffing - Water Sustainability Technician - 0.5 FTE	\$34,000	Operating Reserves, contingent on receiving a grant
Single Axle Dump Truck Replacement	\$225,000	5-Year Municipal Finance Loan
Vehicle Purchases	\$200,000	5-Year Municipal Finance Loan
Water Rate Structure Review	\$34,000	Reserves
Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	\$210,000	Reserves
<b>Total</b>	<b>\$2,819,375</b>	

### 2021-2022 Budget Changes:

The following table outlines the rate increases for Regional Water that were presented and approved as part of 2022 rate bylaw amendments.

<b>Fee Summary</b>	<b>User Fee</b>	<b>Parcel Tax</b>	<b>Overall</b>
Current Rate	\$468.37	\$290.79	\$759.16
Proposed Increase	58.55	14.54	73.09
<b>2022 Rate</b>	<b>\$526.92</b>	<b>\$305.33</b>	<b>\$832.25</b>
<b>% Increase</b>	<b>12.5%</b>	<b>5.0%</b>	<b>9.63%</b>
<b>Reserve Summary</b>	<b>Operating Reserve</b>	<b>Capital Reserve</b>	
Opening Uncommitted Balance	\$1,455,116	\$4,232,723	
Projected 2021 Surplus	625,429	883,065	
Budgeted Transfers to Reserves	158,741	1,700,951	
Budgeted Transfers from Reserves	(280,000)	(1,583,000)	
<b>Ending Uncommitted Balance</b>	<b>\$1,959,286</b>	<b>\$5,233,740</b>	
Total Annual Capital Funding from Parcel Taxes: \$3,725,505			
Parcel Taxes Required to Fund Operations: \$NIL			

# SERVICE PLAN LITE

## Department Summary

Division Summary:	Wastewater Service	Manager:	Shane Walkey
Service Year:	2022	Function:	381-395
Department:	Infrastructure Services	Status:	

## Budget Summary

2021 FTE Approved FTE Count	2.35
2022 Approved FTE Count	_____
FTE Change	_____

## Outlook for 2022:

Along with the daily operations of the various wastewater treatment plants, collection and distribution systems, there are a number of ongoing projects that will require attention to complete in 2022. The Woodcreek Park Sand Filter Remediation Project is currently undergoing a detailed design phase and the District is awaiting a response to its October 2020 grant application for funding towards the construction phase of this project.

## 2022 Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Woodcreek Park WWTP - Sand Filter Remediation and Collection System Design	Construction and design upgrades to the treatment plant and collection system at Woodcreek Park.	Q2 2022 – Q2 2023	Capital Projects / Operations
Lee Bay WWTP - Collection System Repairs	Repair work to manholes/piping resulting from CCTV inspections.	Q1-Q3 2022	Operations
Square Bay WWTP - Infiltration Reduction	Repairs and upgrades to the collection system to reduce/eliminate inflow and infiltration and complete an engineered review	Q1-Q4 2022	Operations
Roberts Creek Cohousing WWTP – Treatment System and Regulatory Enhancements	Various improvements to the treatment facility, collection system and pump replacements to improve effluent quality and meet current MWR regulations	Q1-Q3 2022	Operations
Outstanding Statutory Right of Ways (Various WWTPs)	Contracted work by surveyors and notaries to acquire and legally register statutory right of ways within wastewater service areas.	Q1-Q4 2022	Administration/ Operations

## Proposed Initiatives for 2022:

Name	Budget Requested	Source
Lily Lake WWTP System Repairs and Upgrades	\$35,000	Reserves



Painted Boat WWTP Flow Meter	\$7,500	Reserves
Greaves Road WWTP Septic Field Repairs	\$5,000	Reserves
Langdale WWTP – Remediation Project	\$261,000	Community Gas Tax Fund, Short Term Loan, Operating Reserves
<b>Total</b>	<b>\$308,500</b>	

**2021-2022 Budget Changes:**

# ANNEX X

Function No.		Status	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec. #	HR Adjust	Amount
CORPORATE AND ADMINISTRATIVE SERVICES																	
1	110		General Government - Website Redesign (Phase 2)	Contracted services to develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience. RFP completed and in Purchasing queue to send out for Tender.	\$125,145	All	Regional										
2	110	R1	General Government - Executive Assistant	Board requested new resource to provide administrative support primarily for rural area directors as well as administrative support for the Office of the CAO and other General Government functions such as Board and Board Committee meetings. Budget request is 0.75 FTE in year-one (2022), and 1.0 FTE for subsequent years. Amount includes 24.96% for benefits and \$5,000 overhead for software licenses, equipment, etc.		All	All	Other	1	\$73,102	1	1-Taxation	\$38,425 for half-time (Prorated) / 2023 \$92,470 (Full) and \$46,235 (Part)	1.00			
3	110	R1	General Government - Information and Privacy Coordinator	New resource for the Administration and Legislative Services department to ensure capacity for SCRD statutory responsibilities with respect to public access to information and protection of privacy. The addition of this resource also supports the transition to a digital/electronic service business model for the SCRD and acknowledges the increasing service expectations of the public with respect to accessing local government records and online information services. Budget request is 0.75 FTE in year-one (2022), and 1.0 FTE for subsequent years. Amount includes 24.96% for benefits and \$5,000 overhead for software licenses, equipment, etc.		All	All	Other	2	\$80,600	1	1-Taxation	\$42,175 for half-time (Prorated) / 2023 \$102,467 (Full) and \$51,233 (Part)	1.00			
4	110	R1 with Addition **NEW	General Government - Hybrid Meeting Solutions and ***NEW Board Room Modifications	Contracted services to develop audio-visual options (including hardware, sound, cameras, electrical, space needs), pricing, and an implementation plan to facilitate a range of hybrid meetings (Board, Board Committees, Advisory Committees/Commissions, Public Hearings, Intergovernmental). The Board has further recommended the scope for the Hybrid Meeting Solutions project be broadened to incorporate costs for Boardroom furniture reconfiguration, including furniture replacement, which may be necessary to facilitate the installation of new A/V hybrid technology in the Boardroom.		All	All	Other	3	\$125,000	5	5-Other (Debt, Grant, Fees, etc.)	COVID-19 SAFE RESTART FUNDS				
5	110	R1	General Government - Meeting Management Solutions	Software solution to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings. In order for the virtual and physical domains to smoothly function together as a single meeting, a system is required to seamlessly manage both environments and their respective participants in real-time. Meeting management software streamlines the full cycle from report and agenda creation to electronic publishing to meeting video livestreaming and archiving. Software services are subject to an annual subscription fee. This budget request is for year-one implementation. Once implemented, annual subscription fees will apply and could be in the range of \$18,000 to \$20,000 per year.		All	All	Other	4	\$25,000	5	5-Other (Debt, Grant, Fees, etc.)	COVID-19 SAFE RESTART FUNDS				
6	114	**NEW at R1	**NEW - Field Road Administration Building - Reception Centre Modification - COVID-19	Temporary barriers were placed at the front reception desk to ensure protocols for health and safety were adhered to due to the COVID-19 Pandemic. This was partly due to limited labour and supplies at the time to build and install a custom barrier. Due to the ongoing nature of the pandemic, a more permanent enclosure is proposed. There are also two work stations within the front reception that will also be redesigned for a more efficient workspace. This proposal will be for material, supplies and labour.		All	Sechelt	M-BusCon	1	\$40,143	5	5-Other (Debt, Grant, Fees, etc.)	COVID-19 SAFE RESTART GRANT				

Function No.	Status	Project Title	Description	Carry Forward Amounts		Service Participants	Location(s) of Work / Proposal		Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
7	115		Human Resources - Certificate of Recognition (COR)	Delayed due to extended absence and impact on capacity. New resource hired March, 2021 and commenced preliminary review in June, 2021.	\$8,000	All	Regional											
8	117		Information Technology - Electronic Document and Records Management System (EDRMS) Functionality Enhancements	Project implements advanced Content Server functionality that was not turned on during the initial system roll out, and increases digital enablement of business processes and electronic interaction with and between staff and the public. Awarded consulting contract to Cadence. Project kickoff meeting planned.	\$75,000	All	Regional											
9	117		Information Technology - Digital Collaboration Solutions	This request is for a 2-year increase in funding for IT operating and capital budgets to expedite online collaborative software tools, digital services, and related equipment/devices. The project includes a temporary 2-year internal resource (1.0 FTE for 7 months in 2021, and 12 months in 2022). 2021: \$105,000 - comprised of: a) Temporary staffing: 2021 (7months) b) Professional services consulting c) Hardware purchases d) Software purchases/subscriptions New Job Description created and posted in late June 2021. Project Initiation complete. Detailed planning phase underway. Backfill TFT staff position hired.	\$42,000	All	Regional											
10	117		Information Technology - Cyber Security Culture 2021	Support security culture development using cyber threat awareness training and testing for SCRD staff. Objective is to reduce risks related to external attack vectors which could capture login credentials and expose SCRD data to unauthorized third parties, potentially resulting in BC Privacy Commissioner investigations and ensuing reputational damage. Options research underway. Obtained market sounding quotations.	\$5,000	All	Regional											
11	117	R1	Information Technology - Let's Talk SCRD	Annual subscription renewal for Bang the Table which is the online community engagement platform tool for Let's Talk SCRD. Procured in 2020 and fully implemented in early 2021, the Let's Talk online platform has proven to be an effective tool in support of the Board's strategic priority for public engagement. Annual subscription fees apply and are increased annually per the Consumer Price Index (CPI). The Budget request is for the 2022 subscription amount (not including taxes).		All	Regional	BSCG	1		\$20,000	3	3-Support Services					
12	131		Elections / Electoral Area Services - Ballot Tabulators	Contracted services to provide vote tabulating machines for 2022 local government election. Scope of work for procurement process under development.	\$30,000	A, B, D, E, F	A-F, Islands, SD46											
13	150	Deferred to 2023	Feasibility Studies (Regional) - Feasibility for Establishment of Community Social Service	Initiate a feasibility study for the establishment of a new contribution service for Community Social Services. Work is scheduled to commence Q4 2021.		All	Regional											

	Function No.	Status	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount		Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
14	110 / 115 / 117 / 200-290 / 365 / 366 / 370 / 504 / 520 / 615 / 650		Field Road Space Planning - additional funding approved 2021 included	2020 Project was delayed due to COVID-19, health orders and WorkSafeBC requirements. The addition of the 2021 proposal is to undertake additional work to review and update the prior analysis to respond to COVID-19. This additional work is not a new direction; it is adapting and validating the previously-directed approach. Staff engagement and questionnaire on alternative work strategy completed. Position space analysis classification summary completed, furniture assessment continuing. Project aims to be complete in late Q2/Q3 2021. The project has been reframed as an Alternative Work Strategy to allow for flexible work for staff. The IT equipment, furniture and staff needs assessments have been completed with the implementation considerations as part of COVID- re-start for the corporation. The tender for Thin Clients that will enable staff to virtually host meetings is on the market and the camera, mics and furniture equipment has been ordered and awaiting delivery. Staff moves are nearing completion.	\$122,407	All	Sechelt											
15	111 / 113		Asset Management / Financial Services - Implementation of New (PSAS) Asset Retirement Obligation (ARO)	New staff resource job description has been drafted and is scheduled to be posted in late June 2021. In 2021, the SCRD will need to implement the new Public Sector Accounting Standard (PSAS) for Asset Retirement Obligations (ARO). Internal and external professional services will be needed to facilitate the implementation. Staff have begun project scoping and data collection for new standard. Continue to recruit for new Finance Resource to Assist with project (1 unsuccessful and 1 active recruitment underway). Internal work continues on project.	\$100,000	All	Sechelt											
16	114 / 210 / 216 / 212 / 312 / 613 / 625		SCRD Corporate Recycling Program.	Staff have started the Field Rd project. Staff will reassess project and timelines once facilities are re-opened. Request for Proposal for Corporate Recycling for facilities, including food waste, has recently closed and phased implementation to begin in next month (Sept/Oct 21).	\$30,075	Various	Various											
17	114 / 310 / 312 / 370 / 650		Electric Vehicle (EV) Charging Stations- Field Rd and Mason Rd (Phase 1)	Phase 1 to meet immediate needs for EV charging is underway. Business process flow completed and agreed upon. Business owners determined. Electrical contractor and scope ready for execution. RFQ for EV chargers under review. Recent RFP closed for EV purchase and installation at Field Rd and Mason Rd anticipated for Q4 2021.	\$34,908	All	Sechelt											
18	114 / 310 / 312 / 365 / 366 / 370 / 650	R1	**Modified - Various Functions - Corporate Electric Vehicle (EV) Charging Stations (Phase 2)	Phase 2 involves: • electrical system assessments of Mason Road and Field Road sites; • electrical system upgrades of the Field Road site which could involve a new subpanel on the IT building with conduit from the main electrical room or separating the Search and Rescue (SAR) building from the Field Road building and SAR		All	Sechelt / Gibsons	BSCG	2	\$70,000	4	4-Reserves	Field Road Admin [114]-\$25,000, Transit [310]-\$1,000, Fleet [312]-\$1,000, North Pender Water [365]-\$1,000, South Pender Water [366]-\$9,000, Regional Water [370]-\$32,000, Parks [650]-\$1,000 Operating / Capital, CleanBC Go Electric fleet Rebates ~\$20,000					
19	410		Pender Harbour Health Centre - Special Capital Project Request	Vinyl Flooring project - has not be invoiced	\$20,000	A	A											

	Function No.		Status	Project Title	Description	Carry Forward Amounts		Service Participants	Location(s) of Work / Proposal		Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
20	506 / 510			Geographical Information Systems / Civic Addressing - Mapping Orthophoto Imagery Refresh 2021	RFP prepared, posted, and awarded. To maintain currency of SCRD Maps digital orthophoto imagery, last acquired during the spring of 2018. The GIS Services Section will acquire digital orthophoto imagery during leaf-off conditions in the spring of 2021, procured through an RFP process. The area of interest (aoi) would match the area captured in the 2018 acquisition. SCRD with 3rd party digital orthophoto providers, with outcome also benefitting District of Sechelt, Sechelt Indian Government District, Town of Gibsons, Islands Trust and BC Assessment. Received all imagery products for the coverage area from contracted service provider, showing good quality and overall appearance of the imagery.	\$30,287		All	Regional											
				SUBTOTAL CAS		\$ 622,822.13						\$ 433,845.00				2.00		-	\$ -	

Function No.		Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
COMMUNITY SERVICES																	
21	310		Public Transit - Building Improvements - Increased Safety	Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). Requested a Privacy Impact Assessment (PIA) be completed for CCTV and security system on April 6, 2021. Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). June 4 update, waiting for PIA to be completed for CCTV. Email sent to Electrical Contractor for quote on light pole installation. Update August 12 - Quotes received. Will be unable to complete all the projects within the approved budget, but will move forward with the most critical item first (external parking lot lighting). Work anticipated to be completed in September. CCTV and security project to be carried forwarded to 2022, with most likely an additional budget request.	\$6,000	B, D, E, F, DoS, SIGD, ToG	Sechelt										
22	310		Public Transit - COVID 19 Expenses - Wages	It is anticipated that BC Transit will continue to require extra cleaning and sanitization of the conventional and custom transit fleet throughout the 2022 year. This request is for the SCRD's portion of the total Transit Assistants wages required to conduct this cleaning.		B, D, E, F, DoS, SIGD, ToG	Sechelt	CM-RC		\$94,212	4	4-Reserves		1.40			
23	310		Public Transit - COVID-19 Expenses - Material and Supplies	It is anticipated that BC Transit will continue to require extra cleaning and sanitization of the buses throughout the 2022 year. This request is for the SCRD's portion of the total materials and supplies to conduct this cleaning.		B, D, E, F, DoS, SIGD, ToG	Sechelt	CM-RC		\$12,000	4	4-Reserves					
24	310	R1	Public Transit - Transit Superintendent (1.0 FTE)	This request is to recruit a second Transit Superintendent to address safety and support for drivers during operating hours, reduce overtime of current supervisory staff, address current capacity challenges, and support future expansion opportunities.		B, D, E, F, DoS, SIGD, ToG	Sechelt	M-BusCon	1	\$87,667	1	1-Taxation	Pro-Rated 8 months in 2022, 2023 - \$133,410 and 2022 one time set-up of \$5,500 from operating reserves	1.00			
25	310	R1	Public Transit - Driver Orientation and Training	Over and above the qualifications for the position (i.e. Class 2 license) there are several other things that drivers need to learn prior to their first official shift including but not limited to: safety procedures, routes, bus care, etc. This budget request is to provide a budget for the ~ 76 hours/driver training prior to their first shift alone. This initiative also requires criminal record checks for 4 drivers at \$70 per record check.		B, D, E, F, DoS, SIGD, ToG	Sechelt	M-BusCon	2	\$11,500	1	1-Taxation	Base Budget Increase				
26	310	R1	Public Transit - COVID-19 Backfill and Overtime	With the continued pandemic, driver recruitment and backfill continue to be a significant challenge resulting in much higher than normal overtime hours. A one time budget lift to address the anticipated unusual overtime hours is requested.		B, D, E, F, DoS, SIGD, ToG	Sechelt	M-BusCon	3	\$81,800	4	4-Reserves	Operating - One Time				
27	310	**NEW at R1	**NEW - Public Transit - Security System and CCTV	A budget was approved in 2021 for this project which also included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTVs (see CF - Building Improvements Increased Safety)		B, D, E, F, DoS, SIGD, ToG	Sechelt	LCHV	4	\$3,250	4	4-Reserves	Operating				
28	310 / 312		Public Transit / Maintenance Facility (Fleet) - Pressure Washer Replacement	The pressure washer has reached the end of its useful life and requires replacement. This heavy duty equipment is used daily for cleaning fleet.		All	Sechelt	CM-IAF		\$10,500	4	4-Reserves					
29	312		Maintenance Facility (Fleet) - Loaner Vehicle	Awaiting replacement vehicle to become available in Q4 2020 or Q1 2021.. Updated to Q2 2021 Update August 12 - New vehicles are not expected until 2022 so this project is stalled and will need to be carried forward to 2022.	\$10,000	All	Regional										
30	312		Maintenance Facility (Fleet) - Electric Vehicle Maintenance	RFQ for electric charges closed on August 6. RFQ evaluation team met on August 17. Once contract is awarded it will determine what type of charges to purchase and Fleet will purchase appropriate tools and schedule staff training.	\$10,000	All	All										

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
31	312		Maintenance Facility (Fleet) - HVAC Maintenance Safety System	Additional safety system for fleet staff to perform HVAC maintenance on top of busses. Update August 12 - Expected to receive approved engineered anchor point in September and next step purchase harness system and install.	\$4,000	All	Sechelt									
32	312		Maintenance Facility (Fleet) - Building Improvements - Increased Safety	Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). Requested a Privacy Impact Assessment (PIA) be completed for CCTV and security system on April 6, 2021. Increased Safety and Security at Mason Rd site (e.g. Security system, CCTV and improved external lighting). Personal Impact Assessment and procurement materials are underway. Update August 12 - Quotes received. Will be unable to complete all the projects within the approved budget, but will move forward with the most critical item first (external parking lot lighting). Work anticipated to be completed in September. CCTV and security project budget to be carried forwarded to 2022, with most likely an additional budget request.	\$6,000	All	Sechelt									
33	312		Maintenance Facility (Fleet) - Garage Hoist Replacement	Replace a hoist in garage which is at the end of life (2006) and does not meet current ALI certification standards. This hoist is used to service various fleet including buses, fire trucks, dump truck and backhoe.		All	Sechelt	CM-RC		\$131,250	5	5-Other (Debt, Grant, Fees, etc.)				
34	312	**NEW at R1	**NEW - Maintenance Facility (Fleet) - Security System and CCTV	A budget was approved in 2021 for this project which also included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements - Increased Safety)		All	Sechelt	LCHV	1	\$3,250	4	4-Reserves	Operating			
35	310 / 312 / 370 / 650	Amended from R1	Various - Mason Rd Lease Renewal and Site Plan Implementation (**NEW 0.20 FTE Project Manager)	This project proposes negotiating the lease renewal at Mason Yards with Crown and First Nations as well as expansion options, especially for likely Transit service expansion. This budget request proposes an internal staff member for project management (incl. contract management and coordination internally and with other agencies) and procuring a consultant to support the implementation of the initiative.		All	Sechelt	M-BusCon	1	\$75,000	4	4-Reserves	Operating (\$42,500 for consultant and \$32,500 for 0.20 FTE) 370 - \$32,250, 310 \$14,250. 312 \$14,250, 650 \$12,000, 520 \$2,250	0.20		
36	320 / 332	R1	Street Lighting - Service	The Regional Street Light Service is intended to provide lighting at intersections and areas of public use for all Electoral Areas, while the Fircrest Road Street Lighting is intended for lights falling within a specific community boundary. Utilities costs and upgrades.		B, D, E, F	B, D, E, F	M-BusCon	1	\$5,300	1	1-Taxation	\$4700 to [320] and \$600 to [332]			
37	345		Ports Services - Ports 5 Year Capital Plan Repairs (Halkett Bay approach, West Bay float).	SCRD notified not successful in ICIP grant for ports capital renewal. Staff will review capital plan for phased tendering of work, aligned with Board-approved plan.	\$669,736	B, D, E, F, and Islands	All									
38	345		Ports Services - New Brighton Dock Study	Potential condition review or other study of New Brighton Dock on Gambier Island. Scope to be determined. Letter inviting partnership sent to Squamish Nation. Staff in dialogue with Squamish Nation about partnership approach.	\$25,000	B, D, E, F, Islands	F Islands									
39	345		Ports Services - Ports Major Inspections	Scope developed. Tendering of work to follow staff recruitment (in progress).	\$57,660	B, D, E, F, and Islands	All									
40	400		Cemetery - Business Plan	Develop and issue request for proposal to perform a comprehensive business and service review of SCRD Cemeteries. Scope to include a review of existing properties and infrastructure, developing options/recommendations for the future and a fees and charges comparison and review. Draft RFP in final review stage. once approved will be proceeding with purchasing to tender project early Q3 2021. October 7 Update: RFP finalized and currently out for bid. Anticipate project start up late November 2021	\$25,000	All	D and E with Regional Impact									



Function No.		Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
41	615		Community Recreation Facilities - Capital Renewal Plan	October 8 Update: -17 projects have reached substantial completion. Projects substantially completed include SAC main pool, leisure pool and hot tub filters, SAC gym and cardio fitness room lighting, GACC ammonia compressor motors C1 and C2, SCA heat pad heat exchanger, SCA in floor heat hot water tank, GDAF exhaust fan replacements (2), SAC exhaust fans #2 - #4, GACC ice install equipment. -18 projects have been started with anticipated completion by Q4 2021. These projects include SAC replacement pumps ordered (11) to be installed during 2022 annual maintenance, SAC UV lights main pool and hot tub, GACC Zamboni battery and charger, SCA scoreboard, SCA fire alarm system, SCA office renovation. -5 projects have been started and are anticipated to carry forward to 2022. These projects include SAC water piping - pump room, GDAF packaged roof top unit, SCA roof modified bitumen, SCA dehumidifier electric, SAC domestic hot water boiler. -1 project has not been started and is anticipated to carry forward to 2022, SCA exterior door glazed.	\$461,674	B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt										
42	615		Community Recreation Facilities - Linear Heat Detection System		\$10,415	B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt										
43	615		Community Recreation Facilities - Capital - Classified as "non-critical" in Asset Management Plan	Replace failing or end of life non critical capital components. SCA parking lot lighting replacement, SAC sound baffle replacement and re-hang lights still remain to be completed. RFP for SAC Baffles and Lights has now been completed and will be going to tender. SAC Baffles and Lights tender process completed, contract signing in progress. Project on track for completion Sept 2021. SCA parking lot lighting not started. September 3 Update: SAC Baffles and Lights completed. SCA parking lot lighting tender process started, anticipated project completion Q4 2021. October 7 Update: SCA parking lot tender documents submitted to procurement for review September 1. Tender posting pending. Due to procurement delay Q4 project completion unlikely. Carryforward to 2022.	\$23,002	B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt										
44	615		Community Recreation Facilities - Fall Protection Systems Upgrades - Phase One	In December of 2019 fall protection audits were completed at GACC, GDAF, SAC and SCA. Recommendations were noted in the audits. Based on estimated total project costs and staff capacity to complete projects, staff are recommending a phased approach to completing recommended upgrades. Projects will be prioritized based on a risk assessment with priority given to highest risk areas. Projects designated for phase one include GACC roof access ladders and hatch upgrades, SAC roof access ladders and hatch upgrades, SAC fall protection anchor points for surge tank maintenance, SAC fall protection anchor points for mechanical room floor hatch used to lift heavy equipment from lower mechanical room and SCA fixed ladder in mechanical room to access ammonia sensor located above mechanical equipment. October 8 Update: This project is a carryforward and a priority for 2022.	\$60,000	B, D, E, F, DoS, SIGD, ToG	DoS, ToG										
45	615		Community Recreation Facilities - Sunshine Coast Arena Refrigeration Plant Regulatory Items	To install additional ammonia sensor and extend ammonia relief vent line. Ammonia sensor completed, ammonia relief line extension not started. No change to progress but budget now shows as \$11,736 and expended zero dollars so far in 2021. October 8 Update: Refrigeration engineer reviewing vent stack extension requirement with Technical Safety BC. Carryforward to 2022.	\$11,736	B, D, E, F (Except F Islands), ToG, DoS, SIGD	Sechelt										

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
46	615	Community Recreation Facilities - Sechelt Aquatic Centre Facility Projects	Various projects identified. Currently working on reassessing wall panel conditions to develop a scope of work for repair based on current conditions. Quotation requested and received for additional testing to determine current status of wall panel condition. Scope of work being finalized. Revised quotation for additional testing to also include development of updated scope of repairs based on testing results requested. Revised quotation received. Consideration of grant application to be recommended Q4 2020. Grant Applications were submitted. Two grant applications submitted for wall panel project both still under review. September 3 Update: Received confirmation that one grant submission was not successful. October 8 Update: Second grant submission is still under review. Project is on hold until grant funds are secured. (Panel Drying and Fire Alarm system)	\$250,000	B, D, E, F, DoS, ToG, SIGD	Sechelt										
47	615	Community Recreation Facilities - Programming Review	October 8 update: RFP for this project has been issued with a closing date of September 29, 2021. Anticipated completion date for project is April 30, 2022.	\$16,000	B, D, E, F, DoS, SIGD, ToG	Regional										
48	615	Community Recreation Facilities - Sechelt Aquatic Centre - Sprinkler System Replacement		\$173,027	B, D, E, F, DoS, SIGD, ToG	Regional										
49	615	Community Recreation Facilities - Scheduling Software		\$6,000	B, D, E, F, DoS, SIGD, ToG	Regional										
50	615	Community Recreation Facilities - Future Planning	Facility study to model investment scenarios for building end-of-life for SCRD legacy recreation facilities (SCA and GDFA). Project tender has closed with award and completion anticipated by end of 2020. Site work complete. Just waiting for the draft report from the contractor. Draft reports received, reviewed and return to consultant for revision. Final reports have been submitted by consultant. Consultant to review staff report for accuracy. Final invoice pending. September 3 Update: Final reports received. Report to Board anticipated for Q4.	\$10,434	B, D, E, F (Except F Islands), ToG, DoS, SIGD	Gibsons and Sechelt										
51	615	Community Recreation Facilities - Building Water Systems Management Plan	Potential contractor delays due to flooding, probable completion by Dec 21st but cannot confirm	\$4,000	B, D, E, F (Except F Islands), ToG, DoS, SIGD	Gibsons and Sechelt										
52	615	Community Recreation Facilities - Health and Safety Requirements	After a risk assessment and review of WorksafeBC regulations, two emergency showers and an additional eye wash station are required at SAC.		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	CM-HSER		\$105,000	1	1-Taxation					
53	615	R1 Community Recreation Facilities - Domestic Hot Water System	The control system for the domestic hot water tank at SAC requires an upgrade to control water temperatures. After numerous attempts to address the ongoing issue, an upgrade to the control system is required to avoid drastically fluctuating temperatures that could be a safety issue.		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	M-BusCon	1	\$35,000	1	1-Taxation					
54	615	**NEW at R1 Community Recreation Facilities - Entandem Licensing Fees	Previously referred to as SOCAN, Entandem regulates the licensing fee paid to play live or recorded music in a business in an ethical, responsible and legal manner.		B, D, E, F, DoS, ToG, SIGD	All	M-BusCon	2	\$4,250	1	1-Taxation					
55	615	**NEW at R1 Community Recreation Facilities - Water Management Plan Implementation	During the restart of recreation facilities after an extended closure due to COVID, domestic water system water management plans were highly recommended by the Health Region. Plans were developed in 2021 and this budget is to implement the ongoing safety recommendations in the plan.		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	M-BusCon	3	\$26,500	5	5-Other (Debt, Grant, Fees, etc.)	2022 - COVID 19 Safe Restart Grant - \$9,000 one time and \$17,000 ongoing base budget				
56	615	R1 Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities	Class C design for decarbonizing three biggest carbon emitting recreation facilities (SAC, GDFA, GACC)		All	Sechelt / Gibsons	BSCG	4	\$50,000	1	1-Taxation	BC Hydro Rebate (Grant)				

	Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount		Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
57	615	R1	Community Recreation Facilities - Non-Annual Maintenance	This budget request includes larger maintenance items not covered through the base budget and not occurring annually. It includes refinishing the gym floor at SAC and some fascia repairs and exterior painting at GACC.		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	Other	5	\$28,600	1	1-Taxation						
58	615	REMOVE COMPLETE IN 2021	Community Recreation Facilities - Accessibility Lifts	Current accessibility lifts have reached the end of their useful life and require replacement for GDAAF and SAC		B, D, E, F, DoS, ToG, SIGD	Gibsons and Sechelt	M-BusCon										
59	625		Pender Harbour Fitness and Aquatic Centre - Annual Equipment Replacement		\$10,000	A	A											
60	625		Pender Harbour Fitness and Aquatic Centre - Programming Review	October 8 update: RFP for this project has been issued with a closing date of September 29, 2021. Anticipated completion date for project is April 30, 2022.	\$4,000	A	A											
61	625		Pender Harbour Fitness and Aquatic Centre - Scheduling Software		\$400	A	A											
62	625		Pender Harbour Fitness and Aquatic Centre - Building Water Systems Management Plan	Potential contractor delays due to flooding, probable completion by Dec 21st but cannot confirm	\$1,000	A	A											
63	625		Pender Harbour Fitness and Aquatic Centre - Non Annual Maintenance Items - Water Storage Solutions	In 2022, during the annual maintenance period, the pool will be drained at the PHFAC. As the pool services as the fire suppression for the building, on site storage of water is required. This budget request includes the one time costs related to on site storage of water.		A	A	CM-RC		\$10,000	4	4-Reserves						
64	625	R1	Pender Harbour Fitness and Aquatic Centre - Storage Container	PHAFC requires an external container (sea-can) to store equipment and facility parts. Previously had been sharing an old storage container with the SD, however the SD is replacing this container with a much smaller one, and the needs of PHFAC have increased.		A	A	M-BusCon	1	\$10,000	4	4-Reserves	Operating					
65	625	**NEW at R1	Pender Harbour Fitness and Aquatic Centre - Entandem Licensing Fees	Previously referred to as SOCAN, Entandem regulates the licensing fee paid to play live or recorded music in a business in an ethical, responsible and legal manner.		A	A	M-BusCon	2	\$750	1	1-Taxation	Base Budget Increase					
66	625	**NEW at R1	Pender Harbour Fitness and Aquatic Centre - Water Management Plan Implementation	During the restart of recreation facilities after an extended closure due to COVID, domestic water system water management plans were highly recommended by the Health Region. Plans were developed in 2021 and this budget is to implement the ongoing safety recommendations in the plan.		A	A	M-BusCon	3	\$1,750	5	5-Other (Grant, Fees, etc.)	COVID-19 SAFE RESTART GRANT and Base Budget Increase					
67	625	REMOVE COMPLETE IN 2021	Pender Harbour Fitness and Aquatic Centre - Accessibility Lift	Current accessibility lifts have reached the end of their useful life and require replacement		A	A	M-BusCon										
68	625	R1	Pender Harbour Fitness and Aquatic Centre - Non Annual Maintenance Item - Natatorium Ceiling Painting	The natatorium ceiling is in desperate need of repainting and can only be done when the pool basin is drained. The pool is drained every 2-3 years, so 2022 provides the appropriate timing for this work.		A	A	Other	4	\$12,000	4	4-Reserves	Operating					
69	625	**NEW	**NEW Pender Harbour Fitness and Aquatic Centre - Pool Basin Painting	Pool basin painting occurs every 2-3 years in alignment with the pool being drained. This painting helps prolong the lifespan of the asset and also creates a more vibrant pool atmosphere.		A	A	Other	5	\$12,000	4	4-Reserves	Operating					
70	650		Community Parks - Equipment Purchase- (Sports Fields) - New Cab Tractor	2020 inspections indicate asset due for retirement. This equipment essential to delivering service level. In-year failure is possible and would require urgent response but staff consider this as asset stewardship rather than imminent failure based on condition. Staff have started researching and are currently working with Purchasing to develop a scope and advertise for available pricing. Fleet services is working with parks in Q2 to develop and RFP. October 7 Update: RFP re-scoped and released. RFP award being finalized and budget requisition being prepared today. Anticipate final order Q4 2021.	\$70,000	A, B, D, E, F	All											

Function No.	Status	Project Title	Description	Carry Forward Amounts		Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
71	650		Community Parks - Suncoaster Trail (Phase 2) Community trail project	Multi-year, phased and strategic approach to completion of the Suncoaster Trail (Halfmoon Bay to Gibsons/Langdale) based on the Final Trail Concept Design approved by the Board. Further information about phases and a supporting funding plan provided through the budget process. COVID-19 delayed community-led delivery of this portion of the project until summer/fall 2021. August 21 Update: Community-led volunteer trail project postponed until at least Q4 2021 due to COVID 19. Staff will meet with partners in late Q3.	\$15,000	A, B, D, E, F	B, D, E, F										
72	650		Community Parks - Priority Repairs to Community Halls	Strategic priority repairs related to asset stewardship and community resilience. Projects identified and prioritized through condition assessments. Include minor capital and small energy efficiency projects that do not fit within capital plan. Set to review scope and work plan with Facility Services end of Q2. October 7 Update: Facility Services assigning work plan to address items Q3-Q4 2021. Approx. half of projects are now complete. Plan is to re-assess scope feasibility and complete project and associated work by late Q4 2021	\$25,246	A, B, D, E, F	Various										
73	650		Community Parks - Bike Park / Pump Track Development at Sprockids Park	Partnership opportunity with Coast Mountain Bike Trail Association. Engineering and costing work underway. Project partnerships and efficiencies being explored. Meeting set for early Q3 with partner CMBTA on next steps. October 7 Update: Meeting with partner late Q3. Staff have met with CMBTA partner and discussed with province. RFP for consultation services slated for development mid Q4 2021	\$40,000	A, B, D, E, F	F										
74	650		Community Parks - Coopers Green Hall Replacement / Upgrade	Replacement/upgrade for Coopers Green Hall. Next steps on this project and community feed back results reported. September 7 Update: Minor change in scope to include net zero readiness. Moving forward to re-engage community partners to develop an operating plan. Have reached out to meet with Sechelt Nation representatives. Met with Architect to review Board resolutions and timing. New project timelines and cost estimates anticipated by end of Q4.	\$3,088,020	A, B, D, E, F	B										
75	650		Community Parks - Coopers Green Park - Hall and Parking Design Plans	Approval from MoTI for parking on road right of way received in 2016. Application for parking variance approved by Board of Variance (2016-Sep-30). shishálh Nation consulted re archaeological review. Engagement activities complete. RFP released May 19. Archaeology permit application confirmed. Architect hired; Task Force underway. Report to community on progress and design revised following March 2018 open house. Schematic design complete. Task Force dissolved. Design development and project update report in Q3. Design complete Q1 2019. Application to Investing in Canada Infrastructure Program completed Q1 2019, aligned with capital funding plan. Grant result announced July 2020. Staff preparing public participation analysis and recommendations for Q4 Committee, following Board direction. Staff to report back on resource requirements associated with additional/new project information (Q2). September 7 Update: Community engagement session report presented Q1 2021. Budget approved in Q2 2021. Subsequent report reviewed in Q3 2021. Minor change in scope to include net zero readiness. Moving forward to re-engage community partners to develop an operating plan. Reached out to Sechelt Nation representatives. Met with Architect to review Board resolutions and timing. New project timelines and cost estimates anticipated by end of Q4.	\$33,788	All EA including Islands	B										

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
76	650		Community Parks - Parks Building	Partial Replacement / Upgrade	\$300,000	A, B, D, E, F	All									
77	650		Community Parks - Capital Asset Renewal	Coopers Green Park Boat Ramp Concrete Repairs	\$33,963	A, B, D, E, F	B									
78	650	R1	Community Parks - Human Resources Lift for Recreation Services	Recreation currently supports Parks by providing services related to bookings of sport fields, community halls, parks as well as pass sales and support for Dakota Ridge. This proposal increases the number of hours funded to match the actual number of hours of support provided.		A, B, D, E, F	Regional	M-BusCon	1	\$67,330	1	1-Taxation	Pro-Rated 9 months in 2022, 2023 - \$98,589	0.70		
79	650	R1	Community Parks - Parks Labourers	Addition of parks labourers to assist in maintaining current service levels in parks, especially in the peak seasons		A, B, D, E, F	Regional	M-BusCon	2	\$38,231	1	1-Taxation		0.62		
80	650	R1	Community Parks - Temporary Parks Backfill	One year temporary position to address backlog of parks annual tasks and projects that accumulated during 2021 due to staff vacancies		A, B, D, E, F	Regional	M-BusCon	3	\$91,266	5	5-Other (Grant, Fees, etc.)	One Time - COVID-19 SAFE RESTART GRANT	1.00		
81	650	R1	Community Parks - Archeological and Environmental Studies	With protocols and shared decision making processes, more due diligence in archeological assessments, management plans and other studies are becoming common practice. This budget request not only allows Parks to move forward on protective mitigation strategies for Bakers Beach and tenure renewal on Ocean Beach Esplanade, which require AMP's and further assessments, but also provides an ongoing base budget for these types of studies that are now becoming requirements of lease renewals, re-investment in to park spaces, etc.		A, B, D, E, F	Various	M-BusCon	4	\$50,000	1	1-Taxation	1/2 Taxation and 1/2 Operating Reserves and Base Budget Increase \$25,000			
82	650	R1	Community Parks - Katherine Lake and Lions Field Water Service Operations	The water systems at Katherine Lake and Lions Field are for the most part operated by Parks staff, there is expertise required for various annual tasks. This has historically been provided by the SCRD Utilities staff and charged back to Parks. Due to capacity challenges, Utilities are not able to continue with this service, therefore Parks needs to contract out this service.		A, B, D, E, F	A	M-BusCon	5	\$15,500	1	1-Taxation	Base Budget Increase			
83	650	REMOVED HANDLED THROUGH OPERATIONS	Community Parks - Disposal of Invasive Species Pilot	This proposes a two year pilot for disposal option for invasive species for Parks. Staff continue to gather information which will be provided at future Committee.		A, B, D, E, F	Various	Other								
84	650	R1	Community Parks - Community Led Improvement Project Support	Community groups are eager to provide capital funding for park improvements and also enter into partnership agreements for the ongoing operations/stewardship of parkland and assets. This budget request is to support the planning of these potential projects and includes such costs as public consultations, surveys, cost estimates, etc. Planning would include working through details such as capital and ongoing operating costs as well as roles and responsibilities of the parties involved. Specifically, in 2022, the two current community ideas for projects that require further exploration include a pathway around Katherine Lake and improvements / enhancements to Dan Bosch Park.		A, B, D, E, F	Various	Other	6	\$20,000	1	1-Taxation	One Time			
85	680		Dakota Ridge Recreation Service Area - One-Time Minor Capital - Upgrades and Renewal	One-time minor capital expenses to build a new roof on storage shed, new covered area on warming hut, signage upgrades, new visitor entry stairs, a new pass printer, and a new pull-behind grooming attachment. Parks planning and operations have begun work on the design, purchase and install of minor capital items in Q2 2021.  October 7 Update: Parks planning and operations are working on the design, purchase and install of minor capital items in Q2 2021. Some minor scope changes may be required. Cost increases and material delays dictate that this project budget focus on 3 main priorities for 2021. 1. new grooming drag 2. new visitor entry kiosk and signage, new roof/storage container. All other items deferred for later year considerations. Anticipate final purchase of all late Q4 2021.	\$33,500	A, B, D, E, F	D									

	Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount		Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
86	310 / 312 / 313 / 320 / 345 / 400 / 615 / 625 / 630 / 650 / 665 / 667 / 670 / 680	**NEW	**NEW Community Services - Administrative Assistant (1.0 FTE)	The Community Services Administrative Assistant will provide critical support to the General Manager Community Services and work cooperatively with other department administrative supports.		All	Regional	Other	1	\$41,500	1	1-Taxation	Prorated for 6 months - 2023 \$73,000	1.00				
			SUBTOTAL CS		\$ 5,494,600.97					\$ 1,135,405.67				5.92		-	\$ -	

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
<b>PLANNING AND DEVELOPMENT</b>																
87	135	R1	Corporate Sustainability Services - Green House Gas (GHG) Quantification		All	A, B, D, E, F	BSCG	1	\$15,000	4	4-Reserves	Operating				
88	136		Regional Sustainability Services - Building Adaptive and Resilient Communities	\$10,000	All	Regional										
89	136		Regional Sustainability Services - Community Emissions Analysis	\$50,000	All	Regional										
90	136	R1	Regional Sustainability Services - Community Climate Plan Development		All	Regional	BSCG	1	\$63,000	1	1-Taxation	\$63,000 includes provision for summer student (0.33 FTE). Potential grant for Summer Student	0.33			
91	200		Bylaw Enforcement - Bylaw Vehicle	\$50,000	A, B, D, E, F	A, B, D, E, F										
92	210		Gibsons and District Fire Protection - Fire Truck Replacement (Engine #1)	\$372,120	E, F, and ToG	Gibsons										
93	210		Gibsons and District Fire Protection - Hazardous Materials Response Trailer	\$25,000	E, F and ToG	E, F and ToG										
94	210		Gibsons and District Fire Protection - Emergency Generator	\$150,000	E, F and ToG	E, F and ToG										
95	210		Gibsons and District Fire Protection - Rescue Truck Upgrade	\$100,000	E, F and ToG	E, F and ToG										
96	210		Gibsons and District Fire Protection - CRI FireSmart Economic Recovery Fund - Firehall Roof Replacement	\$50,000	E, F and ToG	E, F and ToG										
97	210	R1	Gibsons and District Fire Protection - Capital Plan Projects - Fire Truck Replacement		E, F and ToG	E, F and ToG	M-BusCon	1	\$585,000	5	5-Other (Debt, Grant, Fees, etc.)	MFA Loan				
98	210	R1	Gibsons and District Fire Protection - Capital Plan Projects - High Priority		E, F and ToG	E, F and ToG	M-BusCon	2	\$10,400	4	4-Reserves	Capital				
99	210	**NEW at R1	**NEW Gibsons and District Fire Protection - Capital Renewal Plan Funding		E, F and ToG	E, F and ToG	M-BusCon	3	\$75,000	1	1-Taxation					
100	210	R1	Gibsons and District Fire Protection - Deputy Fire Chief (0.4 FTE)		E, F and ToG	E, F and ToG	BSCG	4	\$25,082	1	1-Taxation	0.20 FTE Pro-rated for 2022 to \$50,164 for 0.40 FTE in 2023	0.40			
101	210	R1	Gibsons and District Fire Protection - Wildfire Preparedness		E, F and ToG	E, F and ToG	LCHV	5	\$35,000	4	4-Reserves	Operating				



Function No.	Status	Project Title	Description	Carry Forward Amounts		Service Participants		Location(s) of Work / Proposal		Category	Pkg #	Amount		Funding Source Code		Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
				E, F and ToG		E, F and ToG								Funding Source						
102	210	**NEW at R1	**NEW - Gibsons and District Fire Protection - Reserve Fire Truck	Budget Proposal #1 requests consideration to replace Pumper 1 to maintain the fire department's FUS grading. As the fire truck is in sound mechanical condition, the fire department would like to retain the existing truck as a reserve. This would require an increase to the fuel (\$1,000), insurance (\$1,500) and maintenance (\$5,000) operating budgets.		E, F and ToG		E, F and ToG	LCHV	6		\$7,500	1	1-Taxation	Base Budget Increase					
103	212		Roberts Creek Fire Protection - Training Structure	Expected Completion Q3 2022.	\$68,087	D		D												
104	212		Roberts Creek Fire Protection - Engine #1 Replacement	Truck ordered, manufacturer's delays, chassis expected at builder mid November, final delivery Q2 2022.	\$374,928	D		D												
105	212	R1	Roberts Creek Fire Protection - Capital Plan Projects	Capital plan projects from fire department 20 year capital plan. Ventilation exhaust fan and electrical control panel.		D		D	M-BusCon	1		\$8,500	4	4-Reserves	Capital					
106	212	R1	Roberts Creek Fire Protection - Wildfire Preparedness	Rescue / Wildland Personal Protective Equipment - specialized wildland coveralls and equipment for volunteer firefighters for local or Provincial wildfire events when staff or volunteers elect for deployment in other fire jurisdictions.		D		D	LCHV	2		\$30,000	4	4-Reserves	Operating					
107	216		Halfmoon Bay Fire Protection - Tanker (Tender) Replacement	In Production, delivery date December 2021	\$500,000	B		B												
108	216		Halfmoon Bay Fire Protection - Firehall #2 Redevelopment	Contractor selected, work in progress	\$45,000	B		B												
109	216	R1	Halfmoon Bay Fire Protection - Fire Hall #2 Redevelopment Project	The current Firehall no longer meets the needs of the fire department with respect to the type and number of apparatus that need to be stationed in the Welcome Woods area. Based on response types and locations of responses, Firehall 2 should be the primary responding station to support the most densely populated area within Halfmoon Bay. Currently, the apparatus that can be stored do not meet Underwriters Laboratory of Canada (ULC) requirement for pumper operations and do not carry the necessary equipment required to deal with incidents typical to that area. Consultant to provide design and engineering services based on the report in progress by KMBR Consultants.		B		B	M-BusCon	1		\$250,000	1	1-Taxation						
110	216	**NEW	**NEW - Halfmoon Bay Fire Protection - Self Contained Breathing Apparatus	The current SCBA has completed its 15 year life cycle and can no longer be used for service SCBA and Cylinders.		B		B	M-BusCon	2		\$175,900	5	5-Other (Debt, Grant, Fees, etc.)	MFA Equipment Loan					
111	216	**NEW	**NEW Halfmoon Bay Fire Protection - Capital Renewal Plan Projects	In 2020 a budget proposal for a capital increase was approved for \$50,000, but was reduced to half (\$25,000) in order to soften the impact to the community during a pandemic. This new proposal would recover the previously approved funds from 2020 and add an additional \$23,000 required to fund the "Critical" items within the 20-Year Capital Funding Plan.		B		B	M-BusCon	3		\$48,000	1	1-Taxation						
112	216	R1	Halfmoon Bay Fire Protection - Capital Plan Projects	Contingent on Capital Renewal Plan Projects being approved BP #3 - This is to replace critical capital renewal items within the HMB hall as well as the replacement of the HMB Command Vehicle, Car 1, which is a 2004 ½ tonne pick-up truck. Critical Capital replacement as per 20-year capital plan		B		B	M-BusCon	4		\$206,100	4	4-Reserves	Capital Reserve					
113	218		Egmont Fire Protection - Egmont Fire Truck - Donation		\$11,500	A		A												
114	220		Emergency Telephone 911 - Radio Tower Capital Project Consulting Services	Waiting for authorization agreement to be signed	\$98,291	All		Regional												
115	220		Emergency Telephone 911 - 911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications). Letter of Authorization with Planetnetworks Consulting to be signed.	\$22,003	All		Regional												
116	220		Emergency Telephone 911 - Gibsons Radio Tower	Signal Testing has been completed.	\$46,600	All		Gibson												
117	220		Emergency Telephone 911 - Chapman Creek Radio Tower	Waiting for geotech report. RFP for tower construction has been issued.	\$262,700	All		Sechelt												
118	220		Emergency Telephone 911 - 911 Emergency Communications Equipment Upgrade	Signal Testing has begun. Agreement with Telus to be signed.	\$126,266	All		Regional												

Function No.		Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
119	220	R1	Emergency Telephone 911 - Project Support - 911 Towers	Continuing project support (one-time) for mandatory tower renewal projects; continuing casual Fire Chief support		All	Regional	M-BusCon	1	\$22,000	1	1-Taxation		0.20			
120	220		Emergency Telephone 911 - Dispatch Levy	E-Comm 9-1-1 Dispatch Levy fee is increasing		All	Regional	CM-HSER		\$10,020	1	1-Taxation					
121	222		Sunshine Coast Emergency Planning - Emergency Operations Centre / Mass Communications Project	Currently training with system.	\$13,638	All	Regional										
122	222		Sunshine Coast Emergency Planning - Contracted Services for Statutory, Regulatory and Bylaw Review	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties. RFP is being developed.	\$20,000	All	Regional										
123	222		Sunshine Coast Emergency Planning - Trailer Removal	Removal and disposal of trailer at Mason Road, formerly used as secondary Emergency Operation Centre location Waiting for electrician to move electrical service on September 7.	\$17,000	All	Sechelt										
124	222		Sunshine Coast Emergency Planning - CRI FireSmart Economic Recovery Fund - Fuel Management Demonstration		\$107,800	All	Regional										
125	222		Sunshine Coast Emergency Planning - CRI FireSmart Economic Recovery Fund - FireSmart Home Assessment		\$164,728	All	Regional										
126	222		Sunshine Coast Emergency Planning - CRI FireSmart Economic Recovery Fund - Smart Projects for Critical Infrastructure		\$110,000	All	Regional										
127	222		Sunshine Coast Emergency Planning - CRI FireSmart Economic Recovery Fund - Development that Leads to Employment		\$11,660	All	Regional										
128	222	R1	Sunshine Coast Emergency Planning - Evacuation Route Planning	CEPF 100% Grant-funded development of evacuation route(s), with area of work selected based on risk analysis		All	Regional	Other	2	25,000	5	5-Other (Debt, Grant, Fees, etc.)	Grant (Community Emergency Preparedness Fund)				
129	222	R1	Sunshine Coast Emergency Planning - Emergency Management Coordinator	Currently, the 0.4 FTE Emergency Management Coordinator is combined with the 0.6 Deputy Fire Chief. One full time employee is filling both positions and it is believed that both departments would benefit tremendously from dedicated resources.		All	Regional	BSCG	1	\$37,625	1	1-Taxation	0.30 FTE prorated for 2022 and 2023 - 0.60 FTE \$77,130	0.60			
130	500		Regional Planning Services - Regional Growth Framework - Baseline Research	Planned for late 2020 initiation. Coordination with member municipalities will be part of next steps. Project brief developed and shared with member municipalities and First Nations. Tendered. In evaluation process. Kick off meeting with consultant (MODUS) and intergovernmental/regional project team anticipated late Q3/early Q4.	\$50,000	All	Regional										
131	500		Regional Planning Services - Regional Housing Coordinator		\$86,001	All	Regional										
132	504		Rural Planning Services - Zoning Bylaw 310	Consulting contract and other project costs to assist with review/drafting of new zoning bylaw. Consultant has provided the final draft and completed the work within the scope of their project proposal. Staff are reviewing the draft and refining. Focused time being applied to this project to finish draft. Staff working to have draft for introduction in Q4 2021.	\$18,285	A, B, D, E, F	B, D, E, F										
133	504		Rural Planning Services - Planning Enhancement Project		\$203,050	A, B, D, E, F	B, D, E, F										

Function No.	Status	Project Title	Description	Carry Forward Amounts		Service Participants	Location(s) of Work / Proposal	Category		Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
134	504	R1	Rural Planning Services - Planning Enhancement	Annual investment in operating budget to support OCP renewal/harmonization, zoning bylaw alignment to OCPs, technical studies, while protecting (or enhancing) development processing and customer service levels. Proposed to be ongoing. Grants, if received, can offset taxation the following year. 2022 funding recommended to be pro-rated at 50% \$180,000 with \$360,000 ongoing from taxation including a 0.5FTE.		A, B, D, E, F	Regional	M-BusCon	1		\$180,000	1	1-Taxation	50% prorated for 2022 / Possible Grant Opportunity	1.00			
135	520	R1	Building Inspection Services - Building Clerk (1.0 FTE)	Building Inspection Services Additional FTE for Building Clerk to respond to increased service demand		All	All	Other	1		\$52,733	2	2-User Fees	Prorated 9 months 0.75 FTE and 2023 \$72,100	1.00			
136	210, 212, 216, 218		Fire Department Records Management Software	VFD Document System - Fire Pro 2 Software Package. Draft project initiation brief developed. Fire Chiefs, IT and RMS team meeting in Q4.	\$10,000	A, B, D, E, F and ToG	Various											
			SUBTOTAL PD		\$ 3,174,656.82					\$ 1,861,860.00					3.53	-	\$ -	

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
<b>INFRASTRUCTURE SERVICES</b>																
137	150		Feasibility Studies (Regional) - Water Service - Regional Watershed Management Plan (formerly project: Watershed Management Action Plan Development)	\$104,597	All	Regional										
			Development of a Regional Watershed Management Plan as part of Feasibility Study for new service establishment. Engagement of staff in Watershed Working Group and RFP to retain a consultant to provide strategic support is being developed and will be issued shortly. RFP closed in early June, and a contractor will be selected in June. Contractor selected. Kickoff meeting held in July 2021. Interim report for HWI grant submitted in June 2021.													
137	350		Regional Solid Waste - Generator Replacement for Pender Harbour Transfer Station	\$5,000	All	A										
			Purchase and installation of a new generator for the Pender Harbour Transfer Station as current generator is failing. Generator is used as back-up power for the site. Awaiting confirmation from Procurement re: procurement approach. Estimated work Q4 2021 / Q1 2022													
139	350		Regional Solid Waste - Sechelt Landfill Monitoring Well Installation	\$65,000	All	Regional										
			As per the Operating Certificate, the SCRD is required to monitor groundwater conditions in and around the Sechelt Landfill. The SCRD samples water via 18 wells multiple times throughout the year. A recent Hydrogeological Assessment recommended installation of 4 new wells and decommissioning 2 old wells. Estimated work Q4 2021 / Q1 2022													
140	350		Regional Solid Waste - Traffic Control Lights for Pender Harbour Transfer Station	\$10,000	All	A										
			Installation of traffic control lights for Pender Harbour Transfer Station to increase safety for customers and staff at site. Estimated work Q4 2021 / Q1 2022													
141	350		Regional Solid Waste - Power Supply Repair Sechelt Landfill including Interim Operating Costs	\$204,000	All	Regional										
			The current propane generator that is used to supplement the solar-based power system for the Sechelt Landfill has failed mid-February 2021. The site is currently using a diesel generator on a temporary hook up until a new generator is procured and installed. Power is required for the scale, computer and telephone for example. Development of RFP and SRW for connection to BC Hydro grid has been initiated													
142	350		Regional Solid Waste - Forklift for Sechelt Landfill	\$25,000	All	Regional										
			Purchase of a used forklift for loading the mattress trailer at the Sechelt landfill to full capacity thereby reducing possible injury to staff not having to manually load the truck and full trailers reduce shipping costs and lowers transportation-related GHG emissions. This is the recommended loading measure by WorkSafeBC. Estimated work timing Q3 2022													
143	350		Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phase 1)	\$84,010	All	Regional										
			Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at July ISC meeting. Second opinion being initiated as part of Phase 2 project - funds remaining in this portion													
144	350		Regional Solid Waste - Future Solid Waste Disposal Option Study (Phase 2)	\$150,000	All	Regional										
			Development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station. Second opinion of landfill siting options being initiated													
145	350		Regional Solid Waste - Sechelt Landfill Stage H+ Closure	\$2,500,000	All	Regional										
			The Design, Operation and Closure Plan (DOCP) requires that the landfill be progressively closed as it reaches its final height, in areas that will no longer receive waste. Stage H+ represents an area that has reached its fill capacity based on height and now requires closure. Project to be initiated in Q4 2022													
146	350		Regional Solid Waste - Waste Composition Study	\$100,000	All	Regional										
			Conduct a waste composition study of residential garbage collection, drop-off bins at Pender Harbour Transfer Station and Sechelt Landfill and commercial garbage delivered to the Sechelt Landfill. Study would occur at two points in 2021 and will support the evaluation of the implementation of new organics diversion services and guide the SWMP update (incl. waste disposal post landfill closure). Delayed until 2022													

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
147	350		Regional Solid Waste - Biocover Feasibility Study - Phase 2	Phase 2 Study to be initiated to determine the feasibility of utilizing a Biocover during the final closure of the Sechelt Landfill instead of traditional fill as cover. Timing Q4 2021	\$150,000	All	Sechelt									
148	350		Regional Solid Waste - Solid Waste Management Plan Update	Update the SCRD's Solid Waste Management Plan (SWMP) as per MoE guidelines, the expectation is at a minimum of every 10 years. The SWMP was last updated in 2011. SWMP update is dependent on decision on long-term solid waste disposal option and required to be updated for that option to be implemented. Delayed until 2022	\$150,000	All	Regional									
149	350		Regional Solid Waste - Sechelt Landfill Remediation		\$662,478											
150	350		Regional Solid Waste - Sechelt Landfill Cover Material Base Budget Increase	Additional budget for the costs and trucking of cover material to the Sechelt Landfill site.		All	Regional	CM-RC	\$40,000	2	2-User Fees	Tipping - Base Budget Increase				
151	350		Regional Solid Waste - Regulatory Reporting for Sechelt Landfill	Mandatory Ministry of Environment reports to be prepared by the SCRD's contracted engineering firm		All	Regional	CM-RC	\$89,165	1	1-Taxation					
152	350	R1	Regional Solid Waste - Pender Harbour Transfer Station Site Improvements - Phase I	The site inspection by an engineer in 2021 included that significant upgrades are required to this site. Phase 1 will include the urgent upgrades and the design for Phase 2		All	A	M-BusCon	\$70,000	4	4-Reserves	Eco-Fee Reserves				
153	350	R1	Regional Solid Waste - Sechelt Landfill Closure/Post Closure Funding	Increase of the annual contribution to the Closure/Post Closure reserve fund for the Sechelt Landfill to address current underfunding of the landfill closure/post closure liability for this site based on an anticipated closure date of 2025		All	Regional	M-BusCon	\$100,000	1	1-Taxation					
154	350	R1	Regional Solid Waste - Staffing - Manager Special Solid Waste Projects - 0.6 FTE	Additional senior project-management resources are required to manage the development and construction of a new long-term waste disposal option, the design and construction of the partial (Stage H+) and final closure of the Sechelt Landfill and other capital projects for the solid waste and other divisions.		All	Regional	BSCG	\$67,571	1	1-Taxation	Prorated 0.267 FTE [350] and 0.133 FTE (Other) and for 2023 \$101,107 - 0.40 FTE [350] and 0.20 FTE (Other)	0.60			
155	350	R1	Regional Solid Waste - Waste Reduction Initiatives Program	Program to provide funding to community groups, non-profit societies, charitable organizations and school groups to implement projects that contribute to waste reduction and diversion.		All	Regional	LCHV	\$5,000	1	1-Taxation	Base Budget Increase				
156	350	R1	Regional Solid Waste - WildSafeBC - Base Budget Increase	Contribution for hiring WildSafeBC Program Coordinator for the 2022 season May to November. SCRD has had a WildSafeBC Program Coordinator 2006-2008 and 2012-2021.		All	Regional	LCHV	\$15,000	1	1-Taxation	Base Budget Increase				
157	350	R1	Regional Solid Waste - Islands Clean-up	Expansion of the Islands Clean-up program to include Hardy Island as part of the Nelson Island Clean up event day.		All	Regional	LCHV	\$5,000	1	1-Taxation	Base Budget Increase				
158	350	R1	Regional Solid Waste - Home Composter Rebate	The Home Composter Rebate Program is an initiative of the SCRD's Regional Organics Diversion Strategy to assist with providing options to divert food waste and other compostable materials from the landfill.		All	Regional	LCHV	\$5,000	1	1-Taxation	Base Budget Increase				
159	365		North Pender Harbour Water Service - Water Supply Plan	RFP to be issued Q4	\$75,000	A and SIGD	A									
160	365		North Pender Harbour Water Service - Confined Space Document Review - North Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ to be issued in Q1 2022.	\$2,500	A and SIGD	A									
161	365		North Pender Harbour Water Service - Emergency Generator	The purchase of a generator for the North Pender system that can provide emergency backup energy to operate the Garden Bay Pump Station is required. Initial product specifications have been completed. Timing of procurement is dependent on specifications required for anticipated water treatment improvements. Awaiting results of Treatment Feasibility study.	\$125,000	A and SIGD	A									
162	365		North Pender Harbour Water Service - Garden Bay Pump Station - Treatment Improvements (Phase 1)	Feasibility study to review engineering solutions to address the current risk of significantly increased turbidity levels and ensuring regulatory compliance in a timely manner. The study will evaluate the feasibility of treatment systems that will be capable of reducing turbidity and organics. Delayed due to staffing levels.	\$20,000	A and SIGD	A									
163	365		North Pender Harbour Water Service - Garden Bay UV Reactor		\$37,236	A and SIGD	A									

