



FINANCE COMMITTEE

Monday, December 4, 2023,
Tuesday, December 5, 2023
Wednesday, December 6, 2023

TO BE HELD
IN THE BOARDROOM OF THE
SUNSHINE COAST REGIONAL DISTRICT OFFICES
AT 1975 FIELD ROAD, SECHELT, B.C.

AGENDA

CALL TO ORDER 9:30 a.m. on December 4, 2023

AGENDA

1. Adoption of Agenda Pages 1-6

PRESENTATIONS AND DELEGATIONS

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Chief Administrative Officer and General Manager, Corporate Services / Chief Financial Officer
3. Heather Evans-Cullen, Library Director and Rob Bennie, Board Chair, Gibsons and District Public Library Annex A
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Regarding: 2024 Budget Request
(Voting – D, E, F and Gibsons)
4. John Rathbone, Finance and Administration Manager and Susann Richter, Chief Operating Officer, Pender Harbour Health Centre Annex B
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Regarding: 2024 Budget Request
(Voting – All Directors)
5. Denise Woodley, Director of Program and Staff Development and Shayne Forster, A/Lead of Youth and Supported, Sunshine Coast Community Services Society Annex C
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Regarding: Youth Outreach Worker Program 2024 Budget Request
(Voting- Various Depending on Function Contributing)
6. Cheyenne Howitt, Coordinator, Pender Harbour Community School Society Annex D
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Regarding: 2024 Budget Requests for Community Recreation and Youth Programs
(Voting – All Directors)

7. Ted Chisholm, Coordinator, Sechelt Community Schools Society
Regarding: 2024 Budget Requests for the Sechelt Youth Centre
and Youth Programs
(Voting – All Directors) Annex E
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8. Colin Stansfield, Executive Director, Sunshine Coast Regional
Economic Development Organization
Regarding: Sunshine Coast Regional Economic Development
Organization Update
(Voting – A, B, D, E, F) Annex F
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(Voting – All Directors) Annex I
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(Voting – All Directors) Annex J
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Manager, Facilities Services
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Manager, Parks Services
(Voting – A, B, D, E, F) Annex L
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Manager, Asset Management
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 <i>Manager, Asset Management</i>
 <i>Manager, Protective Services</i>
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| <p>17. Halfmoon Bay Fire Protection Service [216] 20-Year Capital Plan Update
 <i>Manager, Asset Management</i>
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 (Voting – All Directors)</p> | <p>Annex O
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COMMUNICATIONS**NEW BUSINESS****IN CAMERA****ADJOURNMENT**

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

T: 604.886.2130 / gibsons.bclibraries.coop

October 17, 2023

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

RE: Gibsons & District Public Library Association 2024 Budget Submission

Dear Tina,

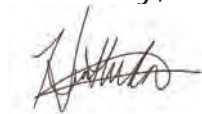
Please find enclosed the Gibsons & District Public Library (GDPL) Annual 2024 Budget, the 2024 to 2026 Projected Budget that includes our current financial position, the 2024 Submission Report, and January to June GDPL 2023 Highlights. On behalf of the GDPL Association, this submission is presented for your consideration and support.

With the support of the SCRD, the Provincial Libraries Branch, the Gibsons & District 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 2024, we will continue to provide the valuable Library services that are so cherished by our community.

The Gibsons & District Public Library Board Chair Rob Bennie and I will be presenting our submission at the December 4th budget meeting and will be happy to answer any questions the SCRD Directors and/or staff 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

GDPL 2024 Budget Submission					
Revenue	2023 Operational Budget	2024 Operational Budget Request	Amount of Increase from 2023 Budget	Percentage Increase from 2023 Budget	Notes
SCRD	\$ 758,519	\$ 798,135	\$ 39,616	5.2%	We continue to advocate for significant ongoing increased annual provincial funding to B.C. libraries, hopefully beginning in 2026.
Grants	\$ 68,262	\$ 68,262	\$ 4,020	0.0%	
Library Revenue	\$ 14,850	\$ 14,850	\$ -	0.0%	
Foundation	\$ 5,000	\$ 5,000	\$ -	0.0%	
Total Operational Revenue	\$ 846,631	\$ 886,247	\$ 39,616	4.7%	
Transfer from Enhancement Grant	\$ 53,835	\$ 49,782			We are using the funds intended for enhancement to reduce our budget ask to the SCR. Considering our service offerings, our request for \$39,616 is very fiscally restrained
Total Budget	\$ 900,466	\$ 936,029	\$ 35,563	3.9%	
Expenses					
Materials & Services	\$ 105,144	\$ 106,625	\$ 1,481	1.4%	Materials, processing and online resources have all increased
Programming	\$ 16,200	\$ 16,200	\$ -	0.0%	
Office	\$ 26,940	\$ 27,479	\$ 539	2.0%	
Equipment/Maintenance	\$ 4,300	\$ 4,400	\$ 100	2.3%	
Facility	\$ 51,580	\$ 52,611	\$ 1,031	2.0%	
Personnel	\$ 678,908	\$ 717,154	\$ 38,246	5.6%	Collective agreement salary increase and substantial increase to Pacific Blue Cross Health & Dental Benefits and Municipal Pension Plan
Development	\$ 9,394	\$ 8,560	-\$ 833	-8.9%	
Capital Asset Purchases	\$ 5,000	\$ -	-\$ 5,000	-100.0%	
Truth & Reconciliation	\$ 3,000	\$ 3,000	\$ -	0.0%	This new line item will cover programming and resources related to Truth and Reconciliation
Total Operating Expenses	\$ 900,466	\$ 936,029	\$ 32,878	3.9%	

One time Provincial Enhancement Grant for 2023-2026	\$268,873
Enhancement Allocations	
2023 Transfer to Operations	\$53,835
2023 Library Enhancements	\$45,256
2024 Transfer to Operations	\$49,782
2025 Library Enhancement, Transfer to Operations & Contingency	\$120,000
Total	\$268,873

"The one-time, targeted Enhancement Grant is intended to supplement local government funding *and is not intended to replace it.*

Enhancement Grant funding may be used over three years to enrich people's library experiences ..."

B.C. Public Libraries Branch Grant Letter of March 30, 2023

Gibsons and District Public Library	2023 Budget	Actuals January 1 to September 30, 2023	2024 Budget	Chg.	% Chg	2025	2026	2027
REVENUE								
SCRD								
Total	\$758,519	\$758,519	\$798,135	\$39,616	5.2%	\$826,069	\$859,111	\$893,111
Grants								
Libraries Branch: operating & resource sharing grants	\$42,000	\$43,287	\$43,287	\$0	3.1%	\$43,287	\$71,000	\$71,000
Libraries Branch: one card & equity grants	\$19,149	\$20,955	\$20,955	\$0	9.4%	\$20,955	\$20,955	\$20,955
Other grants	\$3,093	\$4,020	\$3,093	\$0	0.0%	\$5,093	\$6,050	\$8,000
Subtotal, Grants	\$64,242	\$68,262	\$67,335	\$3,093	4.8%	\$69,335	\$98,005	\$99,955
Library Revenue								
Fundraising & Donations	\$4,850	\$2,103	\$4,850	\$0	0.0%	\$4,950	\$5,100	\$5,100
Gibsons & District Library Foundation	\$5,000	\$5,000	\$5,000	\$0	0.0%	\$5,000	\$6,000	\$6,000
Fees & charges	\$10,000	\$8,828	\$10,000	\$0	0.0%	\$10,000	\$9,850	\$9,850
Total Library Revenue	\$19,850	\$15,931	\$19,850	\$0	0.0%	\$19,950	\$20,950	\$20,950
TOTAL REVENUE	\$842,611	\$842,712	\$885,320	\$42,709	5.1%	\$915,354	\$997,260	\$1,012,210
Transfer from Enhancement Grant	\$57,855	\$57,855	\$50,709	\$0	-12.4%	\$53,657		
Total	\$900,466	\$900,567	\$936,029	\$35,563	3.9%	\$969,011	\$997,260	\$1,012,210
OPERATING EXPENSES	2023	2023 Actuals	2024		0.0%	2025	2026	2027
Materials & Services								
Materials/databases	\$92,944	\$60,162	\$94,125		1.3%	\$97,317	\$98,317	\$98,500
Public Internet	\$1,300	\$1,204	\$1,350		3.8%	\$1,500	\$1,600	\$1,700
Courier to Sechelt	\$1,700	\$1,465	\$1,800		5.9%	\$1,900	\$1,950	\$2,000
Inter-library loans	\$1,600	\$1,560	\$1,700		6.3%	\$1,780	\$1,800	\$1,850
Integrated library system and RFID	\$7,600	\$782	\$7,650		0.7%	\$8,500	\$7,800	\$7,800
Total Materials & Services	\$105,144	\$65,173	\$106,625	\$1,481	1.4%	\$110,997	\$111,467	\$111,850
Programming								
Programming	\$9,200	\$7,927	\$9,200		0.0%	\$9,500	\$10,150	\$10,400
InterLINK	\$4,300	\$2,580	\$4,300		0.0%	\$4,400	\$4,800	\$5,000
Volunteer & Staff appreciation	\$2,700	\$2,681	\$2,700		0.0%	\$2,867	\$3,200	\$3,500
Total Programming	\$16,200	\$13,188	\$16,200	\$0	0.0%	\$16,767	\$18,150	\$18,900