Function No.	Status	Project Title	Description	Carry Forward Amounts		Service Participants	Location(s) of Work / Proposal		Category	Pkg #	Amount		Funding Source Code		Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
164	365	R1	North Pender Harbour Water Service - North Pender Harbour Watermain Replacement	Replacement of the existing 100 mm asbestos cement water main on Panorama Drive with a 200 mm ductile iron water main. This section was selected for replacement as means of improving system reliability and improving fire protection to the more than 70 homes that front Panorama Drive. It has also been subject to several leaks of the past years, resulting in disruption to service and response from SCRD Utilities staff.		A and SIGD	A	M-BusCon	1		\$850,000	5	5-Other (Debt, Grant, Fees, etc.)	Community Gas Tax Funds \$765,000 and \$85,000 Capital Reserves						
165	365	R1	North Pender Harbour Water Service - Public Participation - Water Supply Plan Development	Budget to allow for communication and public participation activities in support of the development of Water Supply Plans for each of the water systems (e.g. mail outs, surveys, digital communication and if possible in-person events).		A and SIGD	All	BSCG	4		\$7,500	4	4-Reserves	Operating						
166	366		South Pender Harbour Water Service - Confined Space Document Review - South Pender Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ to be issued in Q1 2022.	\$5,000	A and SIGD	A													
167	366		South Pender Harbour Water Service - Water Supply Plan	RFP to be issued Q4	\$75,000	A	A													
168	366		South Pender Harbour Water Service - McNeil Lake Dam Upgrades	Consultant completing preliminary design with design package submittal in Q4 2021	\$138,143	A	A													
169	366		South Pender Harbour Water Service - Treatment Plant Upgrades Phase I	Replacement of treatment system components will allow for more efficient operation of the water treatment plant. Procurement of equipment initiated in Q3 and to be continued in Q4 2020. PO for additional instrumentation sent to supplier (turbidity meters and controllers)	\$37,819	A	A													
170	366		South Pender Harbour Water Service - Dogwood Reservoir: Engineering and Construction	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure. This project will include the modelling analysis of the need of replacement options and/or demolition is required. Analysis of the need of replacement options and/or demolition is required. Depending on the results of the modelling analyses the scope of this project will either temporarily line the existing reservoir or fully demolish and remove the existing structure. Delayed awaiting modelling project completion.	\$108,000	A	A													
171	366		South Pender Harbour Water Service - Upgrades - Phase 2	Additional funds are required to complete some previously identified upgrades at the South Pender Harbour Water Treatment Plant including online turbidity instrumentation replacement, completion of weir automation and other upgrades that are necessary but not able to be funded utilizing Phase 1 (2020) funding balances. Planning underway.	\$17,687	A	A													
172	366		South Pender Harbour Water Service - 2021 Vehicle Purchases	Annual replacement of aged vehicle(s); #436 truck is 12 years old, has high mileage and rust is becoming an issue. Replace with truck with similar capabilities. Tender documents issued.	\$80,000	A	A													
173	366		South Pender Harbour Water Service - McNeil Lake Dam Safety Improvements - Construction	Complete the tendering and construction of the dam safety improvements which will consist of replacing the stop logs with a lifting device, reinstating low level outlet operation, increasing the height of the maintenance walkway above flood lake level, installing new public access signage, a water level gauge and new dam security gate.		A	A	CM-RC			\$525,000	4	4-Reserves	Capital						
174	366	R1	South Pender Harbour Water Service - South Pender Harbour Watermain Replacement	This Project is a continuation of 2018 work, and would replace the existing 150 mm asbestos cement diameter water main with a 200 mm diameter main on Francis Peninsula Road from Pope Road to Rondevue Road. This section was selected for replacement as means of improving system reliability and improving protection in that portion of the South Pender Water Service Area.		A	A	M-BusCon	1		\$600,000	5	5-Other (Grant, Fees, etc.)	Community Gas Tax Funds \$540,000 and \$60,000 Capital Reserves						
175	366	R1	South Pender Harbour Water Service - Public Participation - Water Supply Plan Development	Budget to allow for communication and public participation activities in support of the development of Water Supply Plans for each of the water systems (e.g. mail outs, surveys, digital communication and if possible in-person events).		A	A	BSCG	5		\$7,500	4	4-Reserves	Operating						

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
176	370		Regional Water Service - Water Supply and Conservation Public Engagement 2020 (including Water Summit)	Delayed implementation of some initiatives due to pandemic. Initiatives are now being developed as part of the implementation of 2021 Water Public Participation Plan. Implementation of the Water Public Participation Plan is underway. This includes website updates, advertisements (print and digital), Let's Talk water events, and development of engagement strategies for Fall 2021.	\$28,067	A, B, D, E, F, F Islands and DoS	All									
177	370		Regional Water Service - Regional Water Reservoir Feasibility Study Phase 4	Project on Hold pending completion of First Nations consultation.	\$84,965	A, B, D, E, F, F Islands and DoS	Regional									
178	370		Regional Water Service - Chapman Creek Environmental Flow Requirements Update	Project delayed due to impacts pandemic on contractor's ability to focus on project. Part of the components of the EFN analyses are being completed and initial discussions with FLNRORD have been initiated. Approval not expected prior to summer 2021.	\$50,000	A, B, D, E, F, F Islands and DoS	D									
179	370		Regional Water Service - Vehicle Purchases - Strategic Infrastructure Division	Options and analysis currently being reviewed. This will be advertised for tender soon. ONLY 1 VEHICLE PURCHASE FOR 2021 \$93,000/2. Procurement process underway.	\$46,500	A, B, D, E, F, F Islands and DoS	Regional									
180	370		Regional Water Service - Water Sourcing Policy	Project scoping based on current water supply source development status is underway.	\$25,000	A, B, D, E, F and DoS	Regional									
181	370		Regional Water Service - Chapman Water Treatment Plant Hot Water Upgrade	Staff are coordinating this project with the on site generation project to find efficiencies and cost savings. Design is complete and tanks are being installed. Removal of existing equipment completed and some new installed. Delayed due to contractor availability.	\$15,286	A, B, D, E, F, F Islands and DoS	D									
182	370		Regional Water Service - Chaster Well Upgrades (Well Protection Plan - Phase 2)	On hold; design complete, specifications to be finalized	\$42,911	A, B, D, E, F, F Islands and DoS	E									
183	370		Regional Water Service - Chapman and Edwards Dam Improvements	Consultant completing preliminary design with design package submittal in Q4 2021	\$221,509	A, B, D, E, F, F Islands and DoS	Regional									
184	370		Regional Water Service - Groundwater Investigation Round 2 Phase 3	RFP proposals are under review with a staff Contract award recommendation to be submitted at the November Board meeting.	\$1,377,600	A, B, D, E, F, F Islands and DoS	Regional									
185	370		Regional Water Service - Implementation of shishálh Nation Foundation Agreement	Resolution 266/19 No. 7 - Foundation Agreement	\$9,291	A, B, D, E, F, F Islands and DoS	Regional									
186	370		Regional Water Service - Groundwater Investigation - Phase 2 (Part 2)	Additional scope added and well siting currently underway. Long-term monitoring at Langdale site to continue until Q2 2022.	\$193,660	A, B, D, E, F, F Islands and DoS	Regional									
187	370		Regional Water Service - Chapman Water Treatment Plant Chlorination System Upgrade	Limited Notice to Proceed issued in early October. Construction material submittals and reviews underway.	\$1,610,540	A, B, D, E, F, F Islands and DoS	B, D, E, F, DOS									
188	370		Regional Water Service - Reed Road and Elphinstone Road Water Main Replacement	Work included in construction tender of Church Road project, will occur in 2022.	\$750,000	A, B, D, E, F, F Islands and DoS	F									
189	370		Regional Water Service - Groundwater Investigation - Phase 4A - Church Road	Final construction documents completed. Tendering contingent upon water license issuance. Ongoing discussions with province and ToG-water rights. FN consultation completed with FN concurrence. Consultant preparing EFN response back to Province.	\$7,450,840	A, B, D, E, F, F Islands and DoS	F									
190	370		Regional Water Service - Bylaw 422 Update	Reviewing potential proposals for changes to Bylaw 422.	\$30,000	A, B, D, E, F, F Islands and DoS	Regional									
191	370		Regional Water Service - Water Supply Plan: Public Participation Regional Water System	Budget to allow for communication and public participation activities in support of this process (e.g. mail outs, surveys, digital communication and if possible in-person events). Developing a framework to apply to the different water system, to apply to each water system.	\$20,000	A, B, D, E, F, F Islands and DoS	Regional									



Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
192	370		Regional Water Service - Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	The Chapman Creek Water Treatment Plant produces residuals that need to be dewatered and disposed of. RFP was issued and all bids were significantly in excess of budget, hence RFP was cancelled. Staff are currently exploring alternative approaches. Staff are working with Lehigh (transferring residuals to Lehigh mine site for dewatering) and long term solution (TBD) for residuals.	\$193,411	A, B, D, E, F, F Islands and DoS	D									
193	370		Regional Water Service - Chapman and Edwards Lake Communication System Upgrade	Installation of a radio repeater to improve the reliability and create redundancy in the communication system with the lake level monitoring and control systems for Chapman and Edwards Lake. System will also allow for video monitoring of infrastructure at the lakes. Testing equipment for potential install.	\$74,125	A, B, D, E, F, F Islands and DoS	Regional									
194	370		Regional Water Service - Confined Space Document Review- Regional Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff to develop tender documents to begin this process. RFQ to be issued in Q1 2022.	\$22,500	A, B, D, E, F, F Islands and DoS	Regional									
195	370		Regional Water Service - Utility Vehicle Purchase	Tender documents have been generated and will be advertised in Q4 2021. Tender documents issued.	\$46,500	A, B, D, E, F, F Islands and DoS	All									
196	370		Regional Water Service - Cove Cay Pump Station Rebuild and Access Improvements	Preliminary planning has taken place and further staff time is required to generate tender documents, RFQ to be issued in Q2. RFP documents to be finalized in November.	\$250,000	A, B, D, E, F, and DoS	A									
197	370		Regional Water Service - Chapman Water Treatment Plant UV Upgrade	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redundancy. Preliminary review of design is underway. Staff currently drafting RFP. Draft of RFP completed.	\$250,000	A, B, D, E, F, F Islands and DoS	D									
198	370		Regional Water Service - 2021 Vehicle Purchases	Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet: 1) Vehicle #438: 2008 Ford F250 2WD Truck w/ Service Body Truck is 12 years old and approaching end of useful life and increasing repair cost anticipated, 2) Vehicle #474: 2012 Ford F350 Flat Deck Truck, Out of commission and 3) Vehicle #477: 2012 Ford F150 4X4 Truck, Ongoing significant repairs. Tender Documents issued.	\$210,000	A, B, D, E, F, F Islands and DoS	Regional									
199	370		Regional Water Service - Reed Road Pump Station Zone 4 Improvements	On hold, design to be completed pending sufficient engineering capacity	\$70,000	A, B, D, E, F, F Islands and DoS	E									
200	370		Regional Water Service - Eastbourne Groundwater Development	RFP being drafted	\$350,000	A, B, D, E, F, F Islands and DoS	F									
201	370		Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis	RFP to be issued in Q4.	\$213,000	A, B, D, E, F, F Islands and DoS	Regional									
202	370		Regional Water Service - Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	AAP successful to secure the electoral approval for the Long-Term Loan for this project. Kick off meeting to be held in Q4	\$7,250,000	A, B, D, E, F, F Islands and DoS	Sechelt and SIGD									
203	370		Regional Water Service - Feasibility Study Surface Water Intake Upgrades Gray Creek	RFP draft complete, to be released in Q4 2021	\$125,000	A, B, D, E, F, F Islands and DoS	Regional									
204	370		Regional Water Service - Exposed Water Main Rehabilitation	Remaining unexpensed funds to be used to fund other waterline segments	\$115,152	A, B, D, E, F, F Islands and DoS	Regional									
205	370		Regional Water Service - Edwards Lake Siphon	Pipe is fused. Has not been deployed.	\$95,559	A, B, D, E, F, F Islands and DoS	Regional									

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount		Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
206	370		<b>Regional Water Service - Trout Lake Re-chlorination Station Upgrade</b>	The Trout Lake re-chlorination station is aged and needs an upgrade. The work will involve the demolition and removal of existing roof along with engineering and installation of the replacement roof by contracted resources. A review of the best and most efficient way of replacing the current piping and chlorination assets will also be engineered and upgraded.		A, B, D, E, F, F Islands and DoS	All	CM-IAF			\$100,000	4	4-Reserves				
207	370		<b>Regional Water Service - Valve Stems for Selma 2 Isolation</b>	Selma 2 reservoir is the main reservoir for the Regional Water System. Replacement of the main isolation valves and stems is required to isolate the reservoir for cleaning, entering the service water chamber to pull service water pumps and in the event of a watermain break between the reservoir and zone 1.		A, B, D, E, F, F Islands and DoS	All	CM-IAF			\$75,000	4	4-Reserves				
208	370		<b>Regional Water Service - Chapman Lake Dam Safety Improvements - Construction</b>	Complete the tendering and construction of the dam safety improvements which will consist of strengthening the face and the base of the dam by adding steel reinforcement into adjoining bedrock, increasing the height of the maintenance walkway above flood lake level, installing a log boom upstream, new public access signage, a water level gauge and new dam security gate.		A, B, D, E, F, F Islands and DoS	All	CM-RC			\$783,000	4	4-Reserves				
209	370		<b>Regional Water Service - Edwards Lake Dam Safety Improvements - Construction</b>	Complete the tendering and construct the dam safety improvements which will consist of replacing the stop logs with a sluice gate and a lifting device, increasing the height of the maintenance walkway above flood lake level, installing a log boom upstream, new public access signage, a water level gauge and new dam security gate.		A, B, D, E, F, F Islands and DoS	All	CM-RC			\$625,000	4	4-Reserves				
210	370	R1	<b>Regional Water Service - Single Axle Dump Truck Replacement</b>	Replacement single axle Dump Truck (1996) is required due to the condition, mechanical and maintenance history and mileage.		A, B, D, E, F, F Islands and DoS	All	M-BusCon	4		\$225,000	5	5-Other (Grant, Fees, etc.)	5-Year Municipal Finance Loan			
211	370	R1	<b>Regional Water Service - Vehicle Purchases</b>	This project is to purchase four (4) vehicles for the following purposes: • Two (2) new Fully Electric Vehicles to support staffing requirements (incl. the purchase of EV that was deferred as part of 2021 Budget process); • Two (2) replacement vehicles of vehicles #465 (2012) Escape and #491 (2013 F150) is required due to high mileage and increasing maintenance costs.		A, B, D, E, F, F Islands and DoS	All	M-BusCon	5		\$200,000	5	5-Other (Grant, Fees, etc.)	5-Year Municipal Finance Loan			
212	370	R1	<b>Regional Water Service - Budget Increase - Materials and Supplies</b>	The Operating Budget accounts for expenditures related to the supply and distribution of water to roughly 85% of the Sunshine Coast. Due to higher than anticipated inflationary pressures on the costs of goods, the current operating budget is insufficient and requires an increase in 2022.		A, B, D, E, F, F Islands and DoS	All	M-BusCon	1		\$125,000	2	2-User Fees	Base Budget Increase			
213	370	R1	<b>Regional Water Service - Staffing - Water Sustainability Technician - 0.5 FTE</b>	Hire a Water Sustainability Technician that will focus on leak resolution in the Sechelt area, as meters are installed. The position will also be responsible for supporting education and outreach efforts, patrols, responding to inquiries and complaints.		A, B, D, E, F, F Islands and DoS	All	BSCG	6		\$47,250	4	4-Reserves	Contingent on receiving Grant	0.50		
214	365 / 366 / 370		Water Service - Water Metering Program: Development of Customer Relationship Management Tool	Development of software to allow for: 1) on-line tool linked to MySCRD, 2) automatization of leak-detection and notification process and 3) improved customer support by staff. Kick-off meeting occurred March and implementation scheduled for June. Developed criteria for the CRM Management Tool, in collaboration with IT.	\$50,000	A, B, D, E, F, F Islands, SIGD, and DoS	Regional										
215	365 / 366 / 370		Water Service - Water Metering Program: Neptune 360 - Software and Hardware	Software and hardware are required to read the water meters owned by the SCRD. Allows the purchase of some hardware to support the meters installed as part of the Meter Installation Phase 3 project. Working with contractor on necessary data validation.	\$19,350	A, B, D, E, F, F Islands, SIGD, and DoS	Regional										
216	365 / 366 / 370		Water Service - Water Metering Program: Leak Correlator	Purchase Leak Correlator equipment and required staff training as per Board direction received following December 17, 2020 staff report. RFP being developed Tendering underway.	\$40,000	A, B, D, E, F, F Islands, SIGD, and DoS	Regional										
217	365/ 366 / 370		Water Service - Metering Program 2: Water Meter Data Analytics	Project has been initiated resulting from hiring new staff. Database solution project scoping with IT to develop a new database.	\$54,684	A, B, D, E, F, F Islands, SIGD, and DoS	Regional										

	Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount		Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
218	365 / 366	**NEW	**NEW North and South Pender Harbour Water Service - Water Distribution Model and Technical Analysis	In preparation of the Comprehensive Regional Water Plan (2013) the SCRD had a consultant prepare a hydraulic model of the distribution systems within the Regional Water system. These models have been used by the consultant to perform analyses for small areas when asked by the SCRD or developers. The model is not up-to-date and hence is not able to perform system wide analyses as required for development of a new Strategic Water plan for the water systems within the Regional Water system. Public participation will be conducted as part of the development of each of those plans and a budget would be required to fund any expenditures associated with such public participation. Regional Water Service was approved in 2021 - this is for North and South Pender Harbour Water Services		A and SIGD	All	BSCG	6, 6	\$40,000	4	4-Reserves	Operating - \$20,000 (365) / \$20,000 (366)					
219	365 / 366 / 370	R1	Water Service - Staffing - Utilities Engineering Coordinator - 1.0 FTE	A new position Utilities Engineering Coordinator is proposed to be responsible for the day to day oversight of engineering the staff within the Utilities Services Division. The workload of this team has increased significantly and is impacting progress on other priority work, including maintaining regulatory compliance, addressing imminent Asset Failures and improving the asset management for the water and wastewater infrastructure.		A, B, D, E, F, F Islands, SIGD, and DoS	Regional	M-BusCon	2, 2, 2	\$75,000	2	2-User Fees	2022 (Prorated 0.75 FTE) - \$3,750 (365) / \$7,500 (366) / \$63,750 (370) and 2023 - \$100,000	1.00				
220	365 / 366 / 370	R1	Water Service- Staffing - Utility Crew 3.0 FTE	In support of expending water supply systems (including Church Rd), ongoing regulatory compliance, improved asset management and support for capital projects additional field staff area required: 1 FTE Utility Technician II 1 FTE Utility Technician I/ Operator 1 (casual) 1 FTE Utility Operator II		A, B, D, E, F, F Islands, SIGD, and DoS	Regional	M-BusCon	3, 3, 3	\$202,500	2	2-User Fees	2022 (Prorated 2.25 FTE) - \$10,125 (365) / \$20,250 (366) / \$172,125 (370) and 2023 - \$270,000	3.00				
221	365 / 366 / 370	DEFERRED TO 2023	Water Service - Overtime Budget	Increases to the annual Overtime (Account 5110) budgets for all of all three water systems is required to appropriately reflect actual anticipated amount Over Time		A, B, D, E, F, F Islands, SIGD, and DoS	All	M-BusCon					Deferred per November 18, 2021 ISC Staff Report					
222	365 / 366 / 370	R1	Water Service - Water Rate Structure Review (Phase 1)	The SCRD begin reviewing potential rate structure options, with the assistance of a consultant, based on water use and water conservation, and seek input from the public. User-based pricing would support water conservation by raising customer awareness about water use, and detecting and resolving leaks quickly, and in general, is widely supported by the public compared to a flat rate to increase equity.		A, B, D, E, F, F Islands, SIGD, and DoS	All	BSCG	5, 4, 7	\$40,000	4	4-Reserves	Operating - \$2,000 (365) / \$4,000 (366) / \$34,000 (370)					
223	365 / 366 / 370	**NEW	***NEW - Water Service - Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River demand (Deferred 2021 Project)		A, B, D, E, F, F Islands and DoS	Regional	BSCG	7, 7, 7	\$225,000	4	4-Reserves	Operating - \$5,000 (365) / \$10,000 (366) / \$210,000 (370)					
224	381		Greaves Road Waste Water Plant - Septic Field Repairs	A 2020 feasibility study identified that the west septic field at Greaves WWTP has severe root intrusion and clogging in 2 of 4 laterals that will be addressed. Trees within 3m to 5m will be removed to prevent further root intrusion.		A	A	CM-IAF		\$5,000	4	4-Reserves						
225	382		Woodcreek Park Waste Water Treatment Plant - Sand Filter Remediation	Draft ITT completed. ITT to be updated to address conveyance system pending successful notification and receipt of the Federal Grant.	\$707	E	E											
226	382		Woodcreek Park Wastewater Treatment Plant – Collection System Designs	On October 22, 2020 a grant application was submitted in support of the construction phase upgrades to the treatment plant and collection system. In order to allow for an expedited start of this project phase, this budget proposal allows for the inclusion of essential upgrades to the collection system to the final design and tendering package that is currently being prepared as part of the ongoing project started in 2020. Included being draft ITT documents. Conveyance system field inspection completed in late September.	\$20,000	E	E											
227	382		Woodcreek Park Waste Water Treatment Plant - Inspection Chamber Repairs		\$5,964	E	E											
228	384		Jolly Roger Waste Water Treatment Plant - Headworks Replacement		\$7,161	B	B											

Function No.	Status	Project Title	Description	Carry Forward Amounts		Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
229	385		Secret Cove Waste Water Treatment Plant - Headworks Replacement		\$7,485	B	B										
230	386		Lee Bay Waste Water Plant - Collection System Repairs	During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs. Some repairs have been completed.	\$14,348	A	A										
231	387		Square Bay Waste Water Plant - Infiltration Reduction (Started 2019 - 2020 portion)	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. Further analysis of various sections of collection system is underway. Review of options underway.	\$15,910	B	B										
232	387		Square Bay Waste Water Plant - Square Bay Infiltration Reduction	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. Review of as built drawings underway.	\$25,000	B	B										
233	387		Square Bay Waste Water Plant - Square Bay Collection System Upgrade Planning	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. RFP being drafted for release in Q4.	\$15,000	B	B										
234	388	R1 - CM-IAF	Langdale Waste Water Plant - Remediation Project	The Langdale WWTP system is currently operating in a bypass capacity, and residential sewage is being transferred to the YMCA treatment facility adjacent to the WWTP site. This project consist of 2 phases: Phase 1 is the completion of a legal agreement with the YMCA for the combined long term management of the YMCA facility and Phase 2 consist of the decommissioning and demolishment of the existing facility and the construction of a new and permanent tie in to YMCA WWTP.		F	F	M-BusCon	1	\$261,000	5	5-Other (Grant, Fees, etc.)	\$126,000 Community Gas Tax Fund and \$100,000 short-term loan and \$35,000 Operating Reserves				
235	392		Roberts Creek Co-Housing Waste Water Plant - Treatment System and Regulatory Enhancements	Various improvements to the treatment facility, collection system and pump replacements are required to help the treatment plant achieve its design effluent quality criteria as well as meet the current permit with the Municipal Wastewater Regulation (MWR). Additionally, de-registering with the MWR and registering with Vancouver Coastal Health Sewerage Regulation is required, as the plant does not meet the flow thresholds for the MWR. Under either regulation the improvements to the treatment facility and collection system are required. The Co-Housing representatives have indicated that the community members fully support this budget proposal and the use of the service areas reserves for this purpose. Several assessments completed and repairs made, additional repairs and upgrades are being planned and required materials obtained. Some parts received and when all are received work will begin to install and repair. Community meeting was held for updates. Work to take place late October early November	\$6,514	D	D										
236	393		Lillies Lake Waste Water Plant - System Repairs and Upgrades	Lily Lake WWTP is out of compliance under the Municipal Wastewater Regulation due to poor effluent quality. Several repairs and upgrades have been identified to address the current performance issues.		A	A	CM-RC		\$ 35,000.00	4	4-Reserves					

	Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
237	394		Painted Boat Waste Water Plant - Flow Meter	As per the Municipal Wastewater Regulation wastewater treatment plants must monitor and totalize flow through the treatment plant. Funds would be used to purchase the meter, excavation for the installation as well as the required wiring and programming.		A	A	CM-RC		\$ 7,500.00	4	4-Reserves					
238	383 / 384 / 385 / 387 / 388 / 393		Wastewater Treatment Plants (Various) - Outstanding Right of Way	Wastewater plants and collection lines often cross private property to allow for correct alignment. Infrastructure on private land needs to be maintained and operated by the SCRD and need legal Statutory Right of Way (SROW) or easements are required. Through the Asset Management Plan development and further investigation of a number of wastewater plants and collection systems have been identified as missing these documents for various reasons. All outstanding ROW issues have ben identified and staff will be communicating with property owners.	\$24,000	A, B, E, F	A, B, E, F										
			<b>SUBTOTAL ISC</b>		<b>\$ 26,459,008.57</b>					<b>\$ 5,457,986.00</b>				<b>5.10</b>		<b>-</b>	<b>\$ -</b>
			<b>Net Cost of Budget Proposals</b>		<b>\$ 35,751,088.49</b>					<b>\$ 8,889,096.67</b>				<b>16.55</b>		<b>-</b>	<b>\$ -</b>
										<b>TOTALS:</b>							
										\$ 1,719,292.67	1	1-Taxation					
										\$ 495,233.00	2	2-User Fees					
										\$ 20,000.00	3	3-Support Services					
										\$ 3,291,762.00	4	4-Reserves					
										\$ 3,362,809.00	5	5-Other (Debt, Grant, Fees, etc.)					
										<b>\$ 8,889,096.67</b>		<b>TOTAL OF ALL PROJECTS</b>					

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Dean McKinley, Chief Administrative Officer  
Sherry Reid, Corporate Officer

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR GENERAL GOVERNMENT [110]**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for General Government [110] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolutions 304/21 was adopted (in part):

**Recommendation No. 5**      *Corporate and Administrative Services Projects*

THAT for 2022 Round 1 Budget, staff present budget proposals for the following Corporate and Administrative Services projects:

- [110] – Executive Assistant 1.0 FTE (including an option for a part-time position with implications for each, further information on the position role and providing an option for funding from Electoral Areas only);
- [110] – Information and Privacy Coordinator 1.0 FTE (including an option for a part-time position);
- [110] – Hybrid Meeting Solutions (with potential for using COVID-19 Restart Funds);
- [110] – Meeting Management Solutions...;

**Recommendation No. 12**      *Addition to Hybrid Meeting Solutions*

THAT as part of the Proposed Initiative for the [110] General Government - Hybrid Meeting Solutions project Boardroom furniture reconfiguration be added for consideration.

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [110]**

**2022 R1 Budget Proposals by Category**

D. OTHER or NOT CURRENTLY CLASSIFIED

1	Function Number – Project Name:	[110] – Executive Assistant (1.0 FTE) (Amended from Pre-Budget from 0.5 FTE)
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2022 Funding Required:	\$38,426 (half-time) up to \$73,102 (full-time) Note: Funding request for year-one is calculated at 75% of total and includes 24.96% for benefits and an additional \$5,000 overhead to account for software licenses or other equipment associated with the creation of new staff position.
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	The Executive Assistant is a Board-requested new resource that will primarily focus on supporting advocacy efforts as set out in the Board's Strategic Plan. The role will facilitate communication between the Regional District, various Provincial ministries and other local governments and relevant agencies in relation to advocacy initiatives being pursued by the SCRD. It will also provide administrative support for rural area directors as well as for the Office of the CAO and other General Government functions.  The new resource is being proposed as a full-time position however, the Board has requested the inclusion of a part-time option for consideration. As such, the funding request reflects the cost for half-time up to a full-time option.
	Climate Action Impact	n/a
	Life Cycle Cost Breakdown	\$92,470 (Full-time) or \$46,235 (Part-time) inclusive of benefits for subsequent years



2	<i>Function Number – Project Name:</i>	[110] – Information and Privacy Coordinator (1.0 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$42,175 (half-time) to \$80,600 (full-time)  Note: Funding request for year-one is calculated at 75% of total and includes 24.96% for benefits and an additional \$5,000 overhead to account for software licenses or other equipment associated with the creation of new staff position.
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>A new resource for Legislative Services is necessary for business continuity as the SCRD transitions to digital/electronic business processes and strives to meet increasing service level expectations of the public with respect to accessing local government records and online services. The role will also provide additional needed capacity critical to ensuring compliance with SCRD legislative responsibilities under the <i>Freedom of Information and Protection of Privacy Act</i> including new legislative requirements being imposed under Bill 22.</p> <p>It will specifically address under-resourced service needs that have been identified in three key areas:</p> <p>1. Access to Information and Privacy – The SCRD has experienced a notable increase in the scope and volume of Freedom of Information (FOI) requests over the past several years which challenges the department's current capacity to respond to requests while meeting daily operational needs. This role will also support SCRD's statutory responsibilities with respect to assisting with implementation of new privacy program requirements being imposed under Bill 22.</p>

		<p>2. Modernization of the Records Program – SCRD internal business processes must evolve to accommodate new ways of working as the transition to digital and electronic services has been significantly expedited due to the pandemic. This position supports the Corporate Records Program by assisting with the development of new policy and procedure and will also assume a role in the administration of online collaborative workspaces as part of the Converged Collaboration project.</p> <p>3. Online information services –This position will support the development and management of a routinely released records database to expand SCRD’s open data portal to better meet public expectations around access to information. The work aligns with SCRD’s website redevelopment project scheduled for 2022.</p> <p>Option for Part-time Position: Per the Board’s request, a part time option is also being provided. The complexity and varied tasks of the role means it would be better suited as a full-time position. If a part-time option is to be considered, it is recommended the functions of the role be separated, meaning considering either of the following for a part-time position:</p> <p>1) Information and Records Coordinator – to support select objectives related to the modernization of records program</p> <p>OR</p> <p>2) FOI and Privacy Coordinator - to support objectives related to the access to information and privacy program.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	\$102,467 (Full-time) or \$51,233 (Part-time) inclusive of benefits for subsequent years.

3	Function Number – Project Name:	[110] – Hybrid Meeting Solutions and ***NEW Board Room Modifications
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2022 Funding Required:	\$125,000 (\$50,000 plus \$75,000 NEW)
	Funding Source(s):	COVID-19 Safe Restart Grant (Funding Changed from Taxation at Pre-Budget)
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	<p>This budget proposal is in response to the new permanent authority provided to local governments to conduct meetings electronically. Advantages include ease of accessibility leading to greater public attendance at SCRD meetings, improved transparency, reduced GHG emissions resulting from the reduced need for directors, staff, invited guests and the public to travel to Field Road to attend in person, and the convenience of choosing whether to watch the meeting live at the scheduled time or at a later time by accessing the archived video online. An interim solution to facilitate live-streaming hybrid and electronic meetings is in place in the SCRD Boardroom however further work is needed to implement a more permanent and reliable solution on an ongoing basis.</p> <p>This proposal is for contracted services to develop options and pricing that will expand audio-visual capabilities for the SCRD (including hardware, sound, cameras, electrical, space needs) to facilitate a range of hybrid meetings for Board, Board Committees, Advisory Committees / Commissions, Public Hearings, and Intergovernmental meetings.</p> <p>The Board has further recommended the scope for the Hybrid Meeting Solutions project be broadened to incorporate costs for Boardroom furniture reconfiguration, including furniture replacement, which may be necessary to facilitate the installation of new A/V hybrid technology in the Boardroom.</p>

	<i>Climate Action Impact</i>	Supporting electronic meetings will result in reduced GHG emissions resulting from the reduced need for directors, staff, invited guests and the public to travel to Field Road to attend meetings in person.
	<i>Life Cycle Cost Breakdown</i>	A/V equipment will require ongoing maintenance and eventually replacement. Technology replacement is typically considered on a 4-5 year cycle.

4	<i>Function Number – Project Name:</i>	[110] – Meeting Management Solutions
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	COVID-19 Safe Restart Grant  (Funding Changed from Taxation at Pre-Budget)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	This proposal is for a software solution to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings. In order for the virtual and physical domains to smoothly function together as a single meeting, a system is required to seamlessly manage both environments and their respective participants in real-time. Meeting management software streamlines the full cycle from report and agenda creation, to electronic publishing, to meeting video livestreaming and archiving. Software services are subject to an annual subscription fee. This budget request is for year-one implementation.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Once implemented, annual subscription fees will apply and could be in the range of \$18,000 to \$20,000 per year.

**Financial Implications**

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 328,629	\$ 328,629	\$ 328,629	\$ 328,629	\$ 328,629
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 328,629	\$ 328,629	\$ 328,629	\$ 328,629	\$ 328,629

<b>Five-Year Vehicle Replacement Reserve Plan (or longer, if applicable)</b>					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 44,552	\$ 44,552	\$ 44,552	\$ 44,552	\$ 44,552
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 44,552	\$ 44,552	\$ 44,552	\$ 44,552	\$ 44,552

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** David Nelson, Manager, Information Technology / Geographical Information  
Services

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR INFORMATION TECHNOLOGY [117]

---

### RECOMMENDATION(S)

**THAT** the report titled 2022 Round 1 Budget Proposal for Information Technology [117] be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 5**      *Corporate and Administrative Services Projects*

The Corporate and Administrative Services Committee recommended that for 2022 Round 1 Budget, staff present budget proposals for the following Corporate and Administrative Services projects:

- ...[117] – Let's Talk SCRD Annual Subscription;...

In response, a Budget Proposal has been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [117]**

**2021 R1 Budget Proposals by Category**

**B- BOARD STRATEGIC AND CORPORATE GOALS**

1	Function Number – Project Name:	[117] – Let's Talk SCRD
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional

<i>2022 Funding Required:</i>	\$20,000
<i>Funding Source(s):</i>	Support Services
<i>Asset Management Plan Implications:</i>	n/a
<i>Rationale / Service Impacts:</i>	An ongoing increase in Information Technology (IT) operating software budget of \$20,000 per year (subject to inflationary changes) is needed for annual subscription renewal for Bang the Table's online community engagement platform tool for "Let's Talk SCRD". Procured in 2020 and fully implemented in early 2021, the Let's Talk online platform has proven to be an effective tool in support of the Board's strategic priority for public engagement. The Budget request is for the 2022 subscription amount (not including taxes).
<i>Climate Action Impact</i>	n/a
<i>Life Cycle Cost Breakdown</i>	It is expected that the subscription will increase by approximately 2% per year and the base budget will need to increase each year. Therefore 2023 is expected to be approximately \$20,400.

### Financial Implications

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$172,211	\$172,211	\$122,211	\$122,211	\$122,211
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Replacement (EV)	\$ -	-\$ 50,000	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$172,211	\$122,211	\$122,211	\$122,211	\$122,211



Five-Year Operating Reserve Plan (or longer, if applicable) (use table illustrating capital contributions and expenditures, if available)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$120,065	\$120,065	\$120,065	\$120,065	\$120,065
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$120,065	\$120,065	\$120,065	\$120,065	\$120,065

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Tina Perreault, General Manager, Corporate Services / Chief Financial Officer  
Senior Leadership Team  
Rebecca Porte, Interim Manager, Sustainable Development- (Joint Proposal)

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR ADMINISTRATION BUILDING (FIELD ROAD) [114] AND JOINT PROPOSAL FOR PHASE 2 CORPORATE ELECTRIC VEHICLE (EV) CHARGING STATIONS [114], [117], [310], [312], [365], [366], [370] AND [650].**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Administration Building (Field Road) [114] and Joint Proposal for Phase 2 Corporate Electric Vehicle (EV) Charging Stations [114], [117], [310], [312], [365], [366], [370] and [650].be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 5**      *Corporate and Administrative Services Projects*

THAT for 2022 Round 1 Budget, staff present budget proposals for the following Corporate and Administrative Services projects:

- ...[114 and 312] – Electric Vehicle (EV) Charging Stations (Field Road and Mason Road) – Phase 2.

At the November 25, 2021 Corporate and Administrative Services Committee Meeting the following recommendation was made (in part):

**Recommendation No. 5**      *Allocation of Remaining COVID-19 Safe Restart Grant Funds*

The Corporate and Administrative Services Committee recommended that the report titled Allocation of Remaining COVID-19 Safe Restart Grant Funds be received for information;

...AND FURTHER THAT a new budget proposal be brought forward to the 2022 Round 1 Budget deliberations for Reception Centre Modifications within the Administration Building [114] (\$40,143) funded through COVID-19 Safe Restart Grant funds.

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory - NONE**

**2021 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	<i>Function Number – Project Name:</i>	<b>**NEW</b> [114] – Reception Centre Modifications - COVID-19
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$40,143
	<i>Funding Source(s):</i>	COVID-19 Safe Restart Grant
	<i>Asset Management Plan Implications:</i>	Any modifications may need to be replaced in the future and will be factored in interior building maintenance replacement cycle.
	<i>Rationale / Service Impacts:</i>	<p>This proposal is new as part of report to <a href="#">November 25, 2021 CAS Meeting on allocation SCRD's remaining COVID-19 Restart Funding</a>.</p> <p>When the SCRD's Administration Building opened following COVID-19 closures in the summer of 2020, temporary barriers were placed at the front reception desk to ensure protocols for health and safety were adhered to. This was partly due to limited labour and supplies at the time to build and install a custom barrier. Staff are also using many other objects to create barriers which are not ideal.</p> <p>Due to the ongoing nature of the pandemic, a more permanent enclosure is proposed. There are also two work stations within the front reception that will also be redesigned for a more</p>

		efficient workspace. This proposal will be for material, supplies and labour.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	The barrier may need to be replaced in the future and will be accounted in the Administration's overall lifecycle cost analysis as part of its asset management plan.

**B- BOARD STRATEGIC AND CORPORATE GOALS**

2	<i>Function Number – Project Name:</i>	<b>*Modified-</b> Joint Proposal for Phase 2 Corporate EV Charging Stations
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	Total: Up to \$70,000.  Field Road Admin [114]-\$25,000 Transit [310]-\$1,000 Fleet [312]-\$1,000 North Pender Water [365]-\$1,000 South Pender Water [366]-\$9,000 Regional Water [370]-\$32,000 Parks [650]-\$1,000
	<i>Funding Source(s):</i>	Capital and Operating Reserves with possible CleanBC and Go Electric fleet rebates Up to (\$20,000)
	<i>Asset Management Plan Implications:</i>	These units will need to be replaced every 5-8years and require regular maintenance.
	<i>Rationale / Service Impacts:</i>	The SCRD is electrifying its fleet to reduce greenhouse gas emissions and save on fuel and maintenance costs. Each EV needs its home charging station where it will charge predominantly overnight.  Phase 2 follows Phase 1, which involved developing a business process flow, ownership structure of stations, setting up initial stations for the first EVs, and

		<p>setting up a tracking and accounting software for cost recovery.</p> <p>Phase 2 will involve:</p> <ul style="list-style-type: none"> <li>• electrical system assessments of Mason Rd and Field Rd sites;</li> <li>• electrical system upgrades of the Field Rd site which could involve a new subpanel.</li> <li>• developing policy and price on charging station</li> <li>• The proposed approach will utilize the CleanBC Go Electric Fleet program rebates and supports to conduct site electrical assessments, electrical system upgrades, and charging stations.</li> </ul> <p>New stations will be purchased via a competitive bid process and will be integrated into the station tracking and SCRD ERP systems.</p>
	<i>Climate Action Impact</i>	<p>This proposal will help the SCRD achieve its Strategic Objectives: 4.3 ACHIEVE CARBON NEUTRALITY</p>
	<i>Life Cycle Cost Breakdown</i>	<p>The EV Charging units require software at a cost of up to \$150 per unit. If Phase 2 is implemented, up to 10 units will be in place and \$1,500 through IT [117] will need to be budgeted annually through Support Services.</p> <p>These units also require regular maintenance at a cost of \$150 per unit annually.</p> <p>These units will need to be replaced and it is recommended that these be planned as part of the capital renewal plans for these services.</p>

**Financial Implications**

<b>[114] Field Road</b>						
<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	
Opening Balance in reserve	\$249,346	\$244,346	\$264,346	\$284,346	\$304,346	
Annual Contribution	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Phase 2 EV	-\$ 25,000	\$ -	\$ -	\$ -	\$ -	
Closing Balance in Reserve	\$244,346	\$264,346	\$284,346	\$304,346	\$324,346	

<b>[114] Field Road</b>						
<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>						
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	
Opening Balance in reserve	\$ 96,095	\$ 96,095	\$ 96,095	\$ 96,095	\$ 96,095	
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Closing Balance in Reserve	\$ 96,095	\$ 96,095	\$ 96,095	\$ 96,095	\$ 96,095	

- **OTHER FUNCTIONAL RESERVE TABLES- SEE FUNCTIONAL PROPOSALS**

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shelley Gagnon, General Manager Community Services

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR PUBLIC TRANSIT [310]

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Public Transit [310] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (excerpted):

**Recommendation No. 6**      *Community Services Projects*

THAT the following Community Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- [310] – COVID-19 Expenses – Wages – 1.40 FTE, \$94,212 funded from COVID-19 Restart Funds in Reserves (Regulatory Compliance);
- [310] – COVID-19 Expenses – Material and Supplies, \$12,000 funded from COVID-19 Restart Funds in Reserves (Regulatory Compliance);
- [310] – Security System and CCTV, \$3,250 funded from Reserves (Health and Safety or Environmental Requirement);
- [310 / 312] – Pressure Washer Replacement, \$10,500 funded from Reserves (Imminent Asset Failure);

AND:

AND FURTHER THAT for 2022 Round 1 Budget, staff present budget proposals for the following Community Services projects:

- [310] – Transit Superintendent – 1.0 FTE;
- [310] – Driver Orientation and Training;



- [310] – COVID-19 Backfill and Overtime;

The Pre-Budget item for the [310] – Security System and CCTV was misclassified as categorized mandatory therefore, a Budget Proposal has been prepared.

### 2022 R1 Budget Proposals by Category

#### A- BUSINESS CONTINUITY (Mandatory)

1	Function Number – Project Name:	[310] Public Transit – Transit Superintendent (1.0 FTE)
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	B, D, E, F, DoS, SIGD, ToG
	2022 Funding Required:	<p>\$87,667 (ongoing; pro-rated amount for 8 months)</p> <p>\$5,500 (one time funding)</p> <p>-\$2,500 for office Furniture</p> <p>-\$1,500 for computer</p> <p>-\$500 for a cellphone</p>
	Funding Source(s):	<p>Ongoing salary from Taxation</p> <p>One Time of \$5,500 from operating reserves</p>
	Asset Management Plan Implications:	Not Applicable
	Rationale / Service Impacts:	The Transit Division operates bus services 22 hours per day (only closed from 0200-0400hrs) and 365 days a year with a current inventory of 14 conventional buses and 3 Handydart vehicles. The bus service is supported by 21.79 FTE drivers, which equates to more than 45-50 people depending on the season. There is currently 1.0 FTE Transit Superintendent (reports to the Manager Transit and Fleet) responsible for day to day operations including driver and passenger safety, bus schedules, staff schedules, transit alerts and traffic diversions, staff training, driver evaluations and performance, writing and amending procedures, coaching and support, incident and investigation

	<p>reporting, conflict resolution and administration of services related to bus stops and shelters.</p> <p>The Transit Manager may assist with some of these tasks, however, is also responsible for the overall transit operations (including another 5.41 FTE support staff), fleet operations (6.6 FTE's), street lights and ports.</p> <p>During all bus services operating hours, standard operating procedure and safety protocol require a 'supervisor/primary responder' be available at all times to manage on-road service and safety issues, motor vehicle incidents and traffic delays, driver concerns and emerging issues, customer interactions and incidents, and other emergencies. There must be an immediate response and ability to provide on-site assistance for a Code 6 incident (a code 6 indicates a situation that has the potential to escalate but is not yet an immediate threat) and a Code 9 incident (a code 9 is an incident that an operator considers to pose an immediate threat). The Transit Superintendent must possess the qualifications to drive a conventional bus. With only 1 FTE (35 hours per week), there are significant gaps in the ability to provide this supervision and primary responder role posing a significant safety risk.</p> <p>This business proposal is requesting the addition of a second Transit Superintendent. Most importantly, this position would double the number of operational hours in which emergency support and assistance is available for drivers. Further it would increase the internal capacity to orientate and train drivers and potentially provide capacity to complete 'in-house' Class 2 training. Last but not least, this position would provide additional capacity for transit operations to focus on areas of improvement and growth.</p>
--	--

		Of note is an emerging initiative of BC Transit to create Operations Standards that must be implemented by all transit services starting in 2022. Changes to operations, standardization of training and operational procedures are anticipated and support/capacity to implement these will be required.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	<p>\$5,500 one-time costs refer to set up new employee (i.e. computer, phone, desk, etc.).</p> <p>2022 ongoing budget value is based on pro-rating the position for 8 months (assumes hiring in May).</p> <p>In 2023 this position is expected to cost \$133,410 including Salaries, Benefits and WCB (1.0 FTE)</p>

2	<i>Function Number – Project Name:</i>	[310] Public Transit – Driver Orientation and Training
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, SIGD, ToG
	<i>2022 Funding Required:</i>	\$11,500 (ongoing)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	<p>The qualifications for Transit Drivers include a Class 2 Drivers License with air brakes endorsement and a safe driving record. New hires are also required to provide a criminal record check and are eligible for reimbursement of this cost.</p> <p>Upon hiring, before a new Transit Driver is ready to drive their first shift by themselves, there are a number of things they must learn including health and safety requirements, learning the routes, shadow driving, and bus preparation for opening and closing all Drivers must</p>

		<p>complete ~76 hours of in-house orientation and training.</p> <p>There is currently no budget for this critical training, which has resulted in budget variances that have required under-expenditures in other areas to cover. This is not sustainable, especially given the increasing rate of turnover in Transit Drivers.</p> <p>This Business Case recommends an increase to the base operating budget for provisions to cover these costs (based on a historical average of 4 new drivers per year).</p>
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Operating base budget increase in 2022 and onward of \$11,500.

3	<i>Function Number – Project Name:</i>	[310] Public Transit – COVID-19 Backfill and Overtime
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, SIGD, ToG
	<i>2022 Funding Required:</i>	\$81,800
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	<p>In the first year of the COVID-19 pandemic (2020), Transit experienced a significant increase in the amount of overtime incurred, 61.69% higher than pre-pandemic operating levels. This increase could be attributed to the introduction of new of sick policies, COVID operating challenges, resignations and retirements, and potentially employees feeling nervous or unsafe being around the public.</p> <p>In 2021, the amount of overtime incurred continued to rise, more than 21% over 2020. Recruitment and retention of Drivers continued to be a challenge. In</p>

		<p>order to continue to operate at 100%, overtime was required to secure Drivers for routes. High turnover rates and recruitment challenges could be attributed to many reasons including the continued pandemic, rising housing costs, and high unemployment rates.</p> <p>Transit has recruited additional Drivers in 2021, however, the availability of those Drivers continues to be a challenge. Driver shortages requires overtime to be incurred in an effort to provide annual leave, respond to sick time, and retain 100% service level.</p> <p>This proposal requests a one-time operating budget lift to account for the anticipated 2022 overtime, based on the past two years of actual data.</p>
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	This proposal is planned as a one-time for 2023.

**C. LOW COST, HIGH VALUE**

4	<i>Function Number – Project Name:</i>	[310] <b>**NEW</b> -Public Transit – Security System and CCTV
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, SIGD, ToG
	<i>2022 Funding Required:</i>	\$3,250
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Future replacement of hardware will need to be planned for.
	<i>Rationale / Service Impacts:</i>	Due to an increasing number of break-ins to the Mason Road Yards and Transit/Fleet building in 2019, some long-term safety and security improvements were recommended including the installation of a security system including CCTV's for the Fleet/Transit building. Further, additional exterior lights in the parking lot were to

		be installed. A budget to complete this work was approved 2021 however, the actual cost of the project exceeded budget. Staff proceeded with the installation of the parking lot lighting, however could not proceed with the CCTV and security system without additional budget. This request (combined with a similar request in 312 Fleet) is for the increase in budget required to complete the installation of the system and CCTV's.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Ongoing maintenance of hardware will be considered through operating budget.

### Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 721,667	\$ 435,254	\$ 373,037	\$ 373,037	\$ 373,037
Contributions/2021 Est. Surplus	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Required Annual Operating Budget Funding	-\$133,401	-\$ 62,217			
COVID-19 Expenses Wages	-\$ 94,212				
COVID-19 Expenses Extra	-\$ 12,000				
COVID-19 Backfill and Overtime	-\$ 81,800	\$ -	\$ -	\$ -	\$ -
Transit Superintendent (One Time)	-\$ 5,500	\$ -	\$ -	\$ -	\$ -
Power Washer	-\$ 5,250				
Security System and CCTV	-\$ 3,250	\$ -	\$ -	\$ -	\$ -
Phase 2 EV	-\$ 1,000				
Mason Rd Lease					
Closing Balance in Reserve	\$ 435,254	\$ 373,037	\$ 373,037	\$ 373,037	\$ 373,037

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shelley Gagnon, General Manager Community Services

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR MAINTENANCE FACILITY (FLEET) [312]

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Maintenance Facility (Fleet) [312] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 6**      *Community Services Projects*

THAT the following Community Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- ...[310 / 312] – Pressure Washer Replacement, \$10,500 funded from Reserves (Imminent Asset Failure);
- [312] – Garage Hoist Replacement, \$131,250, funded through MFA 5-Year Equipment Loan or potential for cost-sharing from BC Transit (Regulatory Compliance);
- [312] – Security System and CCTV, \$3,250 funded from Reserves (Health and Safety or Environmental Requirement);...

AND THAT a loan of up to \$131,250 for a term of 5 years be requested through the Municipal Finance Authority Equipment Financing Program under section 403(1)(a) of the *Local Government Act* (Liabilities Under Agreement) to fund the garage hoist replacement;

The Pre-Budget item for the [312] – Security System and CCTV was misclassified as categorized mandatory therefore, a Budget Proposal has been prepared.

**2022 R1 Budget Proposals by Category**

**C. LOW COST, HIGH VALUE**

1	<i>Function Number – Project Name:</i>	[312] <b>**NEW</b> Maintenance Facility (Fleet) – Security System and CCTV
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, SIGD, ToG
	<i>2022 Funding Required:</i>	\$3,250
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Future replacement of hardware will need to be planned for.
	<i>Rationale / Service Impacts:</i>	Due to an increasing number of break-ins to the Mason Road Yards and Transit/Fleet building in 2019, some long-term safety and security improvements were recommended including the installation of a security system including CCTV's for the Fleet/Transit building. Further, additional exterior lights in the parking lot were to be installed. A budget to complete this work was approved 2021 however, the actual cost of the project exceeded budget. Staff proceeded with the installation of the parking lot lighting, however could not proceed with the CCTV and security system without additional budget. This request (combined with a similar request in 310 Transit) is for the increase in budget required to complete the installation of the system and CCTV's.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Ongoing maintenance of hardware will be considered through operating budget.



**Financial Implications**

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 7,469	\$ 7,469	\$ 7,469	\$ 7,469	\$ 7,469
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 7,469	\$ 7,469	\$ 7,469	\$ 7,469	\$ 7,469

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$105,292	\$86,792	\$86,792	\$86,792	\$86,792
Contributions Surplus					
Mason CCTV	-\$ 3,250				
Phase 2 EV	-\$ 1,000	\$ -	\$ -	\$ -	\$ -
Mason Rd Lease and Site	-\$ 14,250				
Closing Balance in Reserve	\$ 86,792	\$86,792	\$86,792	\$86,792	\$86,792

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shelley Gagnon, General Manager, Community Services  
Remko Rosenboom, General Manager, Infrastructure Services  
Tina Perreault, General Manager, Corporate Services / Chief Financial Officer

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR [310 / 312 / 370 / 650] MASON ROAD  
LEASE RENEWAL AND SITE PLAN IMPLEMENTATION**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for [310 / 312 / 370 / 650] Mason Road Lease Renewal and Site Plan Implementation be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

#### ***2022 R1 Budget Proposals – Categorized Mandatory***

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

#### **Recommendation No. 6**     *Community Services Projects*

...AND FURTHER THAT for 2022 Round 1 Budget, staff present budget proposals for the following Community Services projects:

- ...[310 / 312 / 370 / 650] – Mason Road Lease Renewal and Site Plan Implementation;...

In response, a Budget Proposal has been prepared as follows:

#### ***2022 R1 Budget Proposals by Category***

##### ***A- BUSINESS CONTINUITY (Mandatory)***

1	Function Number – Project Name:	[310 / 312 / 370 / 650] – Mason Road Lease Renewal and Site Plan Implementation <b>**NEW</b> (Amended from Pre-Budget to add Project Manager resource)
---	---------------------------------	---

Rating:	Enhancement to Service															
Areas Affected (A-F, Regional, Islands):	Regional															
2022 Funding Required:	<u>Total: \$75,000</u>  \$42,500 for consultant  <b>*New-\$32,500 for 0.2 FTE Project Manager</b> <table><tr><td>Water</td><td>\$</td><td>32,250</td></tr><tr><td>Transit</td><td>\$</td><td>14,250</td></tr><tr><td>Fleet</td><td>\$</td><td>14,250</td></tr><tr><td>Parks</td><td>\$</td><td>12,000</td></tr><tr><td>Build Maint</td><td>\$</td><td>2,250</td></tr></table>	Water	\$	32,250	Transit	\$	14,250	Fleet	\$	14,250	Parks	\$	12,000	Build Maint	\$	2,250
Water	\$	32,250														
Transit	\$	14,250														
Fleet	\$	14,250														
Parks	\$	12,000														
Build Maint	\$	2,250														
Funding Source(s):	Operating Reserves:															
Asset Management Plan Implications:	Not applicable at this time, although the Project results may inform future changes (subject to future Board direction, where applicable) to asset management/capital plans.															
Rationale / Service Impacts:	<p>In 2019, the SCRD Corporate Space and Site Plan considered the future space requirements to support the services offered at the Mason Road Site. The strategies presented in the Plan assumed that the SCRD continued to use the existing site for the next 10+ years. The lease on the site expires in 2023. The first part of this project is to initiate the renewal of the long-term Crown Land Lease for this property.</p> <p>Secondly, the 2019 Plan examined the projected growth of the services provided at the Mason Road site and provided three options for expansion to meet the anticipated expansion of services. The second part of this initiative is to confirm the current site constraints, consider emerging trends, and explore and outline the expansion options which maximizes the efficient use of the current space and recognizes inter-dependencies of services and climate change impacts. Options and a recommendation is to be presented to</p>															

		<p>the Board to confirm the preferred expansion site.</p> <p>The third part of this initiative, once the expansion site is confirmed, is to provide a detailed implementation plan, including a phased approach and financial implications (1-5 year, 5-10 year and 10-20 year).</p> <p>This budget request proposes an internal staff member for project management (incl. contract management and coordination internally and with other agencies) and procuring a consultant to support the implementation of the initiative.</p>
	<i>Climate Action Impact</i>	<p>The Mason Road site provides synergies and is in a favorable location for the services currently located there. Relocation of some of these services to an alternative location could result in an increase in Green House Gas emissions due to extended travel requirements.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>The Life Cycle Costs for each of the considered options will be contemplated as part of this project.</p> <p>A future report with options will be presented to the Board.</p>

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shelley Gagnon, General Manager Community Services

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR REGIONAL STREET LIGHT SERVICE [320]  
AND FIRCREST ROAD STREET LIGHT SERVICE [332].**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Regional Street Light Service [320] and Fircrest Road Street Light Service [332] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 6**      *Community Services Projects*

...AND FURTHER THAT for 2022 Round 1 Budget, staff present budget proposals for the following Community Services projects:

- ...[320-342] – Street Lighting – Services;...

In response, a Budget Proposal has been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – Not applicable**

**2022 R1 Budget Proposals by Category**

A- BUSINESS CONTINUITY (Mandatory)

1	Function Number – Project Name:	320 and 332 – Regional Street Light Services and Fircrest Road Street Light Service
	Rating:	Status Quo Service

<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
<i>2022 Funding Required:</i>	\$5,300 Regional Street Lighting [320]-\$4,700 Fircrest Street Lighting [332]-\$600
<i>Funding Source(s):</i>	Taxation
<i>Asset Management Plan Implications:</i>	Not Applicable - As these lights are owned and operated by BC Hydro
<i>Rationale / Service Impacts:</i>	The provision of street lighting falls within existing approved services. The Regional Street Light Service is intended to provide lighting at intersections and areas of public use for all Electoral Areas, while the Fircrest Road Street Lighting is intended for lights falling within a specific community boundary. The existing eighteen (18) unassigned street lights identified by BC Hydro fit within either the Regional Street Light Service (16 lights) or the Fircrest Road Street Light Service (2 lights).
<i>Climate Action Impact</i>	Not Applicable
<i>Life Cycle Cost Breakdown</i>	Cost for this budget increase related to utilities costs or upgrades that occur on occasion.

- ***There are no reserves established for Street Lighting Services***

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Allen van Velzen, Interim Manager, Facility Services  
Graeme Donn, Manager, Recreation Services

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR COMMUNITY RECREATION FACILITIES [615]

---

### RECOMMENDATION(S)

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

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 6**      *Community Services Projects*

THAT the following Community Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- ...[615] – Water Management Plan Implementation, \$26,500 funded through Taxation with a \$17,000 base budget increase starting 2023 (Regulatory Compliance);
- [615] – Health and Safety Requirements, \$105,000 funded through Taxation (Health and Safety or Environmental Requirement);
- [615] – Entandem Licensing Fees, \$4,250 funded through Taxation (Regulatory Compliance);..

AND FURTHER THAT for 2022 Round 1 Budget, staff present budget proposals for the following Community Services projects:

- ...[615] – Domestic Hot Water System;
- [615] – Non-Annual Maintenance;
- [615] – Accessibility Lifts;...

**Note: Amendment - Proposed Initiatives**

1. The Pre-Budget items for the [615] – Water Management Plans Implementation, and Entandem Licensing were misclassified as mandatory therefore, Budget Proposals have been prepared.
2. The Mandatory Pre-Budget proposed initiative for – Accessibility Lifts – will not be included in the 2022 Budget (funded through taxation) as it was accommodated through the 2021 Budget.
3. The proposed initiative through Corporate Sustainability Services [135] for the Carbon Neutral Design-Recreation facilities has been moved to Community Recreation Facilities Service [615] as it is specific to the service. Therefore, in accordance to *the Local Government Act*, the proposal has been included in this package.

**2022 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	Function Number – Project Name:	[615] – Community Recreation Facilities Domestic Hot Water System
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	B, D, E, F, ToG, DoS, SIGD
	2022 Funding Required:	\$35,000
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	Not Applicable – already captured in plan.
	Rationale / Service Impacts:	The control system for the domestic hot water system that supplies tempered water to the showers at the Sechelt Aquatic Center is unreliable and the system cannot maintain a consistent water temperature suitable for showering. Pool patrons are required to shower before using the pool facilities and the large fluctuation in shower temperature has resulted in an undesirable user experience for some patrons. At times the temperature fluctuations have been so severe the shower temperature could be a safety concern. After numerous attempts to address the ongoing issue, a mechanical engineering consultant was engaged to perform a review of the system. Through this review it was determined that an



		upgrade to the control system is required to avoid drastically fluctuating temperatures. This budget request is for funding to implement the system upgrades recommended by the engineering consultant which consist of replacing the tempering valve system and reconfiguring the hot water system recirculation plumbing.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Not Applicable - System component life cycle replacements were previously factored into the base budget for minor system components and the capital replacement plan for larger system components.