Office								
Advertising & Promotion	\$2,800	\$2,292	\$2,800		0.0%	\$3,350	\$4,100	\$4,500
Accounting fees	\$7,800	\$6,960	\$8,000		2.6%	\$7,950	\$8,100	\$8,200
Dues & Fees	\$1,000	\$1,847	\$1,000		0.0%	\$1,200	\$1,500	\$1,600
Telephone & Internet	\$3,400	\$3,385	\$3,400		0.0%	\$3,400	\$3,450	\$3,500
Library processing supplies	\$5,440	\$5,329	\$5,579		2.6%	\$5,340	\$6,500	\$6,700
Office supplies & Postage	\$6,500	\$6,501	\$6,700		3.1%	\$6,900	\$7,000	\$7,200
Total Office	\$26,940	\$26,314	\$27,479	\$539	2.0%	\$28,140	\$30,650	\$31,700
Equipment and Maintenance								
Maintenance	\$3,200	\$3,306	\$3,200		0.0%	\$3,200	\$3,500	\$3,600
Photocopier	\$1,100	\$3,244	\$1,200		9.1%	\$1,500	\$1,700	\$1,800
Total Equipment and Maintenance	\$4,300	\$6,550	\$4,400	\$100	2.3%	\$4,700	\$5,200	\$5,400
Facility								
Hydro & Gas	\$25,830	\$13,020	\$26,830		3.9%	\$27,850	\$28,900	\$29,000
Water/Sewer	\$875	\$1,027	\$875		0.0%	\$950	\$950	\$975
Maintenance & Repair	\$20,600	\$16,902	\$20,631		0.2%	\$20,750	\$20,750	\$20,750
Security	\$860	\$1,122	\$860		0.0%	\$870	\$890	\$970
Insurance	\$3,415	\$2,622	\$3,415		0.0%	\$3,500	\$3,800	\$3,900
Total Facility	\$51,580	\$34,693	\$52,611	\$1,031	2.0%	\$53,920	\$55,290	\$55,595
Personnel								
Wages & Salaries	\$566,344	\$424,453	\$580,950		2.6%	\$602,385	\$620,456	\$635,016
EI, CPP & WCB	\$37,450	\$34,385	\$45,849		22.4%	\$39,982	\$40,300	\$41,200
Benefits & Pension	\$75,114	\$61,379	\$90,355		20.3%	\$99,561	\$99,980	\$99,990
Total Personnel	\$678,908	\$520,217	\$717,154	\$38,246	5.6%	\$741,928	\$762,736	\$776,206
Development								
Staff	\$4,494	\$3,001	\$3,660		-18.6%	\$4,259	\$5,467	\$4,259
Mental Health Fund	\$3,500	\$2,684	\$3,500		0.0%	\$3,600	\$3,600	\$3,600
Board	\$1,400	\$1,078	\$1,400		0.0%	\$1,700	\$1,700	\$1,700

Total Development	\$9,394	\$6,763	\$8,560	(\$833)	-8.9%	\$9,559	\$10,767	\$9,559
Truth and Reconciliation Programming & Resources	\$3,000	\$1,846	\$3,000	\$0	0.0%	\$3,000	\$3,000	\$3,000
Other Expenses								
Union Bargaining/AMORTIZATION	\$0	\$0	\$0					
Total Other	\$0		\$0					
CAPITAL ASSET PURCHASES	\$5,000	\$6,015	\$0	(\$5,000)	-100.0%			
Total Operating	\$900,466	\$680,759	\$936,029	\$32,878	3.9%	\$969,011	\$997,260	\$1,012,210

Gibsons & District Public Library 2024 Budget Submission Report

Free public space for all: Our library serves as a great equalizer in our increasing gentrified and polarized community: everyone has the same access to resources, support and services. Research shows that during tough economic times, libraries become even more essential and used. This is clearly the case with GDPL as is demonstrated in the increased circulation levels, in person visits and resource use shown in the data snapshot provided with this submission.

Building a strong community: In this time of increasing strife, mental health challenges and social isolation: the library brings people together in authentic ways that facilitate personal, professional and community growth. Our robust programming promotes tolerance, equity and understanding. As an example, this past summer over 250 children participated in our “Read & Bead” program through which minutes of reading translated to young folks receiving a different coloured beach each week to put on their necklace. It was a delight to hear the excitement of children running in with their reading records proud of how much they had read that week.



Sticker Mosaic

Ever wanted to do a mosaic with your whole community? Ask at the desk for some stickers and join in on the fun! Available through July and August.

Reading Walk

From July through August enjoy an outdoor reading walk on the library grounds. Follow the signs to read a picture book while you enjoy the great outdoors!

Lego Builders Club

Drop-in Lego building for children age 4-18 (4 year-olds must be accompanied by a caregiver).
Friday June 30th, 10:30 am -12:30 pm
Friday July 7th, 10:30 am -12:30 pm
Friday July 14th, 10:30 am - 12:30 pm
Friday July 21st, 10:30 am - 12:30 pm
Friday July 28th, 10:30 am - 12:30 pm
Saturday August 5th, 10:30am - 12:30 pm
Saturday August 12th, 10:30 am - 12:30 pm
Tuesday August 15th, 10:30 am - 12:30 pm

Movie at the Library

Friday June 30th, 2:00 pm, Lightyear
Friday July 7th, 2:00, The Land Before Time
Friday July 21st, 2:00, Wall-E
Friday July 28th, 2:00, Strange World
Friday August 4th, 2:00 pm, Mitchells vs the Machines
Friday August 11th, 2:00 pm, Lyle, Lyle, Crocodile

Drop-In Crafting

Join our weekly crafting sessions. Stay as long or as little as you like.
Tuesday July 4th, 2:00 - 3:30 pm - Dinosaur crafts
Tuesday July 18th, 2:00 - 3:30 pm - Disco crafts
Tuesday July 25th, 2:00 - 3:30 pm - Transportation crafts
Thursday August 3rd, 3:00 -4:00 pm - Button making
Tuesday August 8th, 3:00 -4:00 pm - Make a Mosaic

Swashbuckling Swords

Step back in time and learn the art of swordplay with Play with Honour. Don't worry the swords are foam! Registration required.

Saturday July 8th, 10:00 am - 12:00 pm (age 8-10)
Saturday July 8th 1:00 - 3:00 pm (age 11+)

Dungeons & Dragons 101

Learn to play D&D with Jadon in this four day program. You must attend all four days. Registration required. For age 9-18
July 11-14th, 3:30 -5:00 pm

What is Read and Bead?

Read and Bead with the Summer Reading Club is a free literacy program for children (age 5+) that encourages reading throughout the summer.

This year we're rewarding reading with brag tags and beads!

How does it work? Come to the Library to pick up a reading record. Use the reading record to record your daily reading (minimum of 15 minutes per day) and then convert those minutes into beads! 15 minutes of reading per day gets you a coloured bead, 30 minutes a silver bead, and 60 minutes or more a gold bead. By the end of the summer you'll have a necklace worth bragging about!

All types of reading is encouraged in any language, from books to audiobooks, podcasts, and oral stories.

Grab your reading record any time after June 27th

Storytime

Sing songs, read stories, and shake your wiggles out in this lively storytime. Drop-in
Family Storytime (age 0-5): Thursdays in July 10:30-11:00
Toddler time (age 0-3): Wed. July 12th 10:30- 11:00 am

Escape Room

Work together to solve a series of puzzles and break into the box. Registration required.
Sat. July 15th, 10:30 - 11:30 & 3:30 - 4:30 pm (age 7-9)
Thurs. July 20th, 3:30 - 4:30 pm (age 10-13)

Gaming

Relax and play with the Nintendo Switch. Meet other kids in the community who also love video games. Be patient though while everyone gets a turn to play! Drop-in
Wednesday July 5th, 2:00 - 3:30 pm
Wednesday July 26th, 2:00 -3:30 pm

STEAM Challenges

Can you build a bridge? Or a flower that lights up? Find out at one of our STEAM challenges. Registration required.

Wed. July 19th, 2:00 - 3:00 pm:
Keva Plank Bridge Challenge (age 7-12)
Sat. July 22nd, 10:30 - 11:30 am:
Paper Circuit Flowers (age 8-12)
Wed. Aug. 2nd 10:30 - 11:30 am:
Sphero Robot Challenge I (age 9-12)
Wed. Aug. 9th, 10:30 -11:30 am:
Sphero Robot Challenge II (age 9-12)

Live Music: Will's Jams

Will Stroet of Will's Jams is a JUNO-nominated musician, nationally recognized educator and former CBC Kids TV star. His high-energy rock-pop music is full of witty wordplay and sing-along choruses, inspiring kids to be creative, and caring. All ages welcome
Saturday July 29th, 11:00 -11:45 am

Meet the Artist: Jeni Chen

Join Jeni as she reads her book *Emet's Box*, shares her inspirations, writing and illustrating processes and does a live drawing exercise. On Zoom. Registration required.
Wednesday July 12th, 2:00 - 3:00 pm

Pokemon Scavenger Hunt

Pokemon are hiding in the library. Grab a pokedex and search them out for a prize. Better catch them all!
August 8th -15th, all day

Puppet Show: Pico's Puppet Palace

Pico's Puppet Palace incorporates puppetry, live music, and storytelling into a magical show. Using reclaimed, recycled, and repurposed materials to create beautiful sets, the show follows Pico the puppet on a new adventure.
Wednesday August 16th, 2:00 - 2:45 pm

Medal Ceremony

The Read and Bead Summer Reading Club is over and it's time to get your medal! Come to the Library for cake and prizes to celebrate your achievement. Registration required.