2.	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Entandem Licensing Fees
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, ToG, DoS, SIGD
	<i>2022 Funding Required:</i>	\$4,250
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	Whenever music is played at a public facility, music licensing fees are required. Entandem is the organization that collects fees for the two organizations that require fees in Canada: RE:SOUND and SOCAN. This budget proposal brings all the recreation facilities in line with the music licensing requirements and related fees.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	This item would be included in the annual operating base budget.

3.	<i>Function Number – Project Name:</i>	Water Management Plan Implementation
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, ToG, DoS, SIGD
	<i>2022 Funding Required:</i>	\$26,500 (\$9,500 one time and \$17,000 ongoing)
	<i>Funding Source(s):</i>	2022 – funded through COVID 19 Safe Restart Grant with ongoing operating built into the base budget for 2023.
	<i>Asset Management Plan Implications:</i>	Equipment will be included in the capital asset plan as appropriate.
	<i>Rationale / Service Impacts:</i>	<p>During the initial stages of the COVID-19 pandemic, the recreation centres were closed due to provincial health orders. Through the process of restarting recreation facilities after this extended shutdown period, the need for a comprehensive domestic water system management plan was brought to the forefront. A letter from the Vancouver Coastal Health stated “During the Covid-19 shut down period, reduced or low-occupancy in some commercial buildings may create stagnant-water health risks in a building water system (BWS). Stagnant water in a BWS can facilitate the growth of disease-causing micro-organisms, for example Legionella bacteria”. Property owners and operators are responsible for taking the necessary maintenance steps to ensure the water in their BWS doesn’t pose a health risk to their patrons and staff.</p> <p>A building water management plan is an important component of risk mitigation and serves to help identify areas of concern within plumbing and building systems, regardless of whether the facility is open or closed, establishes flushing and testing routines, as well as documentation requirements.</p> <p>In 2021, the Board supported funding to engage a consultant to develop domestic water system management plans for the</p>

		recreation facilities. The plans are being finalized and initial cost estimates have been provided to implement these plans.  Ongoing implementation costs include regular water samplings, testing, system flushings, reporting, and chemical treatments.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	One-time costs are directly related to purchase/install of water treatment equipment at the arenas, while ongoing costs are related to sampling, testing, reporting, etc. at all recreation facilities and will come at a cost of \$17,000 per year.

#### **B. BOARD STRATEGIC AND CORPORATE GOALS**

4.	<i>Function Number – Project Name:</i>	[615]– Community Recreation Facilities – Carbon Neutral Design – Recreation Facilities  (Moved from Corporate Sustainability [135])
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional (facilities located in DoS and ToG)
	<i>2022 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation with possible grants
	<i>Asset Management Plan Implications:</i>	No direct/immediate implications. Project results can inform future changes (subject to future Board direction, where applicable) to asset management/capital plans.
	<i>Rationale / Service Impacts:</i>	This proposal was referenced as part of the Corporate Carbon Neutrality Framework endorsed by the Board in October 2021 (see <a href="#">Annex H</a> ) and will be supported by Sustainable Development staff.

		<p>Buildings and fleet are the largest sources of SCRD's emissions. With regards to buildings, there are 12 sites that use fossil fuels, with 3 standing out as the most intense users (SAC, GACC and GDAF).</p> <p>This project would apply specialized consultant resources to the development of detailed feasibility and design plans for these 3 facilities that can be considered as part of a carbon neutrality plan.</p>
	<i>Climate Action Impact</i>	Planning will support emission reduction strategy as part of the corporate framework.
	<i>Life Cycle Cost Breakdown</i>	No costs anticipated beyond the proposal value. Project results could (should) inform future investments in asset stewardship. The net present value of these investments and lifecycle cost impacts can be assessed as part of the project deliverable.

D - OTHER or NOT CURRENTLY CLASSIFIED

5.	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Non-Annual Maintenance
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, ToG, DoS, SIGD
	<i>2022 Funding Required:</i>	\$28,600
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable – Maintenance Item
	<i>Rationale / Service Impacts:</i>	Regular maintenance is required to maintain the expected service life of facility components. Failure to perform regular maintenance at the required intervals will reduce the expected service life resulting in more frequent costly capital replacements. Facility components that require regular, but

		<p>non-annual maintenance are not covered through base budget.</p> <p>This budget request includes two larger non-annual maintenance items deemed to be critical to maintaining the expected service life of the assets. It includes refinishing the cardio room floor at SAC and some fascia repairs, exterior painting and exterior concrete block sealing at GACC.</p>
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Not applicable – Maintenance Item

### Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$1,741,326	\$ 485,223	\$ 231,654	\$ 397,194	\$ 723,143
Funding Commitment	\$ 770,198	\$ 785,602	\$ 801,314	\$ 817,340	\$ 833,687
Expenditures (Reserves)	\$1,932,850	\$ 806,350	\$ 332,800	\$ 154,500	\$ 153,300
Debt Repayment	\$ 110,403	\$ 240,914	\$ 316,851	\$ 362,154	\$ 379,570
Closing Balance in Reserve	\$ 468,271	\$ 223,561	\$ 383,318	\$ 697,880	\$1,023,961

### Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 39,436	\$ 44,736	\$ 50,036	\$ 55,336	\$ 60,636
2021 Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300
Closing Balance in Reserve	\$ 44,736	\$ 50,036	\$ 55,336	\$ 60,636	\$ 65,936

Reviewed by:			
Manager	X – G. Donn X – A. van Velsen	Finance	X – T. Perreault
GM	X - S. Gagnon	Legislative	
CAO	X- D. McKinley	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Graeme Donn, Manager, Recreation Services

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR PENDER HARBOUR AQUATIC AND FITNESS CENTRE [625]**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Pender Harbour Aquatic and Fitness Centre [625] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

#### **Recommendation No. 6**     *Community Services Projects*

THAT the following Community Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- ...[625] – Entandem Licensing Fees, \$750 funded through Taxation (Regulatory Compliance);
- [625] – Water Management Plan Implementation, \$1,750 funded through Taxation (Regulatory Compliance);
- [625] – Non-Annual Maintenance – Water Storage Solutions, \$10,000 funded from Reserves (Regulatory Compliance);...

AND FURTHER THAT for 2022 Round 1 Budget, staff present budget proposals for the following Community Services projects:

- ...[625] – Storage Container;
- [625] – Accessibility Lift;
- [625] – Non-Annual Maintenance – Natatorium Ceiling Painting;...

**Note: Amendment - Proposed Initiative**

1. The Pre-Budget items for the [625] – Water Management Plans Implementation, and Entandem Licensing were misclassified as mandatory therefore, Budget Proposals have been prepared.
2. The Mandatory Pre-Budget proposed initiative for – Accessibility Lifts – will not be included in the 2022 Budget (funded through taxation) as it was accommodated through the 2021 Budget.

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	<i>Function Number – Project Name:</i>	[625] – PHAFC – Storage Container
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2022 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Replacement of sea can at end of life will need to be considered in asset management plan under development.
	<i>Rationale / Service Impacts:</i>	<p>Pender Harbour Aquatic and Fitness Centre (PHAFC) has limited on site storage. The mechanical area has a small space for storage. The SCRD has also shared an external storage container with the SD46 and has stored some items outside the building.</p> <p>SCRD storage needs have increased over the last few years and in addition to operational equipment, includes storage of spare parts in the event of a mechanical failure. Storage of these key parts on site reduces the down time of the facility and financial impacts during a mechanical failure or breakdown. Storage inside the facility is limited to the mechanical room and the current inventory is beginning to impact safe access around the area. The mechanical spare parts are large and difficult to maneuver so external onsite storage is</p>

		<p>preferred. A secure storage unit is required.</p> <p>After exploring various option staff are recommending that the SCRD purchase and install a new sea can on site. This sea can would last 20+ years, be accessible by SCRD staff only (secure), be insulated and close in proximity to the facility.</p> <p>The SD46 has provided written support for the SCRD to install a sea can on site. The SCRD planning division has been consulted and they confirm the storage unit can be installed without a permit at PHAFC.</p>
	<i>Climate Action Impact</i>	Reduces GHG emissions resulting from constantly shipping/transporting parts and equipment to site when mechanical failures occur.
	<i>Life Cycle Cost Breakdown</i>	N/A

2.	<i>Function Number – Project Name:</i>	[625] – PHAFC – Entandem Licensing Fees
	<i>Rating:</i>	<a href="#">Status Quo Service</a>
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2022 Funding Required:</i>	\$750
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	Whenever music is played at a public facility, music licensing fees are required. Entandem is the organization that collects fees for the two organizations that require fees in Canada: RESOUND and SOCAN. This budget proposal brings all the recreation facilities in line with the music licensing requirements and related fees.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Ongoing base budget increase of \$750



3.	<i>Function Number – Project Name:</i>	[625] – PHAFC – Water Management Plan Implementation
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2022 Funding Required:</i>	\$1,750
	<i>Funding Source(s):</i>	2022 – funded through COVID 19 Safe Restart Grant with ongoing operating built into the base budget for 2023.
	<i>Asset Management Plan Implications:</i>	Not applicable
	<i>Rationale / Service Impacts:</i>	<p>During the initial stages of the COVID-19 pandemic, the recreation centres were closed due to provincial health orders. Through the process of restarting recreation facilities after this extended shutdown period, the need for a comprehensive domestic water system management plan was brought to the forefront. A letter from the Vancouver Coastal Health stated “During the Covid-19 shut down period, reduced or low-occupancy in some commercial buildings may create stagnant-water health risks in a building water system (BWS). Stagnant water in a BWS can facilitate the growth of disease-causing micro-organisms, for example Legionella bacteria”. Property owners and operators are responsible for taking the necessary maintenance steps to ensure the water in their BWS doesn’t pose a health risk to their patrons and staff.</p> <p>A building water management plan is an important component of risk mitigation and serves to help identify areas of concern within plumbing and building systems, regardless of whether the facility is open or closed, establishes flushing and testing routines, as well as documentation requirements.</p> <p>In 2021, the Board supported funding to engage a consultant to develop domestic water system management plans for the recreation facilities. The plans are being finalized and initial cost estimates have been provided to implement these plans.</p>

		Ongoing implementation costs include regular water samplings, testing, system flushings, reporting, and chemical treatments.
	<i>Climate Action Impact</i>	Not applicable
	<i>Life Cycle Cost Breakdown</i>	Ongoing base budget increase of \$1250 per year required.

**D. OTHER or NOT CURRENTLY CLASSIFIED**

4	<i>Function Number – Project Name:</i>	[625] – PHAFC – Non-Annual Maintenance Item – Natatorium Ceiling Painting
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2022 Funding Required:</i>	\$12,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The PHAFC pool is scheduled to be drained in 2022 for annual maintenance.  The cedar lined ceiling is due to be painted this year and requires the pool to be drained in order to complete the work. This will prolong the life of the asset.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

5	<i>Function Number – Project Name:</i>	<b>**NEW</b> [625] – Pool Basin Painting *
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2021 Funding Required:</i>	\$12,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Not applicable
	<i>Rationale / Service Impacts:</i>	The PHAFC pool is scheduled to be drained in 2022 for annual maintenance.  Pool basin painting occurs every 2-3 years in alignment with the pool being drained. This painting helps prolong the

		lifespan of the asset and also creates a more vibrant pool atmosphere.  This project will also allow the integrity of the coating to be maintained and also reduces the overall costs of maintaining the coating with regular painting intervals.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	Not Applicable

### **Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
	2022	2023	2024	2025	2026
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 62,144	\$ 80,824	\$ 80,824	\$ 80,824	\$ 80,824
Annual Contributions	\$ 18,680	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 80,824	\$ 80,824	\$ 80,824	\$ 80,824	\$ 80,824

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
	2022	2023	2024	2025	2026
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$283,930	\$239,930	\$239,930	\$239,930	\$239,930
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Water Storage Solution	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Storage Container	-\$ 10,000				
Natatorium Ceiling Painting	-\$ 12,000				
Pool Basin Painting	-\$ 12,000				
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$239,930	\$239,930	\$239,930	\$239,930	\$239,930

<b>Reviewed by:</b>			
Manager	X – G. Donn	Finance	X – T. Perreault
GM	X – S. Gagnon	Legislative	
CAO	X- D. McKinley	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Kevin Clarkson, Manager, Parks Services

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR COMMUNITY PARKS [650]

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Community Parks [650] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 6**      *Community Services Projects*

...AND FURTHER THAT for 2022 Round 1 Budget, staff present budget proposals for the following Community Services projects:

- ...[650] – Human Resources Lift for Recreation Services – 0.70 FTE;
- [650] – Parks Labourers – 0.62 FTE;
- [650] – Temporary Parks Backfill – 1.00 FTE;
- [650] – Archaeological and Environmental Studies;
- [650] – Katherine Lake and Lions Field Water Service Operations;
- [650] – Disposal of Invasive Species Pilot;
- [650] – Community Led Improvement Project Support.

NOTE: Community Parks – Disposal of Invasive Species Pilot – REMOVED. Scotch Broom and Giant Hogweed both accepted as garbage at the Sechelt Landfill (secured in clear bags), garbage tipping fees apply. As the website is updated over 2022, Parks will update pages related to Invasive Species.

Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [650]**

**2022 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	Function Number – Project Name:	[650] Community Parks – Human Resources Lift for Recreation Services (2 year pilot - 0.7 FTE)
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	A, B, D, E, F
	2022 Funding Required:	\$67,330 *Updated to reflect a 9 month pro-rated amount for 2022
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	This request is to support a two-year pilot budget lift of 0.7 FTE to support Parks Services through Recreation facility bookings and special event planning support (additional 1,300 hours per year or 25 hours per week). The 'facility booking' function includes ongoing communications with user groups, coordination of schedules, allocation meetings and special requirements related to bookings, seasonal booking applications, processing permits, pass sales (Dakota Ridge), maintaining up-to-date records management with accurate rental permit correspondence and records, collection of rental fees, and all processes related to these functions in Activenet (facility management software). The amount of time and budget allocated for Recreation support to Parks has evolved over the years, depending on the organizational structure/leadership, but in 2016 was reduced to ~10 hours/week or a 0.3 FTE equivalent. Since that time, the volume of work has increased as use of the spaces has increased, evolved and

		<p>changed, the number of user groups has increased, use of the spaces have changed often with increased expectations and requests, risk management practices have become more complex, along with continuous changes within the facility bookings software system itself. Over the past several years (not including 2020), actual staff time to support Parks in this area has increased to approximately 34 hours per week. This has resulted in either overtime within recreation, current workloads and tasks not getting completed in a timely fashion, increased time in responding to requests, and/or work simply not getting pushed out further and further.</p> <p>Secondly, in addition to this increase in budgeted hours, administration is recommending a centralization of the facility bookings function. During the two-year pilot, the focus can be on coordinating the facilities bookings function and processes for all recreation and parks facilities (and Dakota Ridge pass sales). Not only can efficiencies be found, but processes can be reviewed and improved, and staff coverage can be provided more consistently. As well, with additional hours provided to support parks bookings, staff will also be able to develop and implement marketing and communication strategies to promote available facility rental opportunities, focus on the customer experience when booking and delivering an event, and also explore enhanced on-line tools related to the rental.</p> <p>If this proposal does not proceed, budgeted hours will remain status quo and recreation services will need to scale back support to reflect the budgeted hours.</p>
	<i>Climate Action Impact</i>	N/A

	<i>Life Cycle Cost Breakdown</i>	In 2023 this position is expected to cost \$98,589 including Salaries, Benefits and WCB (0.7 FTE).
2	<i>Function Number – Project Name:</i>	[650] Community Parks – Parks Labourers (0.62 FTE)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2022 Funding Required:</i>	\$38,321
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	<p>Parks staffing levels have remained the relatively consistent, with only a 0.79 FTE increase since 2011. Since 2018, Parks has typically employed 1-2 Parks Labourers during the summer months, often with funding through the Canada Student Job's program, in order to assist in the relatively 'busier' summer operational months. Comparatively, demands on parks services have grown exponentially. SCRD Park staff have noted increased use of parks, changing patterns of use, and increased operational demands since even prior to the onset of the pandemic. Increased use could be attributed to development and migration to the coast, regional travel restrictions and limits to indoor public gatherings. As such, the increased pressure in parks has a direct impact on labor demands and duty requirements, like the collection and disposal of garbage, as well as maintenance and repairs. Internal process changes for procurement, risk management and work order approvals have also increased resulting in additional work loads.</p> <p>This proposal requests the hiring of additional Park Labourers (most likely throughout the summer months), at a</p>

		<p>permanent 0.62 FTE lift. The ability to secure additional Parks Labourers helps with planning annual work and prioritization of tasks. Busy summer operations and demands of the parks service can regularly exceed capacity team capacity to ensure comprehensive duties are performed, resulting in a backlog of projects and regular duties. This lift will assist the parks division with being able to successfully navigate the increasing usage patterns and demands.</p> <p>If additional permanent FTE is not approved, divisional capacity will be challenged, resulting in further backlog of projects and regular duties or service levels will need to be reduced.</p>
	<i>Climate Action Impact</i>	<p>Changing climate and its effects on the Sunshine Coast are demanding more involved measures directed at natural area and risk management, as well as altering requirements for regular service (i.e. dust control, more dying/damaged trees and forest fire fuel-loading, etc.). Parks is experiencing increasing costs associated with erosion and geotechnical issues, key infrastructure damage due to heavier and uncommon severe weather events, damage from changing tidal patterns, and the effects of severe drought on native trees and vegetation; all creating hazards and concerns that require significant investment, and that will prove exponential over the long-term as climate effects become more impactful and regularly occurring. A secured 0.62 FTE lift will add certainty to work planning and delivery.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>2022 and onward 0.62 FTE permanent increase (\$38,321)</p>



3	<i>Function Number – Project Name:</i>	[650] Community Parks – Temporary Parks Backfill (1.0 FTE)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2022 Funding Required:</i>	\$91,266 (2022 only)
	<i>Funding Source(s):</i>	COVID-19 Safe Restart Funding Grant
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	<p>Over the past few years, and even more so since the onset of the COVID-19 pandemic, use of parks throughout the country have increased exponentially. SCR D Park staff have noted increased use, changing patterns of use, and increased operational demands. Increased use could be attributed to development and migration to the coast, regional travel restrictions and limits to indoor public gatherings. As such, the increased pressure in parks has a direct impact on labor demands and duty requirements. In that same time, best practice, risk management and demands of the service have grown exponentially. Parks staffing levels have remained the relatively consistent, with only a 0.79 FTE increase since 2011.</p> <p>During 2021, due to resignations, retirements and leaves, Parks was short-staffed for most of the year. Between the shortage of staff, the increased pressure on parks due to usage, and the extreme weather events, Parks was unable to maintain services levels, complete many regular tasks, or complete projects and subsequently developed a significant backlog of work.</p> <p>This Business Case proposes a temporary, one-year FTE lift for the Parks Division in 2022. The proposed position is intended to help address the backlog of projects and support other projects slated for 2022. This position</p>

		<p>will also provide coverage during annual leaves.</p> <p>Without an additional temporary backfill in 2022, Parks will need to re-assess workloads, re-prioritize tasks and/or reduce service levels.</p>
	<i>Climate Action Impact</i>	<p>Climate patterns are changing and impacting the Sunshine Coast in various ways, which in turn impact the Parks division as it relates to natural asset and risk management and our ability to be proactive and diligent. Drier conditions have resulted in accelerated vegetation die-off, with many large trees having become desiccated and posing hazards within our park and development interfaces. Staff are spending more time assessing and mitigating natural disturbances such as vegetation hazards and fuel loading issues; evident with the increasing costs and concerns for things like tidal erosion, geotechnical failures and larger, more frequent hazard tree removal projects.</p> <p>Additionally, there are changing and enhanced environmental and archaeological regulations and policy that add time, cost and requirements to nearly all projects on the land base.</p>
	<i>Life Cycle Cost Breakdown</i>	Not Applicable

4	<i>Function Number – Project Name:</i>	[650] Community Parks – Archaeological and Environmental Studies
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2022 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	½ Taxation and ½ Operating Reserves
	<i>Asset Management Plan Implications:</i>	Not Applicable

	<p><i>Rationale / Service Impacts:</i></p>	<p>As SCRD's largest land area manager (approx. 700 Ha), Parks prioritizes our role in land stewardship through fostering respectful and responsible partnerships with First Nations, and by considering both environmental and archaeological impacts resulting from parks operations, management and public use. There are changing and enhanced environmental and archaeological regulations that add time, cost and resource requirements to nearly all projects on the land base. All archeological sites are protected under the BC Heritage Conservation Act, and may not be altered or changed in any way without a permit. Permit approvals indicate the necessary conditions, which may include inspections, assessments, and management plans.</p> <p>Through works permit applications, tenure renewals and referrals to the shíshálh Nation and Squamish Nation, Parks has been exploring mitigation strategies to minimize the impact of recreational use at Baker Beach as well as Ocean Beach Esplanade. As required next steps under provincial legislation, shíshálh Nation and Squamish Nation have both requested SCRD conduct further assessments and AMP's for both parks in 2022.</p> <p>This budget proposal is to secure adequate resources to enlist consultation services to perform updated environmental and archaeological reviews, impact assessments and archeological management plans for both Park properties as well as address ongoing similar requirements to other parks projects as required.</p> <p>Impacts of not advancing this budget request could mean non-renewal of important foreshore tenure leases and possible damage to culturally and</p>
--	--	---

		environmentally sensitive artifacts and features.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	The ongoing base budget will be increased by \$25,000 annually.

5	<i>Function Number – Project Name:</i>	[650] Community Parks – Katherine Lake and Lions Field Water Service Operations
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2022 Funding Required:</i>	\$15,500
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	<p>In April 2021, SCRD Water Division approached Parks to determine future operations of the small water systems at Katherine Lake Campground and Pender/Lions Field. Divisional work load priorities and resource limitations resulted in the Water Division no longer having the capacity to service water systems at these sites after 2021.</p> <p>This funding would support a service contract for the operation of SCRD Parks' small water systems at both Katherine Lake Campground and Pender/Lions Field. Katherine Lake has a fully-serviced potable drinking water system, sourced from a ground water well, stored in a holding tank and distributed through an irrigation system to service washrooms, campsites, etc. Pender/Lions Field has a small water system that services sports turf irrigation and a single outdoor drinking water fountain. Both systems supply drinking water to public and require regulated sampling and system operations,</p>

		including troubleshooting and maintenance.  Delivery of potable water through a public water supply system is regulated through provincial Environmental Health Orders and Regulations. There are associated risks of being non-compliant if the system is not maintained, operated and follows health protocol. Vancouver Coastal Health Authority specifically states it as a requirement in the operating permit.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Life Cycle Cost Breakdown</i>	The ongoing base budget will be increased by \$15,500 annually.

**D OTHER or NOT CURRENTLY CLASSIFIED**

6	<i>Function Number – Project Name:</i>	[650] Community Parks – Community Led Improvement Projects Support
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2022 Funding Required:</i>	\$20,000 One Time
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Asset improvements or additions will need to be included in the planning for the Parks Asset Management Plan that is under development.
	<i>Rationale / Service Impacts:</i>	In 2021, the Pender Harbour Area Residents Association (PHARA) proposed to partner with the SCRD to plan two specific park improvement projects: Katherine Lake Perimeter Trail project and the Dan Bosch Park Improvement project.  This proposal is to provide funding that might be required to work with PHARA through the first phase of project development (i.e. community engagement, surveys, etc.). The first

	<p>phase includes fully scoping the plan along with all implications of the proposed improvements including, but not limited to: surveying property lines, developing a funding plan for all associated capital and operating costs including engineering, environmental screening and archaeological assessments, public engagement, as well as costs related to required approvals. Staff will work with partners to confirm expectations related to roles and responsibilities for capital investment, planning costs, ongoing maintenance and asset management requirements as a result of any project developments. Project implementation/construction would be subject to Board approval.</p> <p>The Katherine Lake Perimeter Trail project is a proposed phased approach that would see the development of an existing informal route around the entirety of Katherine Lake. Phase 1 includes the proposed addition of a section of accessible-grade gravel crush trail, enroute and information signage and the sustainable re-design of the trail itself. Phase 2 involves further planning for a comparatively more difficult new trail build on the far side of the lake (when at the campground).</p> <p>The Dan Bosch Park Improvement project also proposes a phased approach. Phase 1 involves improving and expanding the existing access off Highway 101, to double the parking area (approximately 30 new spaces). Phase 2 would see the development of one or more short paths from the new parking area to the lake, a launching area suitable for non-motorized watercraft (kayaks, paddleboards, inflatable toys). and an expanded beach/swimming area with appropriate park furniture. Phase 3 would see the improvement of the existing/informal lakeside trail, which runs north from the parking area and follows the Ruby Lake shoreline for approx. 700m.</p>
--	--

	<i>Climate Action Impact</i>	All new trail construction will follow provincial environmental TEST screening protocol.
	<i>Life Cycle Cost Breakdown</i>	Not Applicable

### Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$255,751	\$413,251	\$413,251	\$413,251	\$ 413,251
Contributions Surplus	\$157,500				
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$413,251	\$413,251	\$413,251	\$413,251	\$ 413,251

### Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 138,287	\$ 234,287	\$ 234,287	\$ 234,287	\$ 234,287
2021 Operating Surplus	\$ 100,000	\$ -	\$ -	\$ -	\$ -
2022 Budget Proposals	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 21,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 234,287	\$ 234,287	\$ 234,287	\$ 234,287	\$ 234,287

Reviewed by:			
Manager	X – K. Clarkson	Finance	X – T. Perreault
GM	X – G. Gagnon	Legislative	
CAO	X- D. McKinley	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shelley Gagnon, General Manager, Community Services

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR COMMUNITY SERVICES (VARIOUS FUNCTIONS)**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Community Services (Various Functions) be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

**2022 R1 Budget Proposals – Categorized Mandatory – NONE**

**2022 R1 Budget Proposals by Category**

D – OTHER or NOT CURRENTLY CLASSIFIED

1	Function Number – Project Name:	[Various] – Community Services Administrative Assistant
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	All
	2022 Funding Required:	Total \$ 41,500 (pro-rated for 6 months)  \$ 36,500 Wages + \$5,000 one-time expenses (computer, desk, etc.)  1.0 FTE (permanent)
	Funding Source(s):	Taxation



	Service	Function	% allocation	2022- Prorated	2023
	Transit	310	15.0%	\$ 6,225	\$ 10,950
	Fleet	312	5.0%	\$ 2,075	\$ 3,650
	Bld. Maint	313	5.0%	\$ 2,075	\$ 3,650
	St. Lighting	320	1.0%	\$ 415	\$ 730
	Ports	345	3.0%	\$ 1,245	\$ 2,190
	Cemetery	400	2.0%	\$ 830	\$ 1,460
	Community				
	Rec	615	42.0%	\$ 17,430	\$ 30,660
	PH Pool	625	5.0%	\$ 2,075	\$ 3,650
	Joint Use	630	1.0%	\$ 415	\$ 730
	Parks	650	15.0%	\$ 6,225	\$ 10,950
	Bikeways	665	1.0%	\$ 415	\$ 730
	A-Bikeways	667	1.0%	\$ 415	\$ 730
	Reg.				
	Recreation	670	1.0%	\$ 415	\$ 730
	Dakota Ridge	680	3.0%	\$ 1,245	\$ 2,190
	Total		100%	\$ 41,500	\$ 73,000
	<i>Asset Management Plan Implications:</i>				
	Not applicable.				
	<i>Rationale / Service Impacts:</i>				
	<p>The Community Services Administrative Assistant will provide critical support to the General Manager Community Services including coordinating and managing day to day administrative duties, compiles agendas for departmental committees and other meetings as required, will act as recording secretary for the new Community Services Committee and other designated committees (e.g. Joint Use, POMO), maintains the Community Services department calendar, provides records management support, manages correspondence, provides customer services to citizen inquiries, and supports special projects.</p> <p>Further, this position will work cooperatively with the other department administrative supports (Planning and Development and Infrastructure Services) to provide coverage and backfill for one another.</p> <p>For the past six months, support has been provided to the three General Managers (Community Services, Planning and Development and Infrastructure Services) by two administrative assistants. This is proving to be challenging, and will only become more difficult once the new Community Services Committee begins in the New</p>				

		Year. The new General Manager of Community Services, having been in her role now for 6 months, is also beginning to generate significant work loads given the number of priorities identified in the department.
	<i>Climate Action Impact</i>	Not applicable.
	<i>Life Cycle Cost Breakdown</i>	<p>The Community Services Department provides support to the following service areas and the cost of this position will be split across these functional areas:</p> <p>Public Transit, Maintenance Facility (Fleet), Building Maintenance Services, Street Lighting, Ports, Cemetery, Recreation Facility Operations, Pender Harbour Pool, Recreation Programming, Parks, Dakota Ridge, School Facilities, Bicycle and Walking Paths, and Regional Recreation Programs.</p>

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Rebecca Porte, Interim Manager, Sustainable Development

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR CORPORATE SUSTAINABILITY [135]

---

### RECOMMENDATION(S)

**THAT** the report titled 2022 Round 1 Budget Proposal for Corporate Sustainability [135] be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- [135] – Green House Gas (GHG) Quantification;
- [135] – Carbon Neutral Design – Recreation Facilities...;

The proposed initiative through Corporate Sustainability Services [135] for the Carbon Neutral Design-Recreation facilities has been moved to Community Recreation Facilities Service [615] as it is specific to the service.

### **2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [135]**

### **2022 R1 Budget Proposals by Category**

#### **B BOARD STRATEGIC AND CORPORATE GOALS**

1	Function Number – Project Name:	[135] – Greenhouse Gas Quantification Support
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional

	<i>2022 Funding Required:</i>	\$15,000 (one-time request)
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	No direct impact. GHG quantification is an assist to robust asset management planning, as it allows modelling of climate impacts for changes in service level/operation/equipment.
	<i>Rationale / Service Impacts:</i>	<p>The Regional District has committed to taking a leadership role with Strategic Plan item 4.3 to achieve corporate carbon neutrality. GHG emissions from energy use are currently calculated yearly. However, the SCRD has responsibility and influence over other emissions.</p> <p>Quantifying and modelling these emissions can assist the SCRD in prioritizing its focus on areas of greatest impact for reducing community emissions and may enable the SCRD to claim carbon offsets.</p> <p>For example, the curbside organics collection program, a potential biocover at the landfill if deemed feasible, or future park allocations that lead to avoided deforestation are all projects that can or do reduce emissions.</p> <p>Carbon offsets could support the SCRD to achieve carbon neutrality while reducing corporate emissions.</p> <p>The proposal is for \$15,000 from Corporate Sustainability Reserves be used to hire external consultants that specialize in emissions quantification.</p>
	<i>Climate Action Impact</i>	Reducing emissions is the most affordable and effective way of ensuring changes to the climate stay within society's adaptive capacity and service levels can be maintained. There are also increasingly provincial, federal, and international agreements, laws, and regulations requiring greater action on emissions reductions. By increasing the SCRD's capacity to quantify emissions

		associated with certain projects, the SCRD will be able to take a pro-active and deliberate approach to tackling necessary changes.
	<i>Life Cycle Cost Breakdown</i>	None beyond contract value(s).

**Financial Implications**

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$119,000	\$104,000	\$104,000	\$104,000	\$104,000
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
GHG Quantification	-\$ 15,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$104,000	\$104,000	\$104,000	\$104,000	\$104,000

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Rebecca Porte, Interim Manager, Sustainable Development

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR REGIONAL SUSTAINABILITY [136]

---

### RECOMMENDATION(S)

**THAT** the report titled 2022 Round 1 Budget Proposal for Regional Sustainability [136] be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**      *Planning and Development Projects*

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- [136] – Community Climate Plan Development 0.33 FTE...;

In response, a Budget Proposal has been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [136]**

**2022 R1 Budget Proposals by Category**

**B BOARD STRATEGIC AND CORPORATE GOALS**

1	Function Number – Project Name:	[136] – Community Climate Plan Development (0.33 FTE)
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2022 Funding Required:	\$63,000 (one-time request)

	<i>Funding Source(s):</i>	Taxation - \$63,000 includes summer student (0.33 FTE)  (Potential for summer student grant)
	<i>Asset Management Plan Implications:</i>	No direct impacts related to this project.
	<i>Rationale / Service Impacts:</i>	<p>The Community Climate Plan Development builds on foundational work currently underway. First, it includes a community greenhouse gas (GHG) emissions inventory and projections. Second, it includes the initial steps of the Building Adaptive and Resilient Communities (BARC) framework of building a project team and completing background research on climate impacts, risks, and opportunities.</p> <p>The Community Climate Plan Development will involve several components in 2022 and following years. In 2022, these include:</p> <ul style="list-style-type: none"> <li>• Public participation to set community GHG emission targets;</li> <li>• Membership fee for ICLEI Canada BARC membership and support (effectively consultant support);</li> <li>• Hosting a series of workshops with the multi-agency Climate Adaptation Project Team;</li> <li>• Public participation to determine vulnerability to climate risks and priority areas for action planning;</li> <li>• Preliminary action planning for GHG emission reduction and adaptation.</li> </ul>
	<i>Climate Action Impact</i>	This project is directly aimed at defining, clarifying, formalizing, inspiring, coordinating and ensuring climate action.
	<i>Life Cycle Cost Breakdown</i>	<p>None beyond potential contract value(s).</p> <p>The plan may include “SCRD-owned” items that drive future costs/benefits/opportunities.</p>

**Financial Implications**

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 17,108	\$ 17,108	\$ 17,108	\$ 17,108	\$ 17,108
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 17,108	\$ 17,108	\$ 17,108	\$ 17,108	\$ 17,108

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Rob Michael, Fire Chief

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR GIBSONS AND DISTRICT FIRE PROTECTION [210]**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Gibsons and District Fire Protection [210] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**     *Planning and Development Projects*

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- [210] – Capital Plan Projects – Fire Truck Replacement;
- [210] – Capital Plan Projects – High Priority;
- [210] – Deputy Fire Chief -0.4 FTE;
- [210] – Wildfire Preparedness;

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [210]**

**2022 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	Function Number – Project Name:	[210] – Fire Truck Replacement
	Rating:	Status Quo Service

	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2022 Funding Required:</i>	\$585,000
	<i>Funding Source(s):</i>	MFA short term borrowing
	<i>Asset Management Plan Implications:</i>	Contained in 20 year fire department capital plan
	<i>Rationale / Service Impacts:</i>	<p>Replacement of frontline engine to meet Fire Underwriters Survey (FUS) requirements. FUS requires that a frontline apparatus is replaced after 20 years.</p> <p>Pumper 1 is a 2001 Freightliner and Type I pumper with 1050 GPM pump. It carries 1200 gallons of water and can transport 5 firefighters.</p> <p>As the vehicle is in sound mechanical condition, it is recommended that the apparatus be kept and utilized as a reserve. (see budget proposal #5).</p>
	<i>Climate Action Impact</i>	Newer fire trucks are built to higher standards, therefore operate more efficiently. There are no currently available electric or hybrid options that fulfill operational requirements.
	<i>Life Cycle Cost Breakdown</i>	<p>20 year capital plan to be updated with replacement asset.</p> <p>Insurance, maintenance and fuel costs are accounted for in base operating budget.</p> <p>End-of-life asset value is generally quite low; reserve use or disposal at auction can be considered.</p>

2	<i>Function Number – Project Name:</i>	[210] – Capital Plan Projects - High Priority
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2022 Funding Required:</i>	\$10,400

	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Contained in 20 year fire department capital plan
	<i>Rationale / Service Impacts:</i>	Non-critical (unfunded) capital plan projects from fire department 20 year capital plan. Flooring and hot water tank replacement.  Upgrading the fire department's flooring and hot water tank assists in maintaining fire department assets and extending the life of fire department facilities.
	<i>Climate Action Impact</i>	Newer hot water tank will likely be more energy efficient.
	<i>Life Cycle Cost Breakdown</i>	20 year capital plan to be updated with replacement assets.

3	<i>Function Number – Project Name:</i>	[210] <b>**NEW</b> Capital Renewal Plan Funding
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2022 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	This initiative is the result of the 20-year fire department capital renewal plan review as part of the asset management plan conducted in 2021.
	<i>Rationale / Service Impacts:</i>	The SCRD Fire Departments had a review of their capital renewal plans at the <a href="#">June 24</a> and <a href="#">November 25</a> , 2021 Corporate and Administrative Services Committee and the following recommendation (draft) was proposed (in part):  <b>Recommendation No. 6</b> Fire Department 20-Year Capital Funding Plans  ...AND THAT funding commitment considerations for Gibsons and District

		<p><i>Fire Protection [210] and Halfmoon Bay Fire Protection [216] be referred to 2022 Round 1 Budget for more detail on the impact to the fire service and to allow an opportunity for the Fire Commission to review;</i></p> <p><i>AND FURTHER THAT a subsequent report be brought forward to the Planning and Development Committee in Q2 2022 outlining the planning process for the alternative approval process for 2023 in contemplation of borrowing for future capital replacement needs for the fire services.</i></p> <p>In an effort to fund fire department capital items, increases to the annual capital reserve contributions are necessary. Incremental increases of \$75,000 were approved in 2020 over a two year period (\$37,500 in 2020 and \$37,500 in 2021).</p> <p>The 20 year capital plan identifies an additional \$75,000 of capital reserve contributions per year as necessary to maintain critical fire department assets. High priority and desirable capital items remain unfunded and are brought forward as budget proposals.</p> <div><p>GDVFD Capital Reserve Contribution</p><table><thead><tr><th>Year</th><th>Contribution (\$)</th></tr></thead><tbody><tr><td>2018</td><td>\$125,000.00</td></tr><tr><td>2019</td><td>\$125,000.00</td></tr><tr><td>2020</td><td>\$162,500.00</td></tr><tr><td>2021</td><td>\$200,000.00</td></tr><tr><td>2022 (proposed)</td><td>\$275,000.00</td></tr></tbody></table></div>	Year	Contribution (\$)	2018	\$125,000.00	2019	\$125,000.00	2020	\$162,500.00	2021	\$200,000.00	2022 (proposed)	\$275,000.00
Year	Contribution (\$)													
2018	\$125,000.00													
2019	\$125,000.00													
2020	\$162,500.00													
2021	\$200,000.00													
2022 (proposed)	\$275,000.00													
Climate Action Impact	n/a													
Life Cycle Cost Breakdown	The capital renewal plan is reviewed regularly and incorporates existing assets.													

**B- BOARD STRATEGIC AND CORPORATE GOALS**

4	<i>Function Number – Project Name:</i>	[210]– Deputy Fire Chief (0.4 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2022 Funding Required:</i>	\$25,082 (0.20 FTE Pro-rated) for 2022
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Currently, the 0.6 FTE Deputy Fire Chief is combined with the 0.4 FTE Emergency Management Coordinator. One full time employee is filling both positions and it is believed that both departments would benefit tremendously from dedicated resources.</p> <p>With a full complement of 45 volunteer firefighters and three support staff, increased call volume and climate change challenges, a full time Deputy Fire Chief is required to support the Gibsons and District Volunteer Fire Department.</p> <p>The Deputy Chief is required for business continuity, vacation planning and off hours duty coverage. Critical decision making may be unavailable if the Fire Chief is on vacation, other leave or attending to critical operational matters elsewhere. This is becoming much more relevant with the increase in call volume and more frequent Emergency Operation Center activations.</p> <p>The Sunshine Coast Regional District Fire Services Strategic Plan 2018 explains that “As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Deputy Chief/Training Officer) then will become either full or part-time positions.”</p>

	<i>Climate Action Impact</i>	The impacts of climate change are leading to increasingly severe and frequent emergency events. Dedicated resources can assist in mitigating and managing emergency events.
	<i>Life Cycle Cost Breakdown</i>	This will be an ongoing Base Budget Costs it is a permanent FTE increase to \$50,164 for 0.40 FTE in 2023.

C- LOW COST, HIGH VALUE

5	<i>Function Number – Project Name:</i>	[210] – Wildfire preparedness
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2022 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	This is new equipment not currently included in asset management/capital plan. 20 year capital plan to be updated with additional assets. These assets would not be considered critical, so would not be replacement-funded.
	<i>Rationale / Service Impacts:</i>	<p>Purchase specialized wildland coveralls and equipment for volunteer firefighters for local or Provincial wildfire events when staff or volunteers elect for deployment in other fire jurisdictions.</p> <p>Upgrading the fire department's wildland gear and equipment is expected to lead to increased efficiencies in managing wildfire events. It is also expected to reduce firefighter fatigue and/or heat exhaustion while fighting wildfires, leading to more efficient operations.</p> <p>Surplus funding was received from the 2021 wildfire deployments in other parts of BC that could offset the cost of the new equipment.</p>
	<i>Climate Action Impact</i>	Climate change is severely impacting our local first responders. Since 2015, there have been many local wildfires on

		the Sunshine Coast that if not managed quickly, could have led to much larger incidents. Properly training and equipping our local first responders for wildland fire response is critical to the ongoing success of wildfire suppression efforts.
	<i>Life Cycle Cost Breakdown</i>	<p>The estimated useful life of coveralls of this type is 10 years.</p> <p>Cleaning and repair during their lifecycle can be completed within existing resources.</p> <p>There are no material disposal costs associated with this equipment.</p> <p>Replacement at end of life would be depending on a future (Board) budget decision.</p>

6	<i>Function Number – Project Name:</i>	[210] <b>**NEW</b> -Reserve Fire Truck (Part of Proposal #1-Keep truck that is being replaced)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and ToG
	<i>2022 Funding Required:</i>	\$7,500. (ongoing until asset is retired)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Fire truck replacements are addressed in the fire department 20 year capital plan.
	<i>Rationale / Service Impacts:</i>	Budget Proposal #1 requests consideration to replace Pumper 1 to maintain the fire department's FUS grading. As the fire truck is in sound mechanical condition, the fire department would like to retain the existing truck as a reserve. This would require an increase to the fuel (\$1,000), insurance (\$1,500) and maintenance (\$5,000) operating budgets.
	<i>Climate Action Impact</i>	There are more frequent requests to deploy municipal fire department assets to assist with Provincial wildfires.

		<p>Deployments by local teams assist by allowing crews to gain experience, reduce structure loss, mitigate wildfire impacts and increase efficiency of personnel for future events.</p> <p>In the case of a deployment, a reserve engine would ensure local coverage is maintained and an adequate number of fire apparatus are available to assist with mitigating incidents locally.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>Requested funding is ongoing while asset is retained.</p> <p>There would be limited disposal value to this apparatus; continued service is unlikely to materially affect disposal value.</p>

### Financial Implications

Five-Year Operating Reserve Plan					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 76,334	\$ 76,334	\$ 76,334	\$ 76,334	\$ 76,334
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 76,334	\$ 76,334	\$ 76,334	\$ 76,334	\$ 76,334

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 299,469	\$ 323,669	\$ 74,369	\$ 182,369	\$ 325,469
Contributions Surplus	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Building	-\$ 94,300	-\$ 435,900	-\$ 15,700	-\$ 3,700	\$ -
Equipment	-\$ 7,600	-\$ 13,400	\$ -	-\$ 53,200	\$ -
Apparatus	-\$ 73,900	\$ -	-\$ 76,300	\$ -	\$ -
Closing Balance in Reserve	\$ 323,669	\$ 74,369	\$ 182,369	\$ 325,469	\$ 525,469

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Pat Higgins, Fire Chief

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR ROBERTS CREEK FIRE PROTECTION [212]

---

### RECOMMENDATION(S)

**THAT** the report titled **2022 Round 1 Budget Proposal for Roberts Creek Fire Protection [212]** be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**      *Planning and Development Projects*

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- [212] – Capital Plan Projects;
- [212] – Wildfire Preparedness;...

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [212]**

**2022 R1 Budget Proposals by Category**

A- BUSINESS CONTINUITY (Mandatory)

1	Function Number – Project Name:	[212] – Capital Plan Projects
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	D

	<i>2022 Funding Required:</i>	\$8,500
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Contained in 20 year fire department capital plan
	<i>Rationale / Service Impacts:</i>	Non-Critical (unfunded) capital plan projects from fire department 20 year capital plan. Ventilation exhaust fan and electrical control panel. Replacing exhaust fan maintains indoor air quality in areas used for meetings. Original electrical panels require replacement due to age and the need for future expansion. Panels are currently maxed out.
	<i>Climate Action Impact</i>	None expected.
	<i>Life Cycle Cost Breakdown</i>	20 year capital plan to be updated with replacement assets.

**C- LOW COST, HIGH VALUE**

2	<i>Function Number – Project Name:</i>	[212] – Wildfire preparedness
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2022 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	This is new equipment not currently included in asset management/capital plan. 20 year capital plan to be updated with additional assets. These assets would not be considered critical, so would not be replacement-funded.
	<i>Rationale / Service Impacts:</i>	Purchase specialized wildland coveralls and equipment for volunteer firefighters for local or Provincial wildfire events when staff or volunteers elect for deployment in other fire jurisdictions.  Upgrading the fire department's wildland/rescue gear and equipment is expected to lead to increased

		<p>efficiencies in managing wildfire events and increased efficiency/safety in rescue events. It is also expected to reduce firefighter fatigue and/or heat exhaustion while fighting wildfires and rescuing patients, leading to more efficient operations.</p> <p>Surplus funding was received from the 2021 wildfire deployments in other parts of BC that could offset the cost of the new equipment.</p>
	<i>Climate Action Impact</i>	<p>Climate change is severely impacting our local first responders. Since 2015, there have been many local wildfires on the Sunshine Coast that if not managed quickly, could have led to much larger incidents. Properly training and equipping our local first responders for wildland fire response is critical to the ongoing success of wildfire suppression efforts. Climate change has contributed to increases in hazards related to water flows, wash outs and slope instability. Firefighting turn out gear is not appropriate and is unsafe for use in such rescue operations.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>The estimated useful life of coveralls of this type is 10 years.</p> <p>Cleaning and repair during their lifecycle can be completed within existing resources.</p> <p>There are no material disposal costs associated with this equipment.</p> <p>Replacement at end of life would be depending on a future (Board) budget decision.</p>

**Financial Implications**

Five-Year Operating Reserve Plan					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 69,785	\$ 69,785	\$ 69,785	\$ 69,785	\$ 69,785
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 69,785	\$ 69,785	\$ 69,785	\$ 69,785	\$ 69,785

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$248,501	\$407,001	\$ 593,401	\$1,573,601	\$2,054,001
Contributions Surplus	\$150,000	\$150,000	\$ 150,000	\$ 150,000	\$ 150,000
Building	\$ 8,500	\$ 30,500	\$ -	\$ 327,000	\$ 34,600
Equipment	\$ -	\$ 5,900	\$ 830,200	\$ 3,400	\$ 8,700
Closing Balance in Reserve	\$407,001	\$593,401	\$1,573,601	\$2,054,001	\$2,247,301

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Ryan Daley, Fire Chief

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR HALFMOON BAY FIRE PROTECTION [216]

---

### RECOMMENDATION(S)

**THAT** the report titled **2022 Round 1 Budget Proposal for Halfmoon Bay Fire Protection [216]** be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**      *Planning and Development Projects*

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- [216] – Fire Hall #2 Redevelopment Project;
- [216] – Capital Plan Projects;

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [216]**

**2022 R1 Budget Proposals by Category**

A- BUSINESS CONTINUITY (Mandatory)

1	Function Number – Project Name:	[216] – Firehall #2 Redevelopment – Creation of replacement design (tender-ready)
	Rating:	Enhancement to Service

<i>Areas Affected (A-F, Regional, Islands):</i>	B
<i>2022 Funding Required:</i>	\$250,000
<i>Funding Source(s):</i>	Taxation
<i>Asset Management Plan Implications:</i>	New building to be added to the building maintenance program (replaces an existing building). Add replacement plan into capital budget plan.
<i>Rationale / Service Impacts:</i>	The current Firehall no longer meets the needs of the fire department with respect to the type and number of apparatus that need to be stationed in the Welcome Woods area. Based on response types and locations of responses, Firehall 2 should be the primary responding station to support the most densely populated area within Halfmoon Bay. Currently, the apparatus that can be stored do not meet Underwriters Laboratory of Canada (ULC) requirement for pumper operations and do not carry the necessary equipment required to deal with incidents typical to that area.
<i>Climate Action Impact</i>	The new building will be built to standards and requirements of the current building code requirements, including Step Code. The current building heating requirements are being serviced by electricity. It will be the intent of the new build to consult with the Sustainable Development Department of the SCRD to provide a road map to make the building as energy efficient and environmentally friendly as possible, avoiding the use of fossil fuels to operate the facility.
<i>Life Cycle Cost Breakdown</i>	An order of magnitude estimate based on size, is that a new fire hall will cost \$2,400,000 to construct and furnish. This number is an estimate and was assumed from other projects completed in other areas. However, we do not have a classified estimate or an estimate of life cycle for the new building, as this will come with the completion of this report.

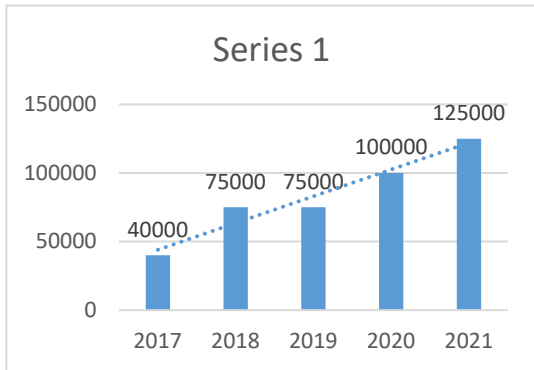
		<p>All additional annual ongoing operations and maintenance costs will be transferred from the current facility.</p> <p>A higher-value facility will result in slightly higher insurance costs. Maintenance and operating costs may be reduced slightly.</p> <p>A capital plan funding review and adjustment will be required to facilitate for the replacement of the newly constructed Firehall after its lifespan expires.</p>
--	--	---

2	<i>Function Number – Project Name:</i>	[216] <b>**NEW</b> Self-Contained Breathing Apparatus (SCBA and Cylinders)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2022 Funding Required:</i>	\$175,900
	<i>Funding Source(s):</i>	MFA Equipment Loan
	<i>Asset Management Plan Implications:</i>	Contained in 20 year fire department capital plan
	<i>Rationale / Service Impacts:</i>	The current SCBA has completed its 15 year life cycle and can no longer be used for service.
	<i>Climate Action Impact</i>	Newer more efficient equipment
	<i>Life Cycle Cost Breakdown</i>	20 year capital plan to be updated with replacement assets.

3	<i>Function Number – Project Name:</i>	[216] <b>**NEW</b> -Capital Renewal Plan Funding
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2022 Funding Required:</i>	<p>\$48,000</p> <p>(Increase to \$173,000 from \$125,000)</p>

	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	This initiative is the result of the 20-year fire department capital renewal plan review as part of the asset management plan conducted in 2021.
	<i>Rationale / Service Impacts:</i>	<p>The SCRD Fire Departments had a review of their capital renewal plans at the <a href="#">June 24</a> and <a href="#">November 25</a>, 2021 Corporate and Administrative Services Committee and the following recommendation (draft) was proposes (in part):</p> <p><b><u>Recommendation No. 6</u></b>     <i>Fire Department 20-Year Capital Funding Plans</i></p> <p><i>...AND THAT funding commitment considerations for Gibsons and District Fire Protection [210] and Halfmoon Bay Fire Protection [216] be referred to 2022 Round 1 Budget for more detail on the impact to the fire service and to allow an opportunity for the Fire Commission to review;</i></p> <p><i>AND FURTHER THAT a subsequent report be brought forward to the Planning and Development Committee in Q2 2022 outlining the planning process for the alternative approval process for 2023 in contemplation of borrowing for future capital replacement needs for the fire services.</i></p> <p>In order to continue providing the current level of service to the community of Halfmoon Bay, the 20-Year Capital Funding Plan was established outlining what equipment and necessary building assets would need funding.</p> <p>The Finance Team and the Fire Department managers audited all items that were necessary to continue providing the community the same service it receives today. These items were listed as “critical” for our operations to be maintained.</p>



		<p>We have been increasing the Capital contributions in the recent past years, in order to align with budget needs. In 2020 a budget proposal for a capital increase was approved for \$50,000, but was reduced to half (\$25,000) in order to soften the impact to the community during a pandemic. This new proposal would recover the previously approved funds from 2020 and add an additional \$23,000 required to fund the “Critical” items within the 20-Year Capital Funding Plan.</p>												
		<div><p>Series 1</p><table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2017</td><td>40000</td></tr><tr><td>2018</td><td>75000</td></tr><tr><td>2019</td><td>75000</td></tr><tr><td>2020</td><td>100000</td></tr><tr><td>2021</td><td>125000</td></tr></tbody></table></div>	Year	Value	2017	40000	2018	75000	2019	75000	2020	100000	2021	125000
Year	Value													
2017	40000													
2018	75000													
2019	75000													
2020	100000													
2021	125000													
	<i>Climate Action Impact</i>	n/a												
	<i>Life Cycle Cost Breakdown</i>	The capital renewal plan is reviewed regularly and incorporates all existing assets. .												

4	<i>Function Number – Project Name:</i>	[216] Items from Capital Plan (Contingent on BP#3 being approved)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2022 Funding Required:</i>	\$206,100
	<i>Funding Source(s):</i>	Through capital funding Plan/Reserves
	<i>Asset Management Plan Implications:</i>	Contained in 20 year fire department capital plan
	<i>Rationale / Service Impacts:</i>	This is to replace critical capital renewal items within the HMB hall as well as the replacement of the HMB Command

		Vehicle, Car 1, which is a 2004 ½ tonne pick-up truck.
	<i>Climate Action Impact</i>	Newer more efficient equipment
	<i>Life Cycle Cost Breakdown</i>	20 year capital plan to be updated with replacement assets.

### Financial Implications

Five-Year Operating Reserve Plan					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 41,313	\$ 41,313	\$ 41,313	\$ 41,313	\$ 41,313
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 41,313	\$ 41,313	\$ 41,313	\$ 41,313	\$ 41,313

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 346,795	\$ 313,695	\$ 486,695	\$ 169,195	\$ 326,195
Contributions BP2a	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000	\$ 173,000
Hall #2	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	-\$ 206,100	\$ -	-\$ 490,500	-\$ 16,000	-\$ 111,300
Closing Balance in Reserve	\$ 313,695	\$ 486,695	\$ 169,195	\$ 326,195	\$ 387,895

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Matt Treit, Manager, Protective Services

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR EMERGENCY TELEPHONE 9-1-1 [220]

---

### RECOMMENDATION(S)

**THAT** the report titled **2022 Round 1 Budget Proposal for Emergency Telephone 9-1-1 [220]** be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**      *Planning and Development Projects*

THAT the following Planning and Development Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- [220] – Project Support – 911 Towers – 0.20 FTE, \$22,000 funded through Taxation (Imminent Asset Failure);
- [220] – Dispatch Levy, \$10,020 funded through Taxation (Health and Safety / Environmental Requirement);

During the Pre-Budget the proposed initiative for the Emergency Telephone 911 – Project Support was misclassified, therefore a budget proposal has been drafted.

### **2021 R1 Budget Proposals by Category**

#### **A- BUSINESS CONTINUITY (Mandatory)**

1	Function Number – Project Name:	[220] – Project Support – 911 Towers (0.20 FTE)
	Rating:	Status Quo Service

<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, DoS, ToG, SIGD
<i>2022 Funding Required:</i>	\$22,000 (one-time, 0.2 FTE)
<i>Funding Source(s):</i>	Taxation
<i>Asset Management Plan Implications:</i>	No direct implications to plan. This position is associated with renewal/stewardship of critical assets.
<i>Rationale / Service Impacts:</i>	<p>SCRD has benefitted from specialized knowledge and experience of a casual Fire Chief position supporting special projects. This position is associated with the replacement or renewal of E911 towers; which involves specialized knowledge of emergency communication systems. These projects have progressed slower-than-planned in 2021 due to supply chain issues and time required to coordinate with RCMP for co-location of equipment but are proceeding toward completion in 2022.</p> <p>A one-time 0.2 FTE position will assist with bringing these projects to conclusion in 2022.</p>
<i>Climate Action Impact</i>	None, N/A
<i>Life Cycle Cost Breakdown</i>	No costs beyond the value of this proposal.

### Financial Implications

Five-Year Operating Reserve Plan					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 23,172	\$ 23,172	\$ 23,172	\$ 23,172	\$ 23,172
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 23,172	\$ 23,172	\$ 23,172	\$ 23,172	\$ 23,172

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$322,619	\$432,419	\$542,219	\$652,019	\$761,819
Annual Contributions	\$109,800	\$109,800	\$109,800	\$109,800	\$109,800
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$432,419	\$542,219	\$652,019	\$761,819	\$871,619

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Matt Treit, Manager, Protective Services

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR SUNSHINE COAST EMERGENCY PROGRAM [222]**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Sunshine Coast Emergency Program [222] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**     *Planning and Development Projects*

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- [222] – Evacuation Route Planning;
- [222] – Emergency Management Coordinator – 0.60 FTE;...

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [222]**

**2022 R1 Budget Proposals by Category**

**B BOARD STRATEGIC AND CORPORATE GOALS**

1	Function Number – Project Name:	[222] – Emergency Management Coordinator (0.6 FTE)
	Rating:	Enhancement to Service

	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2022 Funding Required:</i>	\$37,625 for 2022 (prorated to 0.30 FTE)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>Currently, the 0.4 FTE Emergency Management Coordinator is combined with the 0.6 Deputy Fire Chief. One full time employee is filling both positions and it is believed that both departments would benefit tremendously from dedicated resources.</p> <p>With the completion of the Community Wildfire Protection Plan, it is anticipated that there will be an increased need for FireSmart activities to be implemented throughout the Sunshine Coast. This will include doing home assessments, organizing public education events, working with contracted Local FireSmart Representatives and providing ongoing support to those communities outside of Fire Protection Areas. As more grants to deal with wildfire mitigation become available through UBCM, there will be an increased demand on staff for the application for, and administration of, that grant funding.</p> <p>In addition, there are other major projects which will need to be addressed such as updating the Emergency Response and Recovery Plan (ERRP), updating the Hazard, Risk and Vulnerability Assessment (HRVA), and implementing the recommendations of the Fire Department Strategic Plan and Emergency Program Review.</p>
	<i>Climate Action Impact</i>	The impacts of climate change are leading to increasingly severe and frequent emergency events. Combined with the backlog of emergency program work, the Sunshine Coast Emergency Program requires full time Emergency Management Coordinator support.

	<i>Life Cycle Cost Breakdown</i>	2023 would be a cost of \$77,130 when the position is not pro-rated. This position will be a permanent FTE increase.
--	----------------------------------	--

**D OTHER or NOT CURRENTLY CLASSIFIED**

2	<i>Function Number – Project Name:</i>	222 – Evacuation Route Planning Grant
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2022 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Grants – UBCM Community Emergency Preparedness Fund  (Project will only proceed on basis of approved grant)
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	UBCM is offering grants (100% funding) to fund the development of an evacuation plan for specific geographic locations.  SCEP has prepared two applications: one for an Evacuation Plan for Egmont, and the other for an Evacuation Plan for Tuwanek to be submitted by the District of Sechelt, as each jurisdiction can submit only one application.  A staff report on this matter was presented to the November Planning and Community Development Committee.
	<i>Climate Action Impact</i>	Emergency preparedness/planning is a response to, in part, climate change and new or increased hazards.
	<i>Life Cycle Cost Breakdown</i>	No costs beyond project value.  At some future time, the accuracy of the plan will diminish based on, e.g. land use change, and it may be appropriate to update it in whole or part.



**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
(use table illustrating capital contributions and expenditures, if available)					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 37,739	\$ 37,739	\$ 37,739	\$ 37,739	\$ 37,739
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 37,739	\$ 37,739	\$ 37,739	\$ 37,739	\$ 37,739

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
(use table illustrating capital contributions and expenditures, if available)					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 3,424	\$ 3,424	\$ 3,424	\$ 3,424	\$ 3,424
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 3,424	\$ 3,424	\$ 3,424	\$ 3,424	\$ 3,424

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

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

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR RURAL PLANNING SERVICES [504]

---

### RECOMMENDATION(S)

**THAT** the report titled 2022 Round 1 Budget Proposal for Rural Planning Services [504] be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**      *Planning and Development Projects*

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- ...[504] – Planning Enhancement – 1.0 FTE;...