Bring your completed reading record to the show to receive a medal!

Saturday September 9th, 10:30 -11:00 am

Tech Support:

We continue to offer tech support appointments on Tuesdays and Thursdays, primarily serving older adults needing support in navigating the online world. Wi-Fi use is up 23% as people come to the library to work, study and connect. Our public computer use is up 4%: with staff support the public uses our computers and printers to fill out government forms, apply for jobs and sort online education. Our tax clinic volunteers processed 321 returns this year.

Shelter from extreme cold and hot weather:

We play an integral role in ensuring community members have respite from extreme weather. In the recent heat domes and smoky skies of summer, and in the cold of winter, the library is a place of warmth and safety: particularly to those living with inadequate or no housing.



Accessibility: GDPL continues to offer and distribute many library cards to people who may be living with homelessness with no address or phone number. We work with the Centre for Equitable Library Access to bring in materials for our patrons who have print disabilities, and we do regular outreach to care facilities to bring library services to isolated seniors. The library locker located at the Gibsons & Area Community Centre is heavily used, particularly by people who have challenges getting to Lower Gibsons.



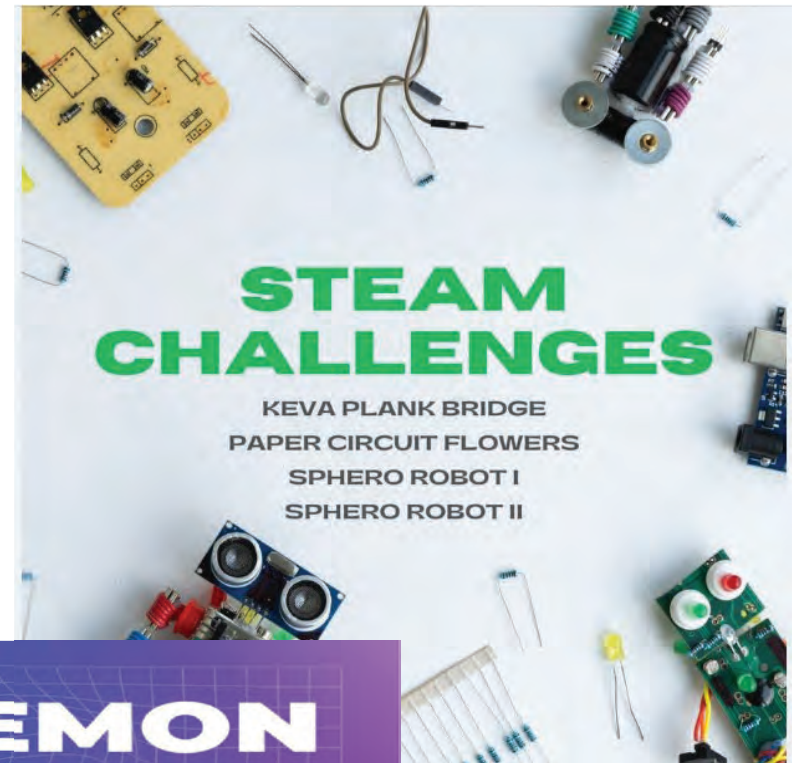
Introducing
the library locker

at the Gibsons & Area Community Centre

Robust Programming: In addition to special events on Wednesday Evenings and Saturdays, our regular offerings include Knitting; Writer's Groups; Conversational Japanese and French; Tech Support; Volunteer Tax Help; Family Storytime; Baby & Toddler Storytime; Monday Meditation; Read to a Dog; Welcoming Communities Drop-In; Dungeons and Dragons: Teen Book Club; Tween Book Club; Dungeons and Dragons; Open Microphone Night; Lego Builders; Book Club; Teen Advisory Group; Adult Book Club; Word Whips; Writer's Group & English Language Learners Conversational Circle and the Repair Café

Our October Newsletter is here:

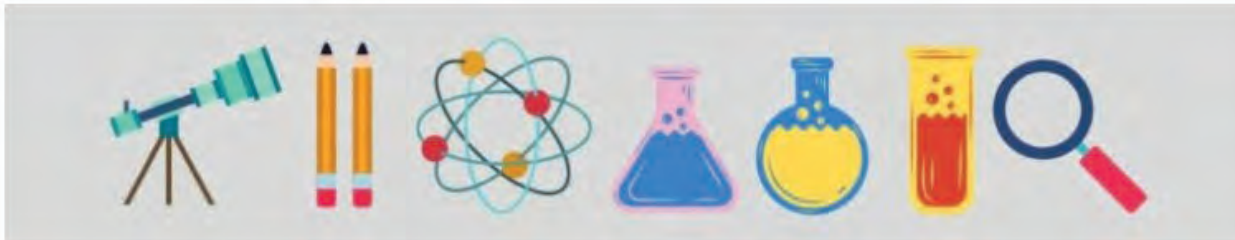
<https://e1.envoke.com/m/167319633fb7a99986c5812b1e8135f9/m/ae56d2317ee0d65dbb265131ce4727f5/?eid=6373ce046072229f4081a8a7fdb1aae4>



Library of Things:

A Library of Things is a collection of non-traditional library items available for the community to borrow for free. These items might be rarely used, hard to store, or expensive, such as electronic equipment, cooking appliances and hobby items. We want this collection to be useful to many audiences, reduce community-wide waste and consumption, and contribute to social inclusion, accessibility, and affordability for members of the community. Our sewing machine, toolkit, telescope and musical instrument kits have all been very popular. A list of our many STEAM (Science, Technology, Education, Arts, Music and Mathematics) kits can be found here:

<https://gibsons.bc.libraries.coop/search-our-catalogues/s-t-e-a-m-kits/>





Outreach

We continue to work to take our library services and resources out into the community to reach new users. Working in partnership with B.C. ferries, we offered a pop up library in August at the Langdale terminal. We registered 30 new library cards to residents, and people were very appreciative to have something engaging to do during their sailing wait.

We also offered a pop up library at the Gibsons Public Night Market event in July.





Library Pod :

GDPL installed a sound proof pod in the library in September. Patrons are booking it for meetings, to work and to have zoom meetings and phone calls. Staff are using it for exam proctoring, tech support appointments and an alternate work space. We continue to maximize the limited space we have to keep up with the growing demand for service.





gibsonslibrary
Gibsons & District Public Library



gibsonslibrary Exciting news! Almost all of our staff fit into our brand new Library Pod!
It looks like a TARDIS, but definitely much more soundproof so you can work, study or use it for a meeting (1-2 people is best). This new space will be available to book in person or by phone on the day of use for a maximum of two hours!

1w



cambria.logan 🙌
4d Reply



cedar.k.francis very cool!
1w 1 like Reply



janine_alyson Great idea!
1w 1 like Reply



gibsonslibrary #librarypod #library #librariesofinstagram #staff



[View insights](#)

[Boost post](#)



Liked by evanscullenheather and 112 others
SEPTEMBER 28

Add a comment...



Celebrating Diversity and Supporting New Canadians:

The library is often the first place new residents come to. This past year, many Ukrainian refugee families new to the Coast toured the library and were set up with cards, resources and referrals. We offer monthly conversational English and a weekly support group for new Canadians in partnership with Welcoming Communities. These are some photos of the New Moon Festival celebrated in September





Squamish Nation Eagle Dancers perform in honour of National Truth and Reconciliation Day



GDPL has created a line item in our budget dedicated to Truth & Reconciliation. We work to provide educational opportunities for our community to learn about Indigenous culture and history through Kairos Blanket Exercises, curated book lists, and hosting Indigenous Speakers, Performers and Authors.

Conclusion and Comments on Budget Request:

Our library advances many of the strategic objectives of the SCRD. We support sustainable economic development as we promote and enable the development of human capital: people use the library as a place to work, to learn and to better their lives. Our digital infrastructure and resources ensure that everyone has access to online connectivity and our welcoming, vibrant space serves as a sanctuary and gathering place.

Our 2024 budget request is the most fiscally responsible and lean operational budget level required for us to maintain our current service level of 47.5 hours per week. Outside of the pandemic period, we have maintained this level of service hours for the past 10 years. As you are well aware, everything is more costly: goods, services and human resources. We realize that there are many demands on the SCRD coffers this year. As such, we have supplemented our current 2023 budget and 2024 request with contingency and enhancement dollars that were not intended for operations. The \$39,616 increase from 2023 requested for our operational funding level for 2024 is the minimum increase we need to meet the contractual agreement we have for wages and increases to our Pacific Blue Cross benefit plan and Municipal Pension Plan. It will also address the increased cost of goods and services.

We greatly appreciate the financial support provided by the SCRD and hope our request will be granted so we can continue to offer exemplary library services to our community.

9 MONTH DATA SNAPSHOT / Jan to Sept, 2023



Percentages compare the periods of Jan/Sept 2022 with Jan/Sept 2023

IN PERSON VISITS – 74,031



↑
14%

DIGITAL USAGE

Website Visits –
32,204



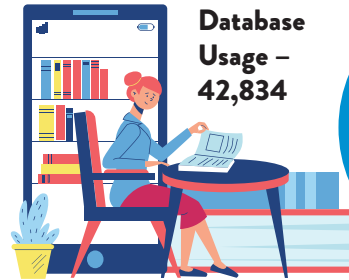
↑
10%

WiFi – 13,370



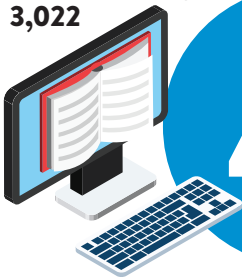
↑
23%

Database
Usage –
42,834



↑
6%

Computer Usage –
3,022



↑
4%

Digital Circulation – 35,636



↑
7%

PHYSICAL CIRCULATION – 86,092



↑
4%



Gibsons & District Public
Library

GIBSONS & DISTRICT PUBLIC LIBRARY

2023 - 2026
STRATEGIC PLAN



Gibsons & District Public
Library

1

DELIVER OUTSTANDING SERVICE

Gibsons & District Public Library embodies the best of what public libraries can be. Ours is a rich, welcoming, and vibrant space. Of course, there's always room for improvement—the building is certainly not big enough—and we are committed to evolving our services and growing alongside our community.

This new strategic plan speaks to our priorities. From service enhancements to expanding our capacity, the five goals and numerous action items that follow offer a guide to the future we hope to create. Care to join us? Read on!

MISSION

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

VISION

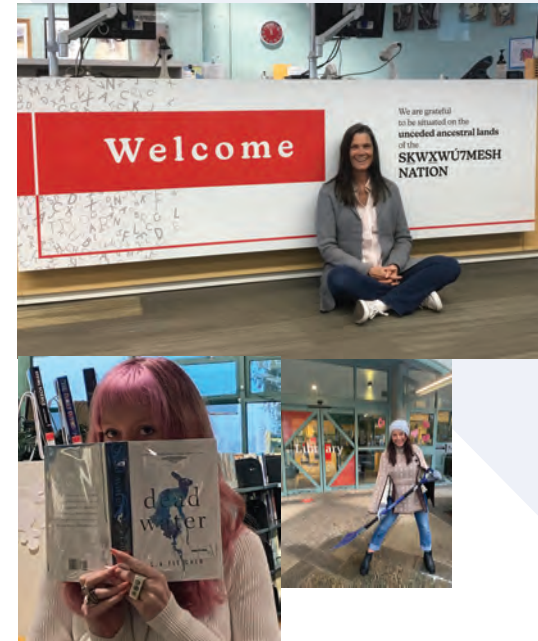
All residents enrich their lives and communities through the library.

VALUES

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

WE WILL:

- A. Drive improvement by continually assessing and evaluating how programs and services are delivered.
- B. Provide staff with opportunities annually to participate in professional development that's designed to strengthen service to patrons.
- C. Hold staff and board working sessions annually to discuss key challenges and opportunities we may currently be facing.
- D. Conduct an annual survey, in-person and online, to gauge patron and community satisfaction.



2

ENGAGE AND WELCOME EVERYONE

WE WILL:

- A. Create connections and learning opportunities for Indigenous and non-Indigenous people to further Truth and Reconciliation.
- B. Develop best practices to address diversity, equity and inclusion, and provide barrier-free services.
- C. Work with community partners to offer programming and resources that :
 - increase library use among youth
 - support quality of life for people who are marginalized
 - help new Canadians integrate into our community
- D. Engage existing library members to increase circulation and in-person visits



3

INSPIRE AND EMPOWER THINKING AND LEARNING

WE WILL:

- A. Improve technology infrastructure and expand digital resources.
- B. Collaborate with local facilitators to enhance literacy, learning and the exchange of ideas.
- C. Provide engaging physical and digital spaces that spark creativity and thinking.
- D. Provide learning opportunities and resources to strengthen our community's responsiveness to the climate crisis.



4

CELEBRATE THE UNIQUE VALUE OF OUR LIBRARY

WE WILL:

- A. Promote the library in creative ways to increase public awareness and attract new members.
- B. Engage local business organizations to increase support for the library as a significant public service.
- C. Ensure that elected officials and government staff are kept informed about GDPL's role as a significant public service.
- D. Develop and implement an evaluation process that demonstrates the outcomes and impact of library services and programs on individuals and the broader community.



6 | GIBSONS & DISTRICT PUBLIC LIBRARY

5

EXPAND OUR SPACE AND CAPACITY



WE WILL:

- A. Engage with key partners and the public to develop solutions that address existing space constraints.
- B. Collaborate with the Gibsons & District Library Foundation to enhance services at GDPL.
- C. Monitor and evaluate the remote book locker to improve or adapt the service as needed.
- D. Utilize existing library space creatively and effectively to optimize patron and staff experience.
- E. Engage with local organizations to explore joint initiatives that can benefit our community.



STRATEGIC PLAN 2023 - 2026 | 7



Gibsons & District Public
Library

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T: 604.886.2130 | gibsons.bclibrary.ca

Printed on 100% recycled paper



PO Box 308
Madeira Park, BC V0N 2H0
Phone: 604-883-2764
FAX: 604-883-2780

admin@penderharbourhealth.com

November 8, 2023

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

Dear Tina:

Attached please find our budget submission for the 2024-25 fiscal year. We have provided:

1. A summary of the effect of COVID-19 on 2023 business and forecast for 2024.
2. Current 2023 financial position (budget vs actuals) – including Attachment A
3. 2024 draft budget plans (2024 – 2029 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 2024.

1. Effect of COVID-19 on business

Covid 19 continues to have a profound effect on the services and finances of the health centre.

Increased expenses: Of the many programs that were closed for months during Covid, these programs are now operating at full capacity. The nursing clinic, providing ambulatory, urgent, home care and lab services, continues to operate and support the community. This year we have experienced a significant increase in palliative care hours. This sometimes can take away from our other programs as we are still experiencing a staff shortage in the nursing area, resulting in fewer available nurse hours.

We continue to experience a substantial increase in the cost of medical supplies because of the need for personal protective equipment and disinfection of equipment. Janitorial costs continue to increase because of the need for greater frequency and intensity of cleaning in the building.

Financial losses: We have experienced losses of revenue from:

- Our donations, in particular from the Health Care Auxiliary. Their donations provide close to 1/10th of the operating budget. Fortunately, the Auxiliary is anticipating pre-covid revenues going forward.
- Additional costs incurred to support our physician's practice.
- Many of our supplier costs have increased 6- 10 % and our use of supplies has increased as well.

2. Current 2022 financial position – and see Attachment A

Operational funding

Fiscal 2024-2025 will be a year with a request for an increase for this year and next year. We completed year three of the three- year catch-up program we presented to the SCRD board in 2016 but find that Covid-19 recovery continues to create additional costs. For 2023-2024 we received a base grant of \$165,040, a \$7,000 increase. That is very much appreciated. For 2023-2024 we are managing all discretionary expenses and delaying expenditures wherever possible. We expect that our expenses will be **\$201,996** against our submitted 2023-2024 budget of **\$172,263**. This is an unfavorable variance of **\$29,732** to the planned budget and will result in a deficit of **\$36,956** after applying our operating grant. We continue to seek ways to reduce costs in all areas but have experienced overruns in 1) Insurance \$1,195; 2) Janitorial and Office has increased \$5,120 and \$2,190 respectively mainly due to COVID 19; 3) Utilities have increased \$7,430; 4) Grounds maintenance is a favorable \$930 and 5) Repair & maintenance costs are unfavorable by \$3,521. 6) Waste disposal is an unfavorable \$452 and up mainly due to fuel surcharges; 7) Advertising has increased for this year due to the recruitment fee to find a replacement for our current physician who will be leaving us in November this year. We are projecting overall operational expenses for 2023-2024 at **\$201,996**, which does not reflect efforts to contain/reduce operating costs and is consistent with our five-year plan.

In grant funding for 2024-2025 we are requesting an increase of **\$10,000** from **\$165,040** to **\$175,040**. And for 2025-2026 we are requesting an increase of \$6,800. This is in line with our now two-year catch-up plan. A baseline of **\$181,861** will enable PHHC to hold the gap between operational expenses versus grant funding and result in a projected deficit of only **(\$6,822)**. With the building renovations planned (see capital projects update below) and the resulting reduction in costs as a result i.e., utilities etc. should allow this deficit to be reduced. See five-year operational funding projection, attachment (B)

3. 2024 Draft Budget Plans (2023-2028) – see Attachment B

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

- 1. Update - Garage for wheelchair accessible van** –We now have 2 volunteer drivers who currently are 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 the plans for a new building are still 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 physician wing will be vacated by our current physician this November. We are currently looking for a replacement. 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 initiated a capital fundraising campaign last year. This has caused our advertising expense to increase this year as much as it has. We are still waiting to hear from the federal grant through **Green and Inclusive Community Buildings program** as we have expanded this capital project to include an upgrade for the whole building.
- 3. Request** – We have now completed part of the flooring replacement, including the lobby, the boardroom and most of the hallways. We have purchased the material for the entire building. The balance yet to be installed includes the front office and physician wing, and will be completed when we renovate the physician wing. To date, we have spent \$47,000 on flooring (which is \$10,000 more

than the grant funding we received from the SCRD). This was due to the ever-increasing costs of materials and labour in construction. An additional expense came up when we renovated the public washrooms (with Federal funding). There was no shut-off on the water main outside the building and some expense was incurred to create one.

5. Current services

The services available at the Health Centre have not changed, with the exception that we have recruited a social worker and received Better at Home funding from the United Way. And have also recently hired a casual nurse for our team starting in January. This will help fill the gap we have had on our nursing side for the past couple of years. The physician clinic was very busy. There is a full practice and a wait list we are trying to fill with two doctors now. We are currently trying to recruit two physicians. We have the following:

Nursing services

- Ambulatory care
- Urgent care
- Lab services (venepuncture)
- Home care nursing (outreach)
- Palliative on-call care
- 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)
- Harbourside Friendships
- Pender Harbour Seniors Initiative.
- Better @ Home

Community programming includes the Harbourside Friendship group, Adult Day Program, Caregiver Support Group, Community Garden, Wheelchair accessible van and now Better @ Home. 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 now extending our two-year catch-up to a three-year plan to reduce our annual operational deficit and we have made good progress against targets, however our operations have still 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 enlarged capital project should enable us to get back on track). 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,

A handwritten signature in black ink, appearing to read 'Susann Richter', with a long, sweeping horizontal line extending to the right.

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 2023-24**

	SCR D BUDGET 2023-24	PHHC ACTUAL YEAR TO DATE Sep 30 2023	PROJECTED YEAR END TO 3/31/24	DIFFERENCE	SCR D BUDGET 2024-25
Administration Cost	\$ 27,542	\$ 13,771	\$ 27,542	\$ -	\$ 27,955
Advertising & Promotion	6,087	12,884	15,927	9,840	6,087
Garbage & Hazardous Waste Disposal	5,000	2,952	5,452	452	5,500
Professional Fees	9,500	8,698	11,500	2,000	10,000
Grounds Maintenance	4,300	1,220	3,370	-930	4,300
Insurance	13,000	7,695	14,195	1,195	13,000
Janitor Contract & Expenses	31,600	20,920	36,720	5,120	34,600
Office & Small Asset Purchases	7,912	6,146	10,102	2,190	7,912
Postage	684	176	586	-98	684
Repair & Maintenance	29,000	18,021	32,521	3,521	29,000
Phone/Fax/Internet	5,224	2,113	4,725	-500	5,224
Utilities	23,000	15,480	30,430	7,430	28,000
Vehicle- Wheelchair Assessable	5,000	1,831	4,331	-669	5,000
GST	4,415	2,387	4,595	180	4,600
TOTAL BUDGET	\$ 172,263	\$ 114,294	\$ 201,996	\$ 29,732	\$ 181,861
COMMITTED GRANT	\$ 165,040		\$ 165,040		\$ 175,040 Request
PLANNED DEFICIT	\$ 7,223		\$ 36,956		\$ 6,822
			22%		4%

Pender Harbour & District Health Centre**PROPOSAL FOR THE 2023 -24 FISCAL YEAR**

Administration Cost	\$ 27,955
Advertising & Promotion	6,087
Garbage & Hazardous Waste Disposal	5,500
Professional Fees	10,000
Grounds Maintenance	4,300
Insurance	13,000
Janitor Contract & Expenses	34,600
Office & Small Asset Purchases	7,912
Postage	684
Repair & Maintenance	29,000
Phone/Fax/Internet	5,224
Utilities	28,000
Vehicle -Handicapped	5,000
GST	4,600
TOTAL	\$ 181,861
REQUESTED GRANT:	\$ 175,040
Anticipated Deficit:	-\$ 6,822

Pender Harbour & District Health Centre
PROPOSAL FOR THE 2024-25 FISCAL YEAR

Administration Cost	\$	27,955
Advertising & Promotion		6,087
Garbage & Hazardous Waste Disposal		5,500
Professional Fees		10,000
Grounds Maintenance		4,300
Insurance		13,000
Janitor Contract & Expenses		34,600
Office & Small Asset Purchases		7,912
Postage		684
Repair & Maintenance		29,000
Phone/Fax/Internet		5,224
Utilities		28,000
Vehicle -Handicapped		5,000
GST		4,600
	TOTAL \$	<u>181,861</u>

REQUESTED GRANT: \$ 175,040

Anticipated Deficit: -\$ 6,822

Pender Harbour & District Health Centre

FIVE YEAR OPERATIONAL FUNDING PROJECTION

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	Current Year					
Administration Cost	27,542	27,955	28,374	28,800	29,232	29,671
Advertising & Promotion	15,927	6,087	6,178	6,271	6,365	6,461
Garbage & Hazardous Waste Disposal	5,452	5,500	5,583	5,666	5,751	5,837
Professional Fees	11,500	10,000	10,150	10,302	10,457	10,614
Grounds Maintenance	3,370	4,300	4,365	4,430	4,496	4,564
Insurance	14,195	13,000	13,195	13,393	13,594	13,798
Janitor Contract & Expenses	36,720	34,600	35,119	35,646	36,180	36,723
Office & Small Asset Purchases	10,102	7,912	8,031	8,151	8,273	8,398
Postage	586	684	694	705	715	726
Repair & Maintenance	32,521	29,000	29,435	29,877	30,325	30,780
Phone/Fax/Internet	4,725	5,224	5,302	5,382	5,463	5,545
Utilities	30,430	28,000	28,420	28,846	29,279	29,718
Vehicle-Wheel Chair Assessable	4,331	5,000	5,075	5,151	5,228	5,307
GST	4,595	4,600	4,669	4,739	4,810	4,882
OPERATING BUDGET	201,996	181,862	184,590	187,359	190,169	193,022
Budget figures are based on 1.5% increase/year from the 2021-2022 projected totals (Attachment A)						
INCREASE REQUESTED	7,000	10,000	6,822	2.0%	2.0%	2.0%
SCRD GRANT	165,040	175,040	181,862	185,499	189,209	192,993
DEFICIT	36,956	6,822	2,728	1,860	960	28
	0.18	0.04	0.01	0.01	0.01	0.00

Pender Harbour & 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	150,040	174,187	24,147
2022-2023	158,040	180,223	22,183
2023-2024 projected	165,040	201,996	36,956
2024-2025 projected	175,040	181,861	6,821
TOTALS	\$ 1,904,198	\$ 2,231,464	\$ 327,267

HISTORICAL CAPITAL PROJECT FUNDING

	Total Cost	SCR D 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		9,252
Vehicle - Handicapped 2020	65,000		65,000
Vehicle - Secure Storage 2020	20,000	20,000	0.00
Bathroom Reno- Handicap 2023	110,702		110,702
Flooring * 2023	47,128	37,726	9,402
TOTALS	\$ 521,008	\$ 112,429	\$ 408,579

* Note : The flooring project has not started (total cost to replace flooring was \$47,127.60)

PENDER HARBOUR & DISTRICT HEALTH CENTRE

2023 - 2024 BUDGET

DESIGNATED REVENUE

VCH Contract	\$	318,579
SCRD Grant	\$	165,040
Tenant Income	\$	117,692
Seniors Health Diabetes		27,200
Other Programs		174,068
Harbourside Friendships		16,000
Pender Harbour Seniors Initiative		38,220
TOTALS	\$	856,799

NON DESIGNATED FUNDS

Donations & Bequests		60,000
Membership		600
Auxiliary		50,000
Marketing		0
Interest Income		3,800
Endowment Fund Interest		12,700
Tray Fees/Private Medical		200
TOTALS	\$	127,300

TOTAL REVENUE **\$ 984,099**

MEDICAL EXPENSES

Courier	\$	7,000
Delivery / Fuel Surcharge	\$	1,500
Medical Supplies	\$	40,000
Office Expenses	\$	12,000
Home Care Mileage	\$	6,000
Staff Development	\$	6,500
Wages & Benefits	\$	395,420
TOTALS	\$	468,420

PHHC PROGRAMS

Harbourside Friendships, Aux. Support	\$	12,000
Harbourside Friendships Program		4,000
Pender Harbour Seniors Initiative Program		38,220
Better at Home Program		83,375
Hospice/Bereavement Programs		300
Chronic Conditions / Cardiac Wellness		1,000
Palliative On Call		3,000
Women's Wellness/ NP Support		6,500
Youth Clinic		5,000
Seniors Health -Diabetes		27,200
Other Programs CC CDM ADP SW		90,693

PHSI Support	2,000
Additional Staff Development	9,000
Emergency Prep/Response Program	500
General Program Support	12,000
TOTALS	\$ 293,788

OPERATIONAL EXPENSES & SPECIAL PROJECTS

Administration Costs	\$ 149,840
Advertising & Publicity	\$ 11,000
Garbage	\$ 3,000
Hazardous Waste Disposal	\$ 900
Grounds Maintenance	\$ 3,000
Community Garden	\$ 400
Insurance	\$ 14,500
Janitor Contract	\$ 32,000
Janitorial Supplies	\$ 7,000
Office Exp, Supplies, Security, Dues, Fees	\$ 12,000
Postage	\$ 600
Mortgage Interest Payment, Property Tax	\$ 8,000
Legal, Accounting, Bank Charges	\$ 13,000
Repairs & Maintenance	\$ 30,000
Vehicle	\$ 2,000
Phone/Fax/Internet	\$ 5,000
Utilities	\$ 23,000
TOTALS	\$ 315,240

TOTAL EXPENSES \$ 1,077,448

NET OPERATIONAL INCOME -\$ 93,349

CASH FLOW

Cash Flow From Operating Activities	-\$ 93,349
GST Recoverable	2,000
Capital Items	-146,800
Special Projects	141,800
Other?	-42,000
ACTUAL USE OF CASH	-\$ 138,349

DETAIL RE: CAPITAL ITEMS AND SPECIAL PROJECTS

Medical Equipment (Capital)	\$ 9,000
Building Improvement- Floors	137,800
EMR Transition (Special)	0
Parking (Special)	2,000
TOTALS	\$ 148,800

Restricted funds are indicated by red font

Tara Crosby

From: John Rathbone <john.rathbone@penderharbourhealth.com>
Sent: Wednesday, November 8, 2023 11:40 AM
To: Tara Crosby
Cc: Susann Richter; Tina Perreault
Subject: RE: 2024 Budget - Information Session for Community Partners

External Message

Hi Tara

There only one request this year for a \$10,000 increase to our annual grant.

We have not asked for an increase regarding the actual flooring cost to date. Some of the flooring needed extra prep work so as to have it laid properly.

Next year, we might have a request to finish the front office and physician wing flooring to coincide with their renovations.

We have today mailed the SCRD an invoice for the \$37,725.77.

Regards,

John L. Rathbone
Finance and Administration Manager
Pender Harbour Health Centre
P.O. Box 308
5066 Francis Peninsula Road
Madeira Park, B.C. V0N 2H0
Canada
Phone: 604-883-2764
Email: john.rathbone@penderharbourhealth.com

“The content of this email, including any files attached, is confidential and may be privileged. Any unauthorized copying or distribution is strictly prohibited. If you receive this email in error, please contact the sender immediately and delete this email.”

From: Tara Crosby <Tara.Crosby@scrd.ca>
Sent: Wednesday, November 8, 2023 9:46 AM
To: John Rathbone <john.rathbone@penderharbourhealth.com>
Cc: Susann Richter <susann.richter@penderharbourhealth.com>; Tina Perreault <Tina.Perreault@scrd.ca>
Subject: RE: 2024 Budget - Information Session for Community Partners

Sunshine Coast Community Services Youth Outreach Worker Program

Overview, Reflection and Outlook for 2024

Sunshine Coast Youth Outreach (SCYO) is a program that aims to increase youth safety, connect and refer youth to local resources, focus on risk and harm-reduction, and provide the community with a broader understanding of youth issues.

Program Access

- Supports for youth aged 12-23 years
- Service Delivery Area of Langdale to Egmont
- Youth Outreach phone (Call or text 604-865-0178) collectively managed by the SCYO team
- Instagram @scyouthoutreach (posts, stories, and direct messages)
- Community or self-referrals
- Scheduled groups (Pop-Up events, Stop and Talk, Gender Diverse Network, Queer Youth Drop-In)
- In-school outreach
- Community on-foot outreach

Trends Over the Past Year

The Youth Outreach Worker Program (YOWP) has seen significant increases in the following areas:

- Youth experiencing or perpetrating harassment and assault. There are two adult men in community that YOWP has identified to be grooming vulnerable young teens into drug dealing and victimizing/assaulting other youth.
- Youth requesting food and other basic need essentials. Youth are stating that they haven't eaten or don't have access to items they need, whether it be due to not having money or their families not being able to provide. Many youth are also missing out on food programs in school because they're either intermittently attending school or not attending at all.
- Youth skipping school due to navigating mental health challenges of their own and/or a family member, not being able to cope with school expectations, not having their needs met (not enough food, barriers preventing restful sleep, causing overwhelming dysregulation).
- Schools (other than Kinnikinnick) requesting YOWP to provide the Stop and Talk Program.

- Requests for one-to-one support to youth from schools, community professionals, caregivers and youth, themselves.

Challenges

Inflation and cost of living have impacted our desire to offer more service:

- One of the core offerings within all of our YOWP endeavours is the provision of food. Due to increasing costs of food (and other essentials), our program expenses have increased, and it's a struggle to manage this offering without increasing our budget. Offering food is essential to our program; not only is this a point of connection, but it's often the difference between a youth eating or not eating that day.
- Over the years, the YOWP has evolved to try to meet the needs of all Sunshine Coast youth. Since expanding our program offerings and reach, we are deploying staff to more places, in various directions, more often. We are, therefore, using more fuel and our mileage costs have gone up significantly.

Vision for 2024

In the coming year, Youth Outreach intends to respond to the community need by continuing to offer school and community-based outreach programming such as:

- Stop and Talk at Kinnikinnick
- Lunch time secondary school outreach (Elphinstone, Chatelech, Pender)
- Alternative school visits and check-ins with youth
- Quarterly pop-up events across the Coast
- Monthly Queer Youth Drop-In
- Monthly Gender Diverse Network Meeting
- Collaborative events (partnering with the Nation, SC Pride, SD46, Community Schools, VCH)
- Youth Outreach Phone (rotated weekly between youth workers. Calls and texts answered Monday to Friday)

In addition to these offerings, YOWP has a goal to:

- Expand Stop and Talk to at least one more school (and continue to grow from there). The demand is present – Kinnikinnick teachers and students consistently speak of how important Stop and Talk is to their school community, and the ripple effects of the wraparound support from multiple community professionals. Other schools have learned or know of this program and continue to ask that YOWP serve them too.
- Launch both a Dungeons & Dragons (D&D) based program and a cooking skills-building program.

- Take on a small caseload of youth outreach-based clients.

Dungeons & Dragons (D&D) Program – “DM School”

This would be a 4-to-6-week leadership program in which young people are taught specific skills within the game framework in order to start their own D&D campaigns. Within the game, this role is called the “Dungeon Master” (DM). D&D has boomed in popularity, and many young people would like to be players in this very immersive, prosocial, skill-building game, but every campaign requires a DM, and not all youth have the skills to take this role on. Our goal is to bolster the skills and confidence of youth who have interest to promote games like this as a healthy, connection-based activity that young people can engage in.

Cooking Skills-Building Program

This would be a 6-to-8-week registration-based program in which youth in community would be invited to prep and cook a meal collectively with peers and Youth Outreach staff. A Community Services or community space with a commercial kitchen would host the program. The goal would be to bolster skills towards independence, and foster connections with other youth in a supportive environment.

One to One Support for Youth

Youth Outreach has been approached by numerous parents/caregivers, school staff, VCH staff, counselors (and youth themselves) requesting one to one support. Because YOWP staffing capacity is limited, 1:1 services are not offered. Currently, we offer consultation over 1-2 sessions in order to refer a youth to the most appropriate resource. There are so many youth in our community seeking safe and stable connection – often the resource that they need is the consistent support of a 1:1 youth worker. Much of the work that youth workers do with clients is successful through the building of trust and rapport; something that takes more than 1-2 sessions.

The hope of YOWP is to expand our staff team and therefore our capacity to serve these vulnerable youth requiring support services. We know and have seen that through consistent 1:1 service, youth can thrive, and goals can be achieved - what we need are the resources to provide it.

Budget assumptions are included on the budget template

Name of Organization	Sunshine Coast Community Service Society
Date Created:	01-Nov-23
Revision Date:	
Budget Planning Year:	2023
Year to Date:	January to September 2023

	2023		9 mth acutals to		2022		Variance	% Variance 2023	Financial Planning					NOTES:
	Budget	Sep-23	Budget	Sep-23	Budget	Sep-23			2024	2025	2026	2027	2028	

REVENUE:

Local Government Request																				
SCRD (Budget Proposal)	\$	52,628.00	\$	39,471.00	\$	50,604.00	\$	2,024.00	4%	\$	55,259.00	\$	59,127.00	\$	61,492.00	\$	63,337.00	\$	65,237.00	2025 funding increase of 7% to match DOS increase
District of Sechelt (confirmed to 2025)	\$	30,000.00	\$	22,500.00	\$	27,887.00	\$	2,113.00	7%	\$	30,980.00	\$	33,220.00	\$	34,549.00	\$	35,585.00	\$	36,653.00	
Town of Gibsons (proposed)	\$	15,656.00	\$	11,742.00	\$	15,200.00	\$	456.00	3%	\$	16,439.00	\$	17,590.00	\$	18,294.00	\$	18,843.00	\$	19,408.00	2025 funding increase of 7% to match DOS increase
Total Request	\$	98,284.00	\$	73,713.00	\$	93,691.00	\$	4,593.00	5%	\$	102,678.00	\$	109,937.00	\$	114,335.00	\$	117,765.00	\$	121,298.00	Our provincial funders have increased our contracts to account for the CSSEA wage grid increases. We are committed to fair and equitable wages across the organization and therefore have to increase our wage grid for all programs, not just provincially funded ones. We have reduced the increases after 2025 based on the prediction that inflation will slow.
TOTAL REVENUE	\$	98,284.00	\$	73,713.00	\$	93,691.00	\$	4,593.00	5%	\$	102,678.00	\$	109,937.00	\$	114,335.00	\$	117,765.00	\$	121,298.00	

EXPENSES:

Materials and Supplies																				
Program Supplies/Food	\$	3,026.00	\$	4,376.00	\$	2,910.00	\$	116.00	4%	\$	6,000.00	\$	6,240.00	\$	6,365.00	\$	6,492.00	\$	6,622.00	see grant proposal for increase rationale
Publicity & Advertising	\$	333.00	\$	51.54	\$	320.00	\$	13.00	4%	\$	346.00	\$	360.00	\$	367.00	\$	374.00	\$	381.00	
Sub Total	\$	3,359.00	\$	4,427.54	\$	3,230.00	\$	129.00	4%	\$	6,346.00	\$	6,600.00	\$	6,732.00	\$	6,866.00	\$	7,003.00	
Office / Equipment																				
Office Expenses	\$	146.00	\$	63.13	\$	140.00	\$	6.00	4%	\$	152.00	\$	158.00	\$	161.00	\$	164.00	\$	167.00	
Cellular	\$	1,693.00	\$	1,221.68	\$	1,628.00	\$	65.00	4%	\$	1,761.00	\$	1,831.00	\$	1,868.00	\$	1,905.00	\$	1,943.00	
Computer mtnce/service/support	\$	1,040.00	\$	840.00	\$	1,000.00	\$	40.00	4%	\$	1,082.00	\$	1,125.00	\$	1,148.00	\$	1,171.00	\$	1,194.00	
Sub Total	\$	2,879.00	\$	2,124.81	\$	2,768.00	\$	111.00	4%	\$	2,995.00	\$	3,114.00	\$	3,177.00	\$	3,240.00	\$	3,304.00	
Facility / Utilities																				
Rent	\$	2,184.00	\$	1,675.00	\$	2,100.00	\$	84.00	4%	\$	2,271.00	\$	2,362.00	\$	2,409.00	\$	2,457.00	\$	2,506.00	
Insurance	\$	166.00	\$	125.00	\$	160.00	\$	6.00	4%	\$	173.00	\$	180.00	\$	184.00	\$	188.00	\$	192.00	
Telephone/Fax/Internet	\$	780.00	\$	600.00	\$	750.00	\$	30.00	4%	\$	811.00	\$	843.00	\$	860.00	\$	877.00	\$	895.00	
Sub Total	\$	3,130.00	\$	2,400.00	\$	3,010.00	\$	120.00	4%	\$	3,255.00	\$	3,385.00	\$	3,453.00	\$	3,522.00	\$	3,593.00	
Personnel																				
Supervision	\$	3,596.00	\$	2,533.42	\$	3,458.00	\$	138.00	4%	\$	3,848.00	\$	4,002.00	\$	4,162.00	\$	4,328.00	\$	4,501.00	
Direct Service Salaries & Benefits	\$	68,520.00	\$	38,882.06	\$	66,063.00	\$	2,457.00	4%	\$	71,946.00	\$	74,824.00	\$	77,817.00	\$	80,930.00	\$	84,167.00	
Sub Total	\$	72,116.00	\$	41,415.48	\$	69,521.00	\$	2,595.00	4%	\$	75,794.00	\$	78,826.00	\$	81,979.00	\$	85,258.00	\$	88,668.00	
Other Expenses																				
Travel	\$	9,438.00	\$	3,230.52	\$	9,075.00	\$	363.00	4%	\$	9,438.00	\$	9,627.00	\$	9,820.00	\$	10,016.00	\$	10,216.00	see grant proposal for increase rationale
Audit	\$	333.00	\$	249.75	\$	320.00	\$	13.00	4%	\$	340.00	\$	347.00	\$	354.00	\$	361.00	\$	368.00	
Dues & Subscriptions	\$	114.00	\$	90.00	\$	110.00	\$	4.00	4%	\$	114.00	\$	116.00	\$	118.00	\$	120.00	\$	122.00	
Admin Fee (12%)	\$	11,794.00	\$	8,846.00	\$	11,551.00	\$	243.00	2%	\$	12,321.00	\$	13,192.00	\$	13,720.00	\$	14,132.00	\$	14,556.00	
Sub Total	\$	21,679.00	\$	12,416.27	\$	21,056.00	\$	623.00	3%	\$	22,213.00	\$	23,282.00	\$	24,012.00	\$	24,629.00	\$	25,262.00	

	2023	9 mth acutals to	2022	Variance	% Variance 2023	Financial Planning					NOTES:
	Budget	Sep-23	Budget			2024	2025	2026	2027	2028	
Training / Development											
Staff Development	\$ 1,040.00	\$ 250.00	\$ 1,000.00	\$ 40.00	4%	\$ 750.00	\$ 780.00	\$ 811.00	\$ 843.00	\$ 877.00	
Sub Total	\$ 1,040.00	\$ 250.00	\$ 1,000.00	\$ 40.00	4%	\$ 750.00	\$ 780.00	\$ 811.00	\$ 843.00	\$ 877.00	
TOTAL EXPENSES	\$ 104,203.00	\$ 63,034.10	\$ 100,585.00	\$ 3,618.00	3%	\$ 111,353.00	\$ 115,987.00	\$ 120,164.00	\$ 124,358.00	\$ 128,707.00	
CAPITAL REQUIREMENT											
Purchases:											
Laptops and other technology		\$ -	\$ -	\$ -		\$ 1,000.00		\$ 1,000.00			3-4 year replacement plan included in computer mtncn/service/support line
Subtotal Purchased	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	
TOTAL COMMITTED EXPENDITURES	\$ 104,203.00	\$ 63,034.10	\$ 100,585.00	\$ 3,618.00	3%	\$ 111,353.00	\$ 116,987.00	\$ 120,164.00	\$ 125,358.00	\$ 128,707.00	
LESS PROPOSED EXPENDITURES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	
LESS ORGANIZATION REVENUE	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL TAX REQUISITION	\$ 104,203.00	\$ 63,034.10	\$ 100,585.00	\$ 3,618.00	3%	\$ 111,353.00	\$ 116,987.00	\$ 120,164.00	\$ 125,358.00	\$ 128,707.00	

PENDER HARBOUR COMMUNITY SCHOOL SOCIETY

ANNEX D

2024 BUDGET PROPOSAL COMMUNITY RECREATION PROGRAM AREA A

BUDGET REQUEST: \$46,000.00

November 1, 2023

Attn: SCRD Special Corporate and Administrative Committee

Prepared By: Cheyenne Howitt, Executive Director

PROGRAM DESCRIPTION

Our goal for the Community Recreation Program is to continue to create accessible, inclusive, and positive recreation opportunities within our community. We work closely with other community organizations to help identify the needs and wants in the community and how to best facilitate recreation programs that meet those needs and wants.

ACTIVITIES OFFERED IN 2023

Here is an overlook of what our Community Recreation Program looked like in 2023. For more detailed information please see our quarterly reports.

- ▶▶ Offered the 'Home Alone' and 'Babysitting' combination certification course for children 11 and up.
- ▶▶ Continued our very popular art classes with Patti and Carla for grades ranging from 1-4, adding in comic book creation art class' this fall for grades 4-6.
- ▶▶ Drop in sport programs ran throughout the year at PHSS including pickleball, mens floor hockey, volleyball, and kids floor hockey.
- ▶▶ Ran a face painting program for students grades 7-12
- ▶▶ Organized and supported cooking classes through the spring of 2023 for both adults and kids.
- ▶▶ Continued our annual spring T-Ball program for grades K-4.
- ▶▶ Offered First Aid training & certification to all grade 9,10,11 and 12s at PH Secondary School - to support skill growth and encourage continuation of training.

LOOKING FORWARD

In 2024 we hope to increase youth engagement both in participation of recreation programs and supporting recreation programs.

This looks like creating a more accessible youth drop in program that works closely with the highschool, community services and our own youth worker. Providing diverse opportunities to try new activities, share an existing skill, and create new relationships. We will work to reduce barriers to those who would like to attend by ensuring we are a safe space for all community members, helping to solve transportation restrictions, and work on youth and community engagement and relationship building.

This involvement would help us to create programs other than a teen drop in that support growth and skill development for children in our community.

Throughout 2023 we heard many parents and caregivers mention their desire to have a program geared towards them - where they could participate in art based programs, mental health and wellness programs or opportunities to connect with others in the area.

We would like to meet this need by providing low barrier and accessible programs to our local parents and caregivers in a way that meets their specific needs.

During the summer of 2023 we worked with other local organizations to provide family support and drop in programs to vulnerable community members.

Over the last year we have seen an increase in our local population, a wide range of barriers, increased personal financial constraint, and an ever growing need for support.

Our population of vulnerable community members has increased as well - creating a higher need of local organization involvement and the desire for safe and consistent activities.

We anticipate 2024 to be a positive year for our community - by working and collaborating with many groups and organizations we will have the ability to meet our community members need.

In 2024 we hope to:

- ▶▶ Increase programming at an affordable rate/low cost
- ▶▶ Provide more consistent and structured drop in programs for different groups
- ▶▶ Maintain our community connection year round by offering some more programming during summer

	Actuals Jan – Nov 2023	Budget 2023	Proposed Budget for 2024	Proposed Budget for 2025
Income				
SCRD Recreation Grant	41,100.00	41,100.00	46,000.00	46,000.00
Program Revenues	15,000.00	12,000.00	14,000.00	15,000.00
Contributing Funds	6,007.00	6,000.00	7,000.00	7,000.00
Total Income	62,107.00	59,100.00	67,000.00	69,300.00
Expenses				
REC Coordination	23,560.19	26,000.00	29,900.00	31,000.00
REC Facilitation	16,017.00	16,500.00	19,000.00	20,000.00
Program Materials & Supplies	5000.00	4,200.00	5,200.00	5,200.00
Program Venue Rentals	866.00	1,800.00	1,500.00	1,500.00
Accounting/Financial	1446.00	1,500.00	1,500.00	1,500.00
Advertising/Promotion	2340.00	3,600.00	3,600.00	3,600.00
Insurance	1903.00	1,900.00	1,900.00	1,950.00
Membership	190.00	200.00	200.00	250.00
Office Supplies & Postage	402.00	500.00	500.00	525.00
ProD/Skills Development	500.00	500.00	500.00	500.00
Telephone/Internet	739.00	600.00	700.00	725.00
Technical & Maintenance	1010.00	800.00	1200.00	1,200.00
Travel/mileage	819.00	700.00	700.00	750.00
WCB Expense	510.90	500.00	600.00	600.00
Total Program & Admin Costs	55,939.00	59,100.00	67,000.00	69,300.00
<i>Balance for remainder of 2023</i>	7606.00			

Notes for 2023:

The remainder of \$7,606.00 will be used to pay the expense accumulated during November and December 2023.

For our 2024 budget proposal we have increased the requested amount to reflect cost of living increases, program material and supply cost increase, increased hours/increased program support staff.

We have not made much change to our budget request for over 4 years and as we move forward, programming needs continue to increase.

To meet the needs within our community and provide beneficial local programming we will need to increase recreation staffing hours and potentially staff numbers, as well as the material and supplies budget.

We aim to optimize resources we have available in order to reduce expenses. We have been able to keep costs low by collaborating with other local organizations, drawing on the current skills and resources we have within in our own organization, and using our own facility.

Thank-you for your time, consideration, and continued support,
Cheyenne Howitt
Pender Harbour Community School Society.

PENDER HARBOUR COMMUNITY SCHOOL SOCIETY

2024 BUDGET PROPOSAL PENDER HARBOUR YOUTH PROGRAM AREA A

BUDGET REQUEST: \$16,000.00

November 1, 2023

Attn: SCRD Special Corporate and Administrative Committee

Prepared By: Cheyenne Howitt, Executive Director and Darcie Murray, Youth Program Lead.

PROGRAM DESCRIPTION

The Pender Harbour Youth Program continues to benefit our community and provide support directly to our local youth. We work closely with many organizations and groups to make positive connections and create access to a variety of other resources. The support we receive from the SCRD towards this program is incredibly impactful.

We appreciate the opportunity to support our young community members in this way.

ACTIVITIES OFFERED IN 2023

Here is an overlook of what our Youth Program looked like in 2023:

- ▶▶ Worked with both the elementary school and highschool to discuss and meet needs in families.
- ▶▶ Work with other organizations to hold centralized youth drop in program throughout summer.
- ▶▶ Subsidized cost for summer camps and some local activities for 5 youth.
- ▶▶ Attended various drop in and registered youth programming in our community to create relationships and offer support to a wider range of local youth
- ▶▶ Successfully increased drop in sports programs for youth and help to support local sports teams this fall.

LOOKING FORWARD

In 2024 we want to focus on creating a safe space and flexible youth drop in programming that can provide resources on site.

We have been attending the highschoools SOGI meetings (Sexual Orientation and Gender Identity). The group would like to create a local inclusive group and have asked us for support with facilitation and facility use.

We made an effort in 2023 to increase our visibility within the community and have noticed a positive impact. Continuing with this effort into 2024 we will better understand what services and resources would be the most beneficial.

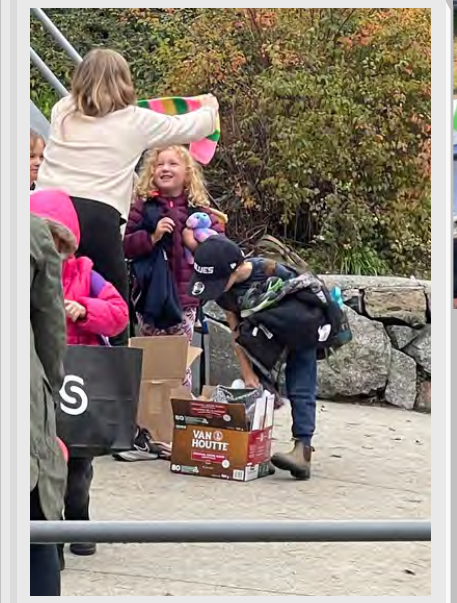
We aim to expand the types of support we have been offering - hopefully creating a well rounded resource.

We have requested a slight increase to our funding this year to allow us to continue our involvement in the community and work a larger scope of our local youth community.

	Actuals Jan – Nov 2023	Budget 2023	Proposed Budget for 2024
Income			
SCRD Youth	15,000.00	15,000.00	16,000.00
Contributing Funds	10,385.00	9,000.00	10,500.00
Total Income	25,385.00	24,000.00	26,500.00
Expenses			
Youth Program Staff	9,135.00	13,000.00	14,500.00
Youth Program Admin	2,545.00	2,400.00	2,900.00
Program Materials & Supplies	1,600.00	1,700.00	1,800.00
Nutritional Support	4,275.00	6,000.00	6,500.00
Travel/Mileage	417.00	900.00	800.00
Total Program & Admin Costs	17,972.00	24,000.00	26,500.00
<i>Balance for remainder of 2023</i>	7,413.00		

Notes for 2023:

The remainder of \$7,413.00 will be used to pay the expense accumulated during November and December 2023.



CANVA STORIES

CANVA STORIES

FILM NEGATIVE

5538 SHORNCLIFFE AVE BOX 1545 SECHELT BC V0N 3A0



November 3, 2023

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

Attention: Tina Perrault, SCR D Board of Directors

Re: 2024-25 Grant In Aid Request for Funding

Dear Ms. Perrault and Directors of the Board,

Please find attached documentation to support our request for continued Grant in Aid funding through 2025 in the amount of \$10,000 to support Tweens and Youth programming at the Sechelt Youth Centre.

Attached document includes:

- SCS Grant In Aid Budgets 2022-29, which includes 2022-23 Fiscal Budget Actual, 2023-24 Fiscal Budget vs Actual, and 2024-29 Proposed

We use the Grant in Aid to offset staff costs - it is combined with the Sechelt Youth Centre Core funding to run the overall service, and therefore does not change from year to year.

In the interest of saving paper, please see the Sechelt Youth Centre description of programs and services accompanying our SYC funding request.

Thank you for your consideration, and willingness to support our children and youth in the Sechelt area.

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
Phone: 604 989-5365

\$10,000 GRANT IN AID BUDGET 2022-29

Sechelt Community Schools Society

Previous - Actual Revenues & Expenses for the year ending June 30, 2023

Current - Projected vs Actual Revenues & Expenses for the year ending June 30, 2024

Proposed - Projected Revenues & Expenses for years ending June 30, 2025-2029

	Previous	Current Year			Proposed
	ACTUAL	Projected	Actual	Variance	Projected
	2022-23	2023-24	to Nov 3	%	2024-29
Revenues					
Sunshine Coast					
Regional District	10000	10000	10000		10000
Total Income	10000	10000	10000	100%	10000
Expenses					
Wages and MERCs	10000	10000	0	0%	10000
Total Expenses	10000	10000	0	0%	10000
Surplus (Deficit)	0	0	10,000		0

Description:

SCS uses the Grant In Aid to fund wages and MERCs for two Sechelt Youth Centre Staff who provide a free after school drop in space between 2:30pm and 6pm Monday to Friday throughout the school year for children and youth aged 10.5 to 18 years of age.

Grant in Aid is combined with the Sechelt Youth Centre core funding and is essential to providing the overall service. No funds accessed to date, however all funds will be spent by fiscal year end.



2024-25 Sechelt Youth Centre Proposed Operations and Services

We will continue to run our free supervised drop-in program for Tweens and Youth with 2 youth workers Monday to Friday, 2:30 to 6pm.

We will continue to offer gym access for basketball, floor hockey, soccer, badminton etc., sports equipment for outdoor field games, art supplies to encourage arts and crafts, supervised computer access, pool, foosball, board and card games, and food. Our weekly sit together and eat family style Dinner Club has become an important draw and may extend to twice per week if budget allows.

We have established a relationship with the RCMP Youth Liaison Officer and are planning on weekly visits to the Centre to help foster positive relationships with youth and will continue to invite the Tobacco and Vapour Reduction Coordinator, and other Community Resource Professionals to visit and drop off resources while providing opportunities for direct connection.

We will continue to offer the SYC as a space to host monthly Gender Diverse Network Support Group and Queer Youth Drop-In programs.

The Youth Centre Supervisor will continue to collaborate with schools, Youth Outreach and seek other opportunities for youth engagement.

Sechelt Youth Centre Attendance Comparison

	2014 -15	2015 -16	2016 -17	2017 -18	2018 -19	2019 -20	2020 -21	2021 -22	2022 -23	2023-24
Annual Totals										
Tweens	655	1478	1560	1209	979	857		914	996	
Youth	78	675	397	436	252	324		797	821	
Totals	733	2153	1957	1645	1231	1181		1711	1817	
% Tweens	89%	69%	80%	73%	80%	73%		53%	55%	
% Change		193%	-9%	-16%	-25%	-4%		45%	6%	
Sep/Oct Attendance										
Tweens		332	298	314	192	232		93	136	117
Youth		111	57	105	42	63		85	102	582
Total		443	355	419	234	295		178	238	699
% Tweens		75%	84%	75%	82%	79%		52%	57%	17%
% Change			-20%	18%	-44%	26%		-40%	34%	194%
Funding Level	\$30,000				\$35,000				\$42,000	

Through the spring of 2023 and continuing into the fall of 2024, we have seen a significant change in the demographic of our participants, moving from a significantly Tween (grades 5 to 7) presence to a much

higher youth presence. Since COVID, youth attendance has been increasing, to a point where we have seen our busiest start to the year ever – showing a 194% increase over the same period last year, with 83% of the participants being youth in grades 8 to 10. So far this fall we have experienced days where attendance has reached 40 participants, our highest ever attendance barring special events.

The surge in participation signifies a growing need for a safe and nurturing environment where youth can cultivate positive relationships