In response, a Budget Proposal has been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE for [504]**

**2021 R1 Budget Proposals by Category**

A- BUSINESS CONTINUITY (Mandatory)

1	Function Number – Project Name:	[504] – Planning Enhancement (1.0 FTE)
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2022 Funding Required:	\$180,000 (50% prorated for 2022)

	<i>Funding Source(s):</i>	Taxation and possible grant
	<i>Asset Management Plan Implications:</i>	<p>Bylaws are not listed as tangible assets; they are not part of SCRD's asset management plan.</p> <p>This proposal is about "asset renewal" if you consider our core land use bylaws as assets that require upkeep in order for them to reflect contemporary community vision, needs and provincial regulations.</p>
	<i>Rationale / Service Impacts:</i>	<p>The Sunshine Coast is experiencing a housing emergency. Following the recent Housing Needs Assessment expert advice was received on major changes to SCRD land use bylaws.</p> <p>SCRD is also experiencing the climate emergency. Seasonally, we grapple with climate-related land-development challenges – from flooding to drought. We know there are opportunities to promote complete communities to promote resiliency and active transportation and to reduce travel distances</p> <p>Considering these points, staff are advancing a proposal to invest in renewal of OCPs and zoning bylaws.</p> <p>This project would establish a long-range planning unit, headed by a senior planner, and supported with funding for consulting services. Resourcing level is derived from analogues in peer jurisdictions including CVRD.</p> <p>The workplan for the unit will need to respond to inputs of regional growth baseline research project, development approval process review and sustainable development work. Notionally, the workplan for the unit would include:</p> <ul style="list-style-type: none"> <li>• OCP harmonization and renewal plan, housing* and sustainable development focus**</li> </ul>

		<ul style="list-style-type: none"> <li>• Zoning bylaw harmonization and renewal – housing and sustainable development focus (could include short-term surgical improvements to current bylaws such as water zoning in Area A)</li> <li>• *Housing focus to include creative density opportunities, review of incentives, ensuring housing needs are planned for</li> <li>• **Sustainable development focus such as corridor planning, stormwater management, invasive species, wellhead/aquifer protection, protection and enhancement of riparian, soil and shoreline protection</li> <li>• Engaging on provincial policies</li> <li>• Potential future work on a regional growth strategy, if directed by the Board/regionally-supported; noting that some of this work would fall under [500] Regional Planning Services and that project-specific resources might be required.</li> </ul>																		
	<i>Climate Action Impact</i>	Products of this work would include land use policies and bylaws related to smart land use, transportation demand reduction, energy efficiency, community resiliency and climate change adaptation.																		
	<i>Life Cycle Cost Breakdown</i>	<p>This project is planned as a multi-year project up to 2025 as follows:</p> <table border="1"> <thead> <tr> <th>Year</th><th>Amount</th><th>Apportionment</th></tr> </thead> <tbody> <tr> <td>2022</td><td>\$ 180,000</td><td>50%-pro-rated</td></tr> <tr> <td>2023</td><td>\$ 360,000</td><td>100%</td></tr> <tr> <td>2024</td><td>\$ 360,000</td><td>100%</td></tr> <tr> <td>2025</td><td>\$ 180,000</td><td>50%-pro-rated</td></tr> <tr> <td></td><td><b>\$ 1,080,000</b></td><td></td></tr> </tbody> </table>	Year	Amount	Apportionment	2022	\$ 180,000	50%-pro-rated	2023	\$ 360,000	100%	2024	\$ 360,000	100%	2025	\$ 180,000	50%-pro-rated		<b>\$ 1,080,000</b>	
Year	Amount	Apportionment																		
2022	\$ 180,000	50%-pro-rated																		
2023	\$ 360,000	100%																		
2024	\$ 360,000	100%																		
2025	\$ 180,000	50%-pro-rated																		
	<b>\$ 1,080,000</b>																			

### Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 71,588	\$ 71,588	\$ 71,588	\$ 71,588	\$ 71,588
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 71,588	\$ 71,588	\$ 71,588	\$ 71,588	\$ 71,588

Five-Year Vehicle Replacement Reserve Plan					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 18,848	\$ 18,848	\$ 18,848	\$ 18,848	\$ 18,848
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 18,848	\$ 18,848	\$ 18,848	\$ 18,848	\$ 18,848

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13 & 14, 2021

**AUTHOR:** Allen Whittleton, Chief Building Official

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR BUILDING INSPECTION SERVICES [520]**

---

### RECOMMENDATION(S)

**THAT** the report titled **2022 Round 1 Budget Proposal for Building Inspection Services [520]** be received for information.

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 8**      *Planning and Development Projects*

...AND THAT for 2022 Round 1 Budget, staff present budget proposals for the following Planning and Development projects:

- ...[520] – Building Clerk - 1.0 FTE.

In response, a Budget Proposal has been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE for [520]**

**2021 R1 Budget Proposals by Category**

*D* OTHER or NOT CURRENTLY CLASSIFIED

1	Function Number – Project Name:	[520] – Building Clerk – 1.0 FTE
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	All

<i>2022 Funding Required:</i>	\$52,733- 0.75FTE (1.0 FTE prorated for 9 months)
<i>Funding Source(s):</i>	User Fees
<i>Asset Management Plan Implications:</i>	N/A
<i>Rationale / Service Impacts:</i>	<p>Building Division deliverables, both internally to other SCRD divisions and to the public, have been steadily increasing over the last several years. Building permit applications and issuances have been increasing in number and in complexity with the advent of new building requirements such as STEP 1 of the BC Energy Step Code. The growth in real estate transaction volume on the Sunshine Coast has produced greater numbers of research requests from realtors and property buyers. Freedom of Information (FOI) requests more frequently consume Building Division time with an added element of urgency to fulfil these requests quickly. As well, building permit renewal, expiry, and Notice on Title (NOT) correspondence has increased. Finally, reporting and administrative requirements dependent on all of the above activities add pressure to staffing time allocation.</p> <p>These increases in demand for division output have added workload particularly to staff at intake where applications and requests are initiated. This situation is increasing wait times for request responses and beginning to compromise the service efficiency of the division.</p>
<i>Climate Action Impact</i>	N/A
<i>Life Cycle Cost Breakdown</i>	In 2023 this position is expected to cost \$72,100 including Salaries, Benefits and WCB (1.0 FTE)

**Financial Implications**

Five-Year Operating Reserve Plan					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$1,146,314	\$1,246,314	\$1,246,314	\$1,246,314	\$1,246,314
Contributions-2021 Estimated Surplus	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,246,314	\$1,246,314	\$1,246,314	\$1,246,314	\$1,246,314

Five-Year Vehicle Aquisition Reserve Plan					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 31,306	\$ 31,306	\$ 31,306	\$ 31,306	\$ 31,306
Contributions-	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 31,306	\$ 31,306	\$ 31,306	\$ 31,306	\$ 31,306

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13- 15, 2021

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

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR REGIONAL SOLID WASTE [350]

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Regional Solid Waste [350] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 11**      *Infrastructure Services Projects*

THAT the following Infrastructure Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- [350] – Sechelt Landfill Cover Material Base Budget Increase, \$40,000 funded from Tipping Fees (User Fees) (Regulatory Compliance);
- [350] – Regulatory Reporting for Sechelt Landfill, \$89,165 funded through Taxation (Regulatory Compliance);...

THAT that for 2022 Round 1 Budget, staff present budget proposals for the following Infrastructure Services projects:

- [350] – Pender Harbour Transfer Station Site Improvements – Phase I;
- [350] – Sechelt Landfill Closure / Post Closure Funding;
- [350] – Manager, Special Solid Waste Projects - 0.6 FTE;
- [350] – Home Composter Rebate;
- [350] – Islands Clean-up;
- [350] – Waste Reduction Initiatives Program;
- [350] – WildSafeBC – Base Budget Increase;...

In response, Budget Proposals have been prepared as follows:

**2021 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	<i>Function Number – Project Name:</i>	[350] – Pender Harbour Transfer Station Site Improvements – Phase I (Amended)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2022 Funding Required:</i>	\$70,000 (Option 1a)
	<i>Funding Source(s):</i>	Eco-fee reserves
	<i>Asset Management Plan Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
	<i>Rationale / Service Impacts:</i>	<p>As part of the 2021 budget process, budget was approved to conduct a site assessment of the Pender Harbour Transfer Station Site. The results will be presented at the December 9, 2021 ISC meeting.</p> <p>The required work has been divided into two phases for consideration.</p> <p>Phase 1 scope – immediate repairs to the propane tank storage, tire storage, wood and green waste area, repair/demolish the share shed as well as complete a site survey and engineering design work for Phase 2.</p> <p>Anticipated Phase 2 scope – reconstruct the drop-off area, site grading, replace scale house, replace commercial tipping pad, replace site fencing and other related works (anticipated to be brought forward to the 2023 Budget process)</p> <p>Phase 1 Options overview:</p> <p>Option 1a – Proceed with Phase 1 with discontinuation of the Share Shed program; \$70,000 (Recommended)</p>

		<p>Option 1b – Proceed with Phase 1 with continuation of the Share Shed program; \$96,000</p> <p>Details on the options are included in the December 9, 2021 ISC staff report.</p> <p>Depending on the discussion of the abovementioned report a decision on this budget proposal could be deferred to the 2022 Round 2 Budget meeting.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Will be determined based on the actual improvements made.

2	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Closure / Post Closure Funding
	<i>Rating:</i>	<a href="#">Status Quo Service</a>
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$100,000 (Reduced from Pre-Budget from \$125,000)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The 2020 Financial Statements estimate the Landfill Closure/Post Closure liability to be underfunded by just under \$5 million based on the anticipated closure of the landfill mid-2025.</p> <p>As part of the 2021 Budget and per regulatory requirements, a portion of the Sechelt Landfill is due to close referred to as Stage H+. This was budgeted in the amount of \$2,500,000 and will be carried forward into 2022. The project has not been tendered to market yet as the Landfill remediation project has just been completed. It is expected per preliminary engineering estimates, that additional funding will be required for this phase.</p>

ANNEX SS - 2022 R1 BUDGET PROPOSAL - 350 Regional Solid Waste FINAL

*B- BOARD CORPORATE AND STRATEGIC GOALS*

3	<i>Function Number – Project Name:</i>	[350] – Manager, Special Solid Waste Project (0.6 FTE) (Amended)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	<p><u>2022 Total: \$67,571</u></p> <p>2022 Salary Total (Q2-Q4, 0.267 FTE): <b>\$43,381 [350]</b></p> <p>\$21,690 (0.133 FTE; functions TBD)</p> <p>2022 Non-Salary Expenditures (training, conferences, office supplies, etc.): <b>\$2,500 [350]</b></p> <p><u>2023 Total: \$101,107</u></p> <p>2022 Salary Total (Q2-Q4, 0.40 FTE): <b>\$65,071 [350]</b></p> <p>\$32,536 (0.20 FTE; functions TBD)</p> <p>2023 Non-Salary Expenditures (training, conferences, office supplies, etc.): <b>\$2,500 [350]</b></p>
	<i>Funding Source(s):</i>	[350] Taxation and internal recovery
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The Solid Waste Division is currently lacking the capacity to manage several major special projects including:</p> <ul style="list-style-type: none"> <li>- Sechelt Landfill Progressive Closure – Stage H+</li> <li>- Long-term Future Waste Disposal Options Analysis</li> <li>- Biocover Feasibility Study – Phase 2</li> </ul> <p>All of these projects are currently being paused or are dependent on the capacity</p>

		<p>of the department General Manager. Given their significance of these projects, the current low progress rate is not desirable.</p> <p>The following projects are anticipated to start in the upcoming years and would benefit from additional management capacity as well:</p> <ul style="list-style-type: none"> <li>- Any follow-up project required to actually develop a new long-term waste disposal option.</li> <li>- Any projects related to the final closure of the Sechelt landfill.</li> </ul> <p>It's anticipated that an additional 0.4 FTE manager position would be sufficient to effectively manage these projects during the upcoming several years. After the closure of the Sechelt Landfill, currently anticipated in 2026, the ongoing need for this position will be reconsidered.</p> <p>Combined with 0.4 FTE in existing unallocated Solid Waste Services management capacity this would result in sufficient management capacity within the Solid Waste Services division to manage both the daily operations, operational projects as well the capital and strategic projects.</p> <p>In order to maximize chance of attracting a highly qualified staff member and given the general shortage in capacity within the organization to manage special projects at a managerial level, an additional 0.2 FTE is recommended to be approved as this would allow for a 1.0 FTE position to be created. This 0.2 FTE would be funded by other divisions, depending on the project this new manager is working on. If there are no additional projects and associated funding within the origination to support this 0.2 FTE, this position would be reduced to a 0.8 FTE position.</p>
	<i>Climate Action Impact</i>	N/A

	Life Cycle Cost Breakdown	<p><u>2023 and ongoing total: \$101,107</u></p> <p>2023 Salary Total: \$65,071 from Solid Waste and \$32,536 from "TBD" functions</p> <p>2023 Non-Salary Expenditures (base budget increase; training, conferences, office supplies, etc.): \$2,500</p> <p>Ongoing Base budget increase</p>
--	---------------------------	---

C- LOW COST, HIGH VALUE

4	Function Number – Project Name:	[350] – Waste Reduction Initiatives Program (WRIP)
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2022 Funding Required:	\$5,000
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	<p>The SCRД implemented the WRIP program in 2015. WRIP was initially funded from Eco-Fee Reserves. However, a review of Bylaw 670 in 2021 revealed that since WRIP was an on-going program, it could not be funded from Eco-Fee Reserves, and the Board resolved to cancel WRIP for 2021 and to bring it forward to the 2022 Budget deliberations with funding from taxation (054/21 No. 6).</p> <p>The 2022 WRIP program would be administered using the defined process from previous years to provide funding to community groups, non-profit societies, charitable organizations and school groups to implement projects that contribute to waste reduction or diversion in the region. The WRIP is open to eligible organizations within the SCRД, including District of Sechelt, Sechelt Indian Government District, and Town of Gibsons.</p>

	<i>Climate Action Impact</i>	In support of the region's SWMP, the WRIP will support community initiatives that to contribute to waste reduction and diversion.
	<i>Life Cycle Cost Breakdown</i>	Base Budget Increase

5	<i>Function Number – Project Name:</i>	[350] – 2022 WildSafeBc Program Project Initiation (Base Budget increase)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The SCRD has had a WildSafeBC Program Coordinator for 2006-2008 and 2012-2021. The program's mission is keeping wildlife wild and communities safe and is the provincial leader in preventing conflict with wildlife through collaboration, education and community solutions. The program operates from May to November.</p> <p>The WildSafeBC Coordinator also assists with SCRD curbside collection, “tagging” for early set out of bins (drives by homes the night before collection), and assists with wildlife messaging on social media and other outreach as well as works directly with residents who have wildlife issues at their residence.</p> <p>Since the SCRD Board continues to express interest in continuing with this program, staff are recommending this budget proposal as a base budget increase. This would negate bringing forward a budget proposal each year, which has been the process to date. As well, staff have been advised that \$15,000 is the minimum to ensure a WildSafeBC Program can continue with or without additional Provincial funding.</p>



	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Ongoing base budget increase.

6	<i>Function Number – Project Name:</i>	[350] – Islands Clean Up Program Initiation
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>This Budget Proposal is being brought forward as per Resolution # 285/21 No. 6 from the October 28, 2021 Board meeting. Additional information can be found in the staff report presented at the October 14, 2021 ISC meeting.</p> <p>An estimated \$5,000 increase to the Islands Clean Up Program budget would allow for the program to expand to include Hardy Island, when servicing adjacent Nelson Island. Hardy Island residents expressed a coordinated interest to be included as part of the Nelson Island Clean Up event day.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	\$5,000-Ongoing Base Budget Increase

7	<i>Function Number – Project Name:</i>	[350] - Home Composter Rebate
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>This Budget Proposal is being brought forward as per Resolution # 258/21 No. 6 from the September 23, 2021 Board meeting. Additional information can be</p>

		<p>found in the staff report presented at the September 9, 2021 ISC meeting</p> <p>A Home Composter Rebate Program is an initiative of the SCRD's Regional Organics Diversion Strategy to assist with providing options to divert food waste and other compostable materials from the landfill.</p> <p>The project will follow the same project plan of the 2021 Pilot with the same requirements for participation. Solid Waste Programs staff will lead the program's implementation.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Base Budget Increase

### Financial Implications Regional Solid Waste Operating

Five-Year Operating Reserve Plan - Reg. Solid Waste [Taxation Function]					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 54,370	\$ 54,370	\$ 54,370	\$ 54,370	\$ 54,370
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 54,370	\$ 54,370	\$ 54,370	\$ 54,370	\$ 54,370

### Eco Fee

Five-Year Operating Reserve Plan - Eco Fees					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 97,385	\$ 82,385	\$137,385	\$192,385	\$247,385
Contributions	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
PHTS Site Improvements-Phase 1	-\$ 70,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 82,385	\$137,385	\$192,385	\$247,385	\$302,385

The Eco-fee Operating Reserve is funded from the \$5 per tonne fee charged on municipal solid waste received at Sechelt Landfill and Pender Harbour Transfer Station as per Bylaw 670.

### Landfill Operating

Five-Year Operating Reserve Plan - Landfill					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300

### Landfill Closure

Five-Year - Landfill Closure/Post Closure Fund					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 906,500	\$ 1,506,500	\$ 2,406,500	\$ 3,306,500	\$ 6,500
Budgeted Contributions	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
BP#2-Addition to Closure	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
*Additional Funds for Stage H+-Contingency	-\$ 300,000				
Estimated Sechelt Landfill Closure	\$ -	\$ -	\$ -	-\$ 4,200,000	\$ -
Annual Monitoring/Maint.					-\$ 50,000
Closing Balance in Reserve	\$ 1,506,500	\$ 2,406,500	\$ 3,306,500	\$ 6,500	\$ 906,500

The Landfill Closure Reserve values are exclusive of \$2,500,000 approved through the 2021 budget process to complete the Sechelt Landfill Stage H+ Closure project. That project will be carry-forwarded to 2022 and has not yet been tendered. Preliminary engineering estimates do anticipate additional funds will be required for this project.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shane Walkey, Manager, Utility Services

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR NORTH PENDER HARBOUR WATER SERVICE [365]**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for North Pender Harbour Water Service [365] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 11**      *Infrastructure Services Projects*

...AND THAT that for 2022 Round 1 Budget, staff present budget proposals for the following Infrastructure Services projects:

- ...[365] – North Pender Harbour Watermain Replacement;...
- ...[365 / 366] – Public Participation Water Supply Plan Development;
- [365 / 366 / 370] – Utilities Engineering Coordinator - 1.0 FTE;
- [365 / 366 / 370] – Utility Crew - 3.0 FTE;
- [365 / 366 / 370] – Overtime Budget;
- [365 / 366 / 370] – Water Rate Structure Review.

The following proposed initiative presented at the November 1 Pre-Budget meeting is recommended to be deferred until the 2023 budget process for reasons as outlined in the November 18, 2021 Staff Report *Staffing Increase – Utility Crew (3.0 Fte) – Additional Information For Consideration*:

- 365/366/370 Water Service – Overtime Budget \$141,500

In response, Budget Proposals have been prepared as follows:

**2022 R1 Budget Proposals – Categorized Mandatory – NONE FOR [365]**

**2022 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	Function Number – Project Name:	[365] – North Pender Harbour Watermain Replacement
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Area A
	2022 Funding Required:	*\$850,000 (Updated from Pre-Budget \$765,000)
	Funding Source(s):	Community Works Fund-Gas Tax: \$765,000  Capital Reserves: \$85,000
	Asset Management Plan Implications:	The replacement of these sections of watermain will significantly increase the lifespan of these sections for approximately 100 years.
	Rationale / Service Impacts:	In 2010, the SCRD developed a 10-year plan for upgrades to the North Pender Harbour Water Service distribution system. The plan included several sections of water main in need of replacement in order to improve fire protection. Included in the plan was the replacement of the existing 100 mm asbestos cement water main on Panorama Drive with an upsized 200 mm ductile iron water main. This section was selected for replacement as a means of improving the water system reliability and improving available fire protection to the more than 70 homes that front Panorama Drive. It has also been subject of several leaks in the past years, resulting in disruption to service and emergency call out responses from the SCRD Utilities staff.  The engineering design of the replacement was completed in 2018 as

		part of the grant funded water main replacement project but due to budget constraints construction was not completed. Having the design completed will enable quicker completion of this project.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Replacement of the undersized and vulnerable asbestos cement pipe with an upsized ductile iron replacement pipe will increase the water system reliability

2	<i>Function Number – Project Name:</i>	[365/366/370] – Staffing Increase – Utilities Engineering Coordinator (1.0 FTE) (amended)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	2022 Salary Total (Q2-Q4, 0.75 FTE): \$75,000 <ul style="list-style-type: none"> <li>• <b>\$3,750 [365]</b></li> <li>• \$7,500 [see BP through 366]</li> <li>• \$63,750 [see BP through 370]</li> </ul> 2023 Salary Total: \$100,000 <ul style="list-style-type: none"> <li>• <b>\$5,000 [365]</b></li> <li>• \$10,000 [see BP through 366]</li> <li>• \$85,000 [see BP through 370]</li> </ul>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The Utility Services Division is involved in all property and building development matters on the Sunshine Coast, other than those within the TOG. This includes referrals from the SCRD Building and Planning departments as well as those from the DOS and SIGD. The overall number and complexity of referrals have increased over the years and the current 1.5 FTE engineering staff are barely able

		<p>to manage this part of their duties in a timely and efficient manner. Currently the Manager, Utility Services spends a significant amount of their time providing the reviews and approvals for this type of work which has impacts on the ability to address overarching planning, budget reviews and/or other management duties within the Utility Services Division.</p> <p>A new position, Utilities Engineering Coordinator, is proposed to be responsible for the day-to-day oversight of engineering for the operations side of the Utilities Services. The addition of a Utilities Engineering Coordinator will enable more efficient and timely review of development and project document and task management and will better meet expected service levels overall.</p> <p>This new position will require an engineering professional, and could be filled by a Junior P. Eng., an EIT or a highly skilled Engineering Technician with several years of experience.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Ongoing Base Budget increase with full cost in 2023 Salary, estimated Total: \$100,000.</p> <ul style="list-style-type: none"> <li>• <b>\$5,000 [365]</b></li> <li>• \$10,000 [see BP through 366]</li> <li>• \$85,000 [see BP through 370]</li> </ul>
3	<i>Function Number – Project Name:</i>	[365/366/370] – Staffing Increase – Utility Crew (3.0 FTE) (amended)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	<p>2022 Salary Total (Q2-Q4, 2.25 FTE): \$202,500</p> <ul style="list-style-type: none"> <li>• <b>\$10,125 [365]</b></li> <li>• \$20,250 [see BP through 366]</li> </ul>

		<ul style="list-style-type: none"> <li>\$172,125 [see BP through 370]</li> </ul>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Correct staffing levels are important for continuity of service and operation and maintenance. Correct staffing levels and the ability to access highly skilled experienced employees during regular staff vacancy is important for business</p> <p>Utility field staff including Operators and Technicians have taken on substantially more work related to water and wastewater operations and development in recent years, including:</p> <p>Regulations have increased, which results in:</p> <ul style="list-style-type: none"> <li>Additional staff training and skill to complete maintenance, checks, monitoring and reporting;</li> <li>Increased operational workload;</li> <li>More infrastructure repairs and upgrades to meet the regulatory requirements.</li> </ul> <p>In addition:</p> <ul style="list-style-type: none"> <li>Water infrastructure is aging and requires substantially more staff effort and time;</li> <li>Future upgrades at Church Road and Cove Cay will increase staff time for operation and maintenance, and for capital work planning and construction.</li> <li>Utility crew input needed for the development and implementation of water and wastewater systems asset management plans for the, capital projects, and long-range planning.</li> </ul>



		<p>An available pool of funded casual employees is also important to the reliability of service delivery and management of the treatment plants. During staffing absences due to employee leave (annual, sick, family, etc.), the current practice for the Utility Services Division is to reduce service delivery and delay maintenance and project related work until staffing levels are normalized. As a result, staff are communicating high stress levels.</p> <p><u>Recommendation:</u></p> <p>The Utility Services Division requires highly skilled experienced staff and casuals that can replace staff that are on leave.</p> <p><b>Staff increases that are required and recommended are:</b></p> <ul style="list-style-type: none"> <li>• FTE Utility Technician II</li> <li>• FTE Utility Operator II</li> <li>• FTE Utility Technician I / Operator I (Casual)</li> </ul> <p>This increase in staffing levels will help better meet the Board and community service level expectations, reduce stress in the working environment, and ensure there is less reduction in service levels, standards and/or backlog in projects.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Ongoing Base Budget increase with full cost in 2023 Salary, estimated Total: 2023 Salary Total (3.0 FTE): \$270,000</p> <ul style="list-style-type: none"> <li>• <b>\$13,500 [365]</b></li> <li>• \$27,000 [see BP through 366]</li> <li>• \$229,500 [see BP through 370]</li> </ul>

B - BOARD STRATEGIC AND CORPORATE GOALS

4	<i>Function Number – Project Name:</i>	[365] – North Pender Harbour Public Participation – Water Supply Plan Development
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$7,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Budget to allow for communication and public participation activities in support of the development of Water Supply Plans for each of the water systems (e.g. mail outs, surveys, digital communication and if possible in-person events).
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A
5	<i>Function Number – Project Name:</i>	[365/366/370] – Water Rate Structure Review – Phase 1
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	Total \$40,000  \$2,000 [365] \$4,000 [See BP through 366] \$34,000 [See BP through 370]
	<i>Funding Source(s):</i>	Operating reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per the SCRD Water Rates and Regulations Bylaw No. 422, the SCRD charges commercial customers a user-based rate for water, while residential customers pay a flat rate. Phase Three of the Water Meter Installations Project

		will begin in 2022, that will result in water meters on every water service connection. A fully implemented water meter program presents an opportunity to start exploring user-based options for residential customers. Staff anticipate that a rate structure review will be a multi-year project. This budget proposal seeks to develop options with public input in 2022. Future phases are expected to include rate setting and bylaw development in 2023, and implementation in 2024.
	<i>Climate Action Impact</i>	A user-based rate could encourage water conservation, depending on the rate structure and rates.
	<i>Life Cycle Cost Breakdown</i>	N/A

### 2021 Deferred Projects Brought Forward

6	<i>Function Number – Project Name:</i>	<b>**NEW</b> [365/366] – Water Supply Plan: North and South Pender Harbour Water System Water Distribution Model Technical Analysis
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2022 Funding Required:</i>	Total \$40,000 \$20,000 <b>[365]</b> \$20,000 [See BP through 366]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	There is currently no computer model to perform system wide analyses as required for development of a new strategic water plans for North and South Pender water systems. Such model is currently being developed funded with budget approved as part of the 2020 budget process.

		<p>This budget proposal would allow for this model to be used to assess current and future states with respect to a variety of objects including for:</p> <ul style="list-style-type: none"> <li>- Fire Flows</li> <li>- Water Pressures</li> <li>- Average Daily Demand</li> <li>- Maximum Daily Demand</li> <li>- Peak Hourly Demand</li> <li>- Chlorine levels</li> <li>- Water Treatment capacity</li> </ul> <p>These analyses are intended to be used to guide future improvements for the water systems. The technical analyses undertaken in support of this plan would include an assessments of the Water Supply Deficit and the effectiveness of water conservation measures for e.g. 2025, 2035 and 2050.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

### 2021 Deferred Projects Brought Forward

7	<i>Function Number – Project Name:</i>	<b>**NEW</b> [365/366/370] – Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	Total \$225,000  \$5,000 [365] \$10,000 [See BP through 366] \$210,000 [See BP through 370]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and

		financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River.
	<i>Climate Action Impact</i>	This study would assess the impact of climate change on the potential use of these sources as water supply. The impacts of climate change will also be included in the updated Water Supply Deficit and Conservation targets analyses for the Chapman System and develop them for the other water systems.
	<i>Life Cycle Cost Breakdown</i>	N/A

### Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$421,910	\$540,571	\$540,571	\$540,571	\$540,571
Contributions Surplus	\$118,661	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$540,571	\$540,571	\$540,571	\$540,571	\$540,571

### Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2022	2023	2024	2025	2026
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 187,900	\$ 321,645	\$ 321,645	\$ 321,645	\$ 321,645
2021 Operating Surplus	\$ 165,050	\$ -	\$ -	\$ -	\$ -
2022 Budget Proposals	-\$ 34,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 3,195	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 321,645	\$ 321,645	\$ 321,645	\$ 321,645	\$ 321,645

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shane Walkey, Manager, Utility Services

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR SOUTH PENDER HARBOUR WATER SERVICE [366]**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for South Pender Harbour Water Service [366] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 11**      *Infrastructure Services Projects*

THAT the following Infrastructure Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- ...[366] – McNeil Lake Dam Safety Improvements – Construction, \$525,000 funded from Reserves (Regulatory Compliance);...

AND THAT that for 2022 Round 1 Budget, staff present budget proposals for the following Infrastructure Services projects:

- ...[366] – South Pender Harbour Watermain Replacement;...
- ...[365 / 366] – Public Participation Water Supply Plan Development;
- [365 / 366 / 370] – Utilities Engineering Coordinator - 1.0 FTE;
- [365 / 366 / 370] – Utility Crew - 3.0 FTE;
- [365 / 366 / 370] – Overtime Budget;
- [365 / 366 / 370] – Water Rate Structure Review.

The following proposed initiatives presented at the November 1 Pre-Budget meeting is recommended to be deferred until the 2023 budget process for reasons as outlined in the

November 18, 2021 Staff Report *Staffing Increase – Utility Crew (3.0 Fte) – Additional Information For Consideration:*

- 365/366/370 Water Service – Overtime Budget \$141,500

In response, Budget Proposals have been prepared as follows:

**2021 R1 Budget Proposals by Category**

**A- BUSINESS CONTINUITY (Mandatory)**

1	<i>Function Number – Project Name:</i>	[366] – South Pender Harbour Watermain Replacement
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2022 Funding Required:</i>	\$600,000 (Amended from Pre-Budget from \$540,000)
	<i>Funding Source(s):</i>	Community Works Fund-Gas Tax \$540,000  SP-Water Capital Reserves \$60,000
	<i>Asset Management Plan Implications:</i>	Replacing and upsizing the existing 150 mm asbestos cement diameter water main to a 200 mm diameter main will improve the water system reliability due to the age and vulnerable nature of asbestos cement pipe. By increasing the diameter of the pipe, the available fire flow will increase thereby improved fire protection in the area
	<i>Rationale / Service Impacts:</i>	In 2017, the SCRCD secured grant funding for the replacement of the existing asbestos cement water main on Francis Peninsula Road between Martin Road and Warnock Road. Due to construction costs, the project ended at Pope Road. This project would pick up where the 2018 work ended, replacing the water main on Francis Peninsula Road from Pope Road to Rondevue Road.  This section was selected for replacement as means of improving system reliability and improving

		protection in that portion of the South Pender Water Service Area.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Replacement of the undersized and vulnerable asbestos cement pipe with an upsized ductile iron replacement pipe will increase the water system reliability.

2	<i>Function Number – Project Name:</i>	[365/366/370] – Staffing Increase – Utilities Engineering Coordinator (1.0 FTE) (amended)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	<p>2022 Salary Total (Q2-Q4, 0.75 FTE): \$75,000</p> <ul style="list-style-type: none"> <li>• \$3,750 [see BP through 365]</li> <li>• <b>\$7,500 [366]</b></li> <li>• \$63,750 [see BP through 370]</li> </ul> <p>2023 Salary Total: \$100,000</p> <ul style="list-style-type: none"> <li>• \$5,000 [see BP through 365]</li> <li>• <b>\$10,000 [366]</b></li> <li>• \$85,000 [see BP through 370]</li> </ul>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Utility Services Division is involved in all property and building development matters on the Sunshine Coast, other than those within the TOG. This includes referrals from the SCRD Building and Planning departments as well as those from the DOS and SIGD. The overall number and complexity of referrals have increased over the years and the current 1.5 FTE engineering staff are barely able to manage this part of their duties in a timely and efficient manner. Currently the Manager, Utility Services spends a significant amount of their time providing



		<p>the reviews and approvals for this type of work which has impacts on the ability to address overarching planning, budget reviews and/or other management duties within the Utility Services Division.</p> <p>A new position, Utilities Engineering Coordinator, is proposed to be responsible for the day-to-day oversight of engineering for the operations side of the Utility Services. The addition of a Utilities Engineering Coordinator will enable more efficient and timely review of development and project document and task management and will better meet expected service levels overall.</p> <p>This new position will require an engineering professional, and could be filled by a Junior P. Eng., an EIT or a highly skilled Engineering Technician with several years of experience.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2023 and onwards: \$2,250 base budget increase for training, education, and other allowances.

3	<i>Function Number – Project Name:</i>	[365/366/370] – Staffing Increase – Utility Crew (3.0 FTE) (amended)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	<p>2022 Salary Total (Q2-Q4, 2.25 FTE): \$202,500</p> <ul style="list-style-type: none"> <li>• \$10,125 [see BP through 365]</li> <li>• <b>\$20,250 [366]</b></li> <li>• \$172,125 [see BP through 370]</li> </ul> <p>2023 Salary Total (3.0 FTE): \$270,000</p> <ul style="list-style-type: none"> <li>• \$13,500 [see BP through 365]</li> <li>• <b>\$27,000 [366]</b></li> <li>• \$229,500 [see BP through 370]</li> </ul>

	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Correct staffing levels are important for continuity of service and operation and maintenance. Correct staffing levels and the ability to access highly skilled experienced employees during regular staff vacancy is important for business.</p> <p>Utility field staff including Operators and Technicians have taken on substantially more work related to water and wastewater operations and development in recent years, including:</p> <p>Regulations have increased, which in:</p> <ul style="list-style-type: none"> <li>• Additional staff training and skill to complete maintenance, checks, monitoring and reporting;</li> <li>• Increased operational workload;</li> <li>• More infrastructure repairs and upgrades to meet the regulatory requirements.</li> </ul> <p>In addition:</p> <ul style="list-style-type: none"> <li>• Water infrastructure is aging and requires substantially more staff effort and time;</li> <li>• Future upgrades at Church Road and Cove Cay will increase staff time for operation and maintenance, and for capital work planning and construction;</li> <li>• Utility crew input needed for the development and implementation of water and wastewater systems asset management plans for the, capital projects, and long-range planning.</li> </ul> <p>An available pool of funded casual employees is also important to the reliability of service delivery and</p>

		<p>management of the treatment plants. During staffing absences due to employee leave (annual, sick, family, etc.), the current practice for the Utility Services Division is to reduce service delivery and delay maintenance and project related work until staffing levels are normalized. As a result, staff are communicating high stress levels.</p> <p><u>Recommendation:</u></p> <p>The Utility Services Division requires highly skilled experienced staff and casuals that can replace staff that are on leave.</p> <p><b>Staff increases that are required and recommended are:</b></p> <ul style="list-style-type: none"> <li>• FTE Utility Technician II</li> <li>• FTE Utility Operator II</li> <li>• FTE Utility Technician I / Operator I (Casual)</li> </ul> <p>This increase in staffing levels will help better meet the Board and community service level expectations, reduce stress in the working environment, and ensure there is no reduction in service levels, standards and/or backlog in projects.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	2023 and onwards: \$15,000 base budget increase for training, education, and other allowances.

**B- BOARD STRATEGIC AND CORPORATE GOALS**

4	<i>Function Number – Project Name:</i>	[365/366/370] – Water Rate Structure Review – Phase 1
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional

	<i>2022 Funding Required:</i>	Total \$40,000  \$4,000 [366] \$2,000 [See BP through 365] \$34,000 [See BP through 370]
	<i>Funding Source(s):</i>	Operating reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per the SCRD Water Rates and Regulations Bylaw No. 422, the SCRD charges commercial customers a user-based rate for water, while residential customers pay a flat rate. Phase Three of the Water Meter Installations Project will begin in 2022, that will result in water meters on every water service connection. A fully implemented water meter program presents an opportunity to start exploring user-based options for residential customers. Staff anticipate that a rate structure review will be a multi-year project.  This budget proposal seeks to develop options with public input in 2022. Future phases are expected to include rate setting and bylaw development in 2023, and implementation in 2024.
	<i>Climate Action Impact</i>	A user-based rate could encourage water conservation, depending on the rate structure and rates.
	<i>Life Cycle Cost Breakdown</i>	N/A

### 2021 Deferred Projects Brought Forward

5	<i>Function Number – Project Name:</i>	[366] – South Pender Harbour Public Participation – Water Supply Plan Development
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$7,500

	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Budget to allow for communication and public participation activities in support of the development of Water Supply Plans for each of the water systems (e.g. mail outs, surveys, digital communication and if possible in-person events).
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

6	<i>Function Number – Project Name:</i>	<b>**NEW</b> [365/366] – Water Supply Plan: North and South Pender Harbour Water System Water Distribution Model Technical Analysis
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2022 Funding Required:</i>	Total \$40,000 \$20,000 <b>[366]</b> \$20,000 [See BP through 365]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>There is currently no computer model to perform system wide analyses as required for development of a new strategic water plans for North and South Pender water systems. Such model is currently being developed funded with budget approved as part of the 2020 budget process.</p> <p>This budget proposal would allow for this model to be used to assess current and future states with respect to a variety of objects including for:</p> <ul style="list-style-type: none"> <li>- Fire Flows</li> <li>- Water Pressures</li> <li>- Average Daily Demand</li> </ul>

		<ul style="list-style-type: none"> <li>- Maximum Daily Demand</li> <li>- Peak Hourly Demand</li> <li>- Chlorine levels</li> <li>- Water Treatment capacity</li> </ul> <p>These analyses are intended to be used to guide future improvements for the water systems. The technical analyses undertaken in support of this plan would include an assessments of the Water Supply Deficit and the effectiveness of water conservation measures for e.g. 2025, 2035 and 2050.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

**2021 Deferred Projects Brought Forward**

7	<i>Function Number – Project Name:</i>	<b>**NEW</b> [365/366/370] – Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	Total \$225,000 \$10,000 [366] \$5,000 [See BP through 365] \$210,000 [See BP through 370]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River.
	<i>Climate Action Impact</i>	This study would assess the impact of climate change on the potential use of these sources as water supply. The

		impacts of climate change will also be included in the updated Water Supply Deficit and Conservation targets analyses for the Chapman System and develop them for the other water systems.
	<i>Life Cycle Cost Breakdown</i>	N/A

### Financial Implications

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$659,655	\$352,281	\$352,281	\$352,281	\$352,281
Contributions Surplus	-\$307,374	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$352,281	\$352,281	\$352,281	\$352,281	\$352,281

### Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 596,796	\$ 684,002	\$ 684,002	\$ 684,002	\$ 684,002
2021 Operating Surplus	\$ 117,521	\$ -	\$ -	\$ -	\$ -
2022 Budget Proposals	-\$ 41,500	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 11,185	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 684,002	\$ 684,002	\$ 684,002	\$ 684,002	\$ 684,002

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shane Walkey, Manager, Utility Services

**SUBJECT:** 2022 ROUND 1 BUDGET PROPOSAL FOR REGIONAL WATER SERVICE [370]

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Regional Water Service [370] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 11**      *Infrastructure Services Projects*

THAT the following Infrastructure Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- ...[370] – Re-Chlorination Station Roof Upgrades - Trout Lake, \$100,000 funded from Reserves (Imminent Asset Failure);
- [370] – Valve Stems for Selma 2 Isolation, \$75,000 funded from Reserves (Imminent Asset Failure);
- [370] – Chapman Lake Dam Safety Improvements – Construction, \$783,000 funded from Reserves (Regulatory Compliance);
- [370] – Edwards Lake Dam Safety Improvements – Construction, \$625,000 funded from Reserves (Regulatory Compliance);...

AND THAT that for 2022 Round 1 Budget, staff present budget proposals for the following Infrastructure Services projects:

- ...[370] – Single Axle Dump Truck Replacement;
- [370] – Vehicle Purchases;
- [370] – Budget Increase – Materials and Supplies;
- [370] – Staffing – Water Sustainability Technician - 0.5 FTE;...
- ...[365 / 366 / 370] – Utilities Engineering Coordinator - 1.0 FTE;



- [365 / 366 / 370] – Utility Crew - 3.0 FTE;
- [365 / 366 / 370] – Overtime Budget;
- [365 / 366 / 370] – Water Rate Structure Review.

The following proposed initiatives presented at the November 1 Pre-Budget meeting is recommended to be deferred until the 2023 budget process for reasons as outlined in the November 18, 2021 Staff Report *Staffing Increase – Utility Crew (3.0 FTE) – Additional Information For Consideration*:

- 365/366/370 Water Service – Overtime Budget \$141,500

In response, Budget Proposals have been prepared as follows:

### 2021 R1 Budget Proposals by Category

#### A- BUSINESS CONTINUITY (Mandatory)

1	Function Number – Project Name:	[370] – Base Operating Budget Increase: Materials and Supplies
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2022 Funding Required:	\$125,000
	Funding Source(s):	User Fees
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	<p>The RWSA's operating budget accounts for expenditures related to the supply and distribution of water to roughly 85% of the Sunshine Coast. Due to higher than anticipated inflationary pressures on the costs of goods, the current operating budget is insufficient and requires an increase in 2022.</p> <p>Staff have reviewed the base operating budget for the Regional Water Service Area and due primarily to rising material costs (i.e. chemicals, piping and appurtenances, and other miscellaneous supplies), the existing base operating budget is not sufficient to cover annual expenditures in 2022 and onwards. Increasing the base budget will address inflationary pressures on materials and other goods and supplies purchased as</p>

		<p>part of the core operating activities within the Regional Water Service Area.</p> <p>The current annual budget for the RWSA materials and supplies account is \$410,000, however since 2018 this account has averaged around \$500,000 (higher in more recent years) in expenditures annually. Staff are recommending that the base operating budget for this particular spending account (5250) be increased by \$125,000, from \$410,000 to \$535,000 in 2022. This base budget increase will meet the existing short term needs of the service area and will help avoid future year deficit spending within this account.</p> <p>Recognizing the cost of existing services and evaluating the impact of inflation and market conditions on rising materials and supplies is an important tool in ensuring that funding is in place to meet existing service levels.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Increase to the base operating budget in 2022 and onwards of \$125,000 funded from user fees.

2	<i>Function Number – Project Name:</i>	[365/366/370] – Staffing Increase – Utilities Engineering Coordinator (1.0 FTE) (amended)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	<p>2022 Salary Total (Q2-Q4, 0.75 FTE): \$75,000</p> <ul style="list-style-type: none"> <li>\$3,750 [see BP through 365]</li> <li>\$7,500 [see BP through 366]</li> <li><b>\$63,750 [370]</b></li> </ul> <p>2022 Non-Salary Expenditures</p> <ul style="list-style-type: none"> <li>Office Expenses <ul style="list-style-type: none"> <li><b>\$2,250 [370]</b></li> </ul> </li> </ul>

	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The Utility Services Division is involved in all property and building development matters on the Sunshine Coast, other than those within the ToG. This includes referrals from the SCRD Building and Planning departments as well as those from the DOS and SIGD. The overall number and complexity of referrals have increased over the years and the current 1.5 FTE engineering staff are barely able to manage this part of their duties in a timely and efficient manner. Currently the Manager, Utility Services spends a significant amount of their time providing the reviews and approvals for this type of work which has impacts on the ability to address overarching planning, budget reviews and/or other management duties within the Utility Services Division.</p> <p>A new position, Utilities Engineering Coordinator, is proposed to be responsible for the day-to-day oversight of engineering for the operations side of the Utility Services. The addition of a Utilities Engineering Coordinator will enable more efficient and timely review of development and project document and task management and will better meet expected service levels overall.</p> <p>This new position will require an engineering professional, and could be filled by a Junior P. Eng., an EIT or a highly skilled Engineering Technician with several years of experience.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Ongoing and included in Base Budget: 2023 Salary Total:</p> <ul style="list-style-type: none"> <li>• \$5,000 [see BP through 365]</li> <li>• \$10,000 [see BP through 366]</li> <li>• <b>\$85,000 [370]</b></li> </ul> <p>2023 and onwards: \$2,250 base budget increase for training, education, and other allowances.</p>

3	Function Number – Project Name:	[365/366/370] – Staffing Increase – Utility Crew (3.0 FTE) (amended)
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2022 Funding Required:	<p>2022 Salary Total (Q2-Q4, 2.25 FTE): \$202,500</p> <ul style="list-style-type: none"> <li>• \$10,125 [see BP through 365]</li> <li>• \$20,250 [see BP through 366]</li> <li>• <b>\$172,125 [370]</b></li> </ul> <p><b>2022 Non-Salary Expenditures</b></p> <ul style="list-style-type: none"> <li>• <b>Vehicles/Add-ons</b> (includes vehicle purchases and aftermarket vehicle modifications such as tow hitch, headache rack, etc.) <ul style="list-style-type: none"> <li>○ <b>\$150,000 [370]</b></li> </ul> </li> <li>• Training, clothing, education, etc. <ul style="list-style-type: none"> <li>○ <b>\$11,250 [370]</b></li> </ul> </li> </ul> <p><u>Note:</u> Salary and non-salary expenses (other than vehicle purchases) and/or base budget related increases to be funded by User Fees;</p> <p>Vehicle purchases to be funded by 5-Year MFA equipment finance loan.</p>
	Funding Source(s):	User Fees, and MFA 5-Year Loan (vehicles)
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	<p>Correct staffing levels are important for continuity of service and operation and maintenance. Correct staffing levels and the ability to access highly skilled experienced employees during regular staff vacancy is important for business.</p> <p>Utility field staff including Operators and Technicians have taken on substantially more work related to water and</p>

	<p>wastewater operations and development in recent years, including:</p> <p>Regulations have increased, which in:</p> <ul style="list-style-type: none"><li>• Additional staff training and skill to complete maintenance, checks, monitoring and reporting;</li><li>• Increased operational workload;</li><li>• More infrastructure repairs and upgrades to meet the regulatory requirements.</li></ul> <p>In addition:</p> <ul style="list-style-type: none"><li>• Water infrastructure is aging and requires substantially more staff effort and time;</li><li>• Future upgrades at Church Road and Cove Cay will increase staff time for operation and maintenance, and for capital work planning and construction;</li><li>• Utility crew input needed for the development and implementation of water and wastewater systems asset management plans for the, capital projects, and long-range planning.</li></ul> <p>An available pool of funded casual employees is also important to the reliability of service delivery and management of the treatment plants. During staffing absences due to employee leave (annual, sick, family, etc.), the current practice for the Utility Services Division is to reduce service delivery and delay maintenance and project related work until staffing levels are normalized. As a result, staff are communicating high stress levels.</p> <p><u>Recommendation:</u></p> <p>The Utility Services Division requires highly skilled experienced staff and</p>
--	---

		<p>casuals that can replace staff that are on leave.</p> <p><b>Staff increases that are required and recommended are:</b></p> <ul style="list-style-type: none"> <li>• FTE Utility Technician II</li> <li>• FTE Utility Operator II</li> <li>• FTE Utility Technician I / Operator I (Casual)</li> </ul> <p>This increase in staffing levels will help better meet the Board and community service level expectations, reduce stress in the working environment, and ensure there is less reduction in service levels, standards and/or backlog in projects.</p> <p>Additional details supporting this Budget proposal can be found in the November 18, 2021 Staff Report <i>Staffing Increase – Utility Crew (3.0 FTE) – Additional Information For Consideration:</i></p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>2023 Salary Total (3.0 FTE): \$270,000</p> <ul style="list-style-type: none"> <li>• \$13,500 [see BP through 365]</li> <li>• \$27,000 [see BP through 366]</li> <li>• <b>\$229,500 [370]</b></li> </ul> <p>2023 Non-Salary Expenditures (base budget increase); training, clothing, education, etc.</p> <ul style="list-style-type: none"> <li>• <b>\$15,000 [370]</b></li> </ul> <p>2023 and onwards: \$15,000 base budget increase for training, education, and other allowances.</p> <p>Annual debt servicing of \$31,550/year for the repayment of the vehicle loan.</p> <p>Vehicle maintenance costs are estimated at \$4,000 per year, per vehicle.</p>

4	<i>Function Number – Project Name:</i>	[370] – Single Axle Dump Truck Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$225,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan
	<i>Asset Management Plan Implications:</i>	All new fleet vehicles will be incorporated into future financial and asset management planning documents to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet.</p> <p>The following vehicle has been identified and in need of replacement in 2022, based on the below mentioned reasons:</p> <ul style="list-style-type: none"> <li>• Vehicle #332: 1996 International 4900 Dump Truck (single axle)</li> </ul> <p>The SCRD's Utility Services' dump truck is utilized on an almost daily basis to support water and wastewater utility work, including transporting aggregate (sand, crush, top soil, etc.), large rocks and other material to and from work sites. Due to the overall age of the vehicle and over 25 years of use in a high-wear environment, it is in need of replacement. Replacing the vehicle at this stage in its life is recommended to avoid costly future maintenance as well as ensuring the crew have a reliable piece of equipment for essential service provision.</p>

		Staff are recommending replacing the current vehicle with a similarly sized dump truck which will involve the procurement of a medium duty truck chassis and fabricated/installed dump box appropriately sized.
	<i>Climate Action Impact</i>	Engine emissions increase as the engine deteriorates resulting in higher particulate matter and nitrogen oxide emissions released into the environment. Replacement of this vehicle with a more efficient and modern truck will have a beneficial impact on the Climate.
	<i>Life Cycle Cost Breakdown</i>	Equipment purchase to be funded by Municipal Finance Authority (MFA) 5-Year Equipment Finance Loan. Annual loan repayments estimated at \$46,700.

5	<i>Function Number – Project Name:</i>	[370] – 2022 Vehicle Purchases
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$200,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan
	<i>Asset Management Plan Implications:</i>	All new fleet vehicles will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>This project is to purchase four (4) vehicles for the following purposes:</p> <ul style="list-style-type: none"> <li>• Two (2) new Fully Electric Vehicles to support staffing requirements;</li> <li>• Two (2) replacement light-duty trucks.</li> </ul> <p><u>Two (2) Fully Electric Vehicles</u></p> <p>As part of the 2021 Carry-Over approval process, staff recommended to defer the purchase of one electric vehicle (EV) to the 2022 Budget process due to the reduced need for that vehicle due to the</p>



	<p>ongoing pandemic. With the expansion of the water metering read and leak resolution program in 2022 due to the installation of water meters in Sechelt, this EV will be now required.</p> <p>In addition, over the last several years the Utility division has had several increases in staffing levels without additional vehicle added to the fleet. Notable positions filled in 2020/2021 that currently are often not able to access available vehicle(s) are the SCADA Coordinator and Water Coordinator. While both positions also do office work, these positions require vehicles to access treatment facilities and other water and/or wastewater facilities. A lack of available vehicles has resulted in staff frequently being limited in their ability to respond to emerging situations and/or to travel to and from sites and facilities when required.</p> <p>Due to the average trip distances, driving conditions and frequency of travel, the proposed two vehicles for these staff and duties would be ideally suited for fully electric passenger vehicles with adequate trunk cargo space.</p> <p>Based on available EV programs and/or rebates and available EV vehicle types, it is estimated that the EV vehicles should cost approximately \$50,000 per vehicle for a total of <b>\$100,000</b>.</p> <p><u>Two (2) Replacement Trucks</u></p> <p>Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet.</p> <p>The following vehicles have been identified and in need of replacement in</p>
--	--

		<p>2022, based on the below mentioned reasons:</p> <ul style="list-style-type: none"> <li>• Vehicle #465: 2012 Ford Escape SUV <ul style="list-style-type: none"> <li>○ Vehicle is 9 years old, is in below-average condition, too light duty (require 4X4), and has been experiencing increasing maintenance costs;</li> <li>○ Replace with ½ ton light duty pickup truck (4x4); <b>\$50,000</b></li> </ul> </li> <li>• Vehicle #491: 2013 Ford F150 4X4 Extended Cab Pick-Up Truck <ul style="list-style-type: none"> <li>○ Vehicle is 8 years old, has high mileage, has rust issues, transmission issues and is experiencing increasing maintenance costs.</li> <li>○ Replace with ½ ton light duty pickup truck (4x4); <b>\$50,000</b></li> </ul> </li> </ul> <p>In addition to the factory ready vehicle and/or truck types, additional aftermarket modifications and add-ons will be required to ensure the vehicles are fleet ready including add-ons such as headache rack, seat covers, SCRD logo(s), fire extinguishers, etc. (where required).</p>
	<p><i>Climate Action Impact</i></p>	<p>Engine emissions increase as the engine deteriorates resulting in higher particulate matter and nitrogen oxide emissions released into the environment. Replacement of the two (2) trucks with more efficient and modern trucks will have a beneficial impact on the Climate.</p> <p>The purchase of two (2) electric vehicles will avoid 2.5 to 5 tonnes of CO<sub>2</sub>e per year per vehicle that would otherwise be associated with a gasoline fueled engine.</p>
	<p><i>Life Cycle Cost Breakdown</i></p>	<p>The two (2) replacement trucks will be replacing existing fleet vehicles and as such will not require additional operating</p>

		<p>budget funding to cover the annual expenses associated with fuel, insurance, repairs, etc.</p> <p>The addition of two new electric vehicles to the fleet will increase annual maintenance costs and other O&amp;M related annual expenditures such as insurance, electricity (minimal) that are expected to be absorbed within the current base budget.</p> <p>Equipment purchase to be funded by Municipal Finance Authority (MFA) 5-Year Equipment Finance Loan. Annual loan payments estimated at \$43,022.</p>
--	--	---

**B- BOARD STRATEGIC AND CORPORATE GOALS**

6	<i>Function Number – Project Name:</i>	[370] 0.5 FTE – Water Sustainability Technician (6 month position)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	\$47,250
	<i>Funding Source(s):</i>	Operating Reserves, contingent on receiving a grant
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Based on the experience in other parts of the SCRD water systems it's anticipated that with the installation of about 4800 water meters in the District of Sechelt a significant amount of leaks will be identified. Resolving these leaks as soon as possible after they have been identified would be beneficial from a water supply perspective This additional staff resource would allow for this to occur in a timely manner. The hiring for this staff would be aligned with when the majority of the new water meters are installed. If that overlaps with the spring or summer season the position will also be responsible for supporting education

		and outreach efforts, patrols, responding to inquiries and complaints.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

7	<i>Function Number – Project Name:</i>	[365/366/370] Water Rate Structure Review – Phase 1
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	Total \$40,000  \$34,000 [370] \$2,000 [See BP through 365] \$4,000 [See BP through 366]
	<i>Funding Source(s):</i>	Operating reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per the <i>SCRD Water Rates and Regulations Bylaw No. 422, 1995</i> , the SCRD charges commercial customers a user-based rate for water, while residential customers pay a flat rate. Phase Three of the Water Meter Installations Project will begin in 2022, that will result in water meters on every water service connection. A fully implemented water meter program presents an opportunity to start exploring user-based options for residential customers. Staff anticipate that a rate structure review will be a multi-year project. This budget proposal seeks to develop options with public input in 2022. Future phases are expected to include rate setting and bylaw development in 2023, and implementation in 2024.
	<i>Climate Action Impact</i>	A user-based rate could encourage water conservation, depending on the rate structure and rates.
	<i>Life Cycle Cost Breakdown</i>	N/A

**2021 Deferred Projects Brought Forward**

7	<i>Function Number – Project Name:</i>	<b>**NEW</b> [365/366/370] – Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2022 Funding Required:</i>	Total \$225,000 \$210,000 [370] \$5,000 [See BP through 365] \$10,000 [See BP through 366]
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	(Deferred from 2021)  As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River.
	<i>Climate Action Impact</i>	This study would assess the impact of climate change on the potential use of these sources as water supply. The impacts of climate change will also be included in the updated Water Supply Deficit and Conservation targets analyses for the Chapman System and develop them for the other water systems.
	<i>Life Cycle Cost Breakdown</i>	N/A

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
(use table illustrating capital contributions and expenditures, if available)					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$4,092,036	\$5,093,052	\$5,093,052	\$5,093,052	\$5,093,052
Contributions Surplus	\$ 117,951	\$ -	\$ -	\$ -	\$ -
2021 Surplus	\$ 883,065	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$5,093,052	\$5,093,052	\$5,093,052	\$5,093,052	\$5,093,052

**Five-Year Operating Reserve Plan (or longer, if applicable)**

(use table illustrating capital contributions and expenditures, if available)

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in Reserve	\$ 1,455,116	\$ 2,001,161	\$ 2,001,161	\$ 2,001,161	\$ 2,001,161
2021 Operating Surplus	\$ 625,429	\$ -	\$ -	\$ -	\$ -
2022 Budget Proposals	-\$ 291,250	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 211,866	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 2,001,161	\$ 2,001,161	\$ 2,001,161	\$ 2,001,161	\$ 2,001,161

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

---

**TO:** Special Corporate and Administrative Services Committee – Round 1 Budget  
December 13-15, 2021

**AUTHOR:** Shane Walkey, Manager, Utility Services

**SUBJECT:** **2022 ROUND 1 BUDGET PROPOSAL FOR WASTEWATER TREATMENT PLANTS [381-395]**

---

### RECOMMENDATION(S)

**THAT the report titled 2022 Round 1 Budget Proposal for Wastewater Treatment Plants [381-395] be received for information.**

---

### BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

### DISCUSSION

At the November 25, 2021 Board Meeting, the following resolution 304/21 was adopted (in part):

**Recommendation No. 10**      *Langdale – Remediation Project – Budget Proposal*

THAT a budget proposal be prepared for 2022 Round 1 Budget for the project [388] – Langdale – Remediation Project (Imminent Asset Failure) to provide more detailed scope information for the two phases of this project as well as other funding options.

**Recommendation No. 11**      *Infrastructure Services Projects*

THAT the following Infrastructure Services' Categorized Mandatory projects be approved and included into the 2022 Round 1 Budget:

- ...[381] – Greaves Road – Septic Field Repairs, \$5,000 funded from Reserves (Imminent Asset Failure);
- [393] – Lillies Lake – System Repairs and Upgrades, \$35,000 funded from Reserves (Regulatory Compliance);
- [394] – Painted Boat – Flow Meter, \$7,500 funded from Reserves (Regulatory Compliance);...

In response, a Budget Proposal has been prepared as follows:

**2021 R1 Budget Proposals by Category**

MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[388] – Langdale WWTP – Remediation Project
	<i>Areas Affected (A-F, Regional, Islands):</i>	F
	<i>2022 Funding Required:</i>	\$261,000  (Amended from Pre-Budget from \$126,000)
	<i>Funding Source(s):</i>	<u>Recommended funding:</u>  \$126,000 Community Gas Tax Fund  \$100,000 Short-Term Loan  \$35,000 Operating Reserves  This funding options is based on a set amount of funding from Operating Reserves and Short-Term loan and the remaining balance from Community Gas-Tax.  <u>Alternative funding:</u>  \$20,000 Community Gas Tax Fund  \$206,000 Short-Term Loan  \$35,000 Operating Reserves  This funding options is based on a set amount of funding from Operating Reserves and a contribution from Community Gas-Tax based on the number of users of the service and the actual 2021 per capita contribution and the remaining balance from Short-Term Loan.
	<i>Asset Management Plan Implications:</i>	The asset management implications of the upgrade work to the wastewater system at Langdale WWTP will be incorporated into future financial and asset management planning documents



		in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>In 2020 a Feasibility Study was conducted to review wastewater treatment and disposal at the Langdale Wastewater Treatment Plant (WWTP) and to recommend options for future upgrades. The WWTP system is currently operating in a bypass capacity, and residential sewage is being transferred to the YMCA treatment facility adjacent to the WWTP site. This WWTP system need a long-term solution and a permanent tie into the YMCA WWTP is recommended.</p> <p>Project deliverables include:</p> <ul style="list-style-type: none"> <li>• Engineering, supply and installation of a settling and equalization tank configuration and duplex pumping system, including costs for tie in reconfiguration and effluent piping.</li> <li>• Pump out current WWTP, demolish building and foundation, disposal of contaminated materials and septage.</li> </ul> <p>Additional details in support of this Budget proposal is included on the associated staff reports on this Committee's agenda.</p>
	<i>Climate Action Impact</i>	This project will have a positive impact on the environment by reducing the risk of contamination between liquid waste water and the surrounding area. Only operating one plant rather than two will reduce energy use.
	<i>Life Cycle Cost Breakdown</i>	This one-time remediation project should not have a material impact on future operating costs and may help reduce annual O&M expenditures due to complete plant asset upgrade at the WWTP.

**Financial Implications**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
(use table illustrating capital contributions and expenditures, if available)					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 8,840	\$ 8,840	\$ 8,840	\$ 8,840	\$ 8,840
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 8,840	\$ 8,840	\$ 8,840	\$ 8,840	\$ 8,840

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
(use table illustrating capital contributions and expenditures, if available)					
	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 41,810	\$ 6,810	\$ 6,810	\$ 6,810	\$ 6,810
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Recommended Option	-\$ 35,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 6,810	\$ 6,810	\$ 6,810	\$ 6,810	\$ 6,810

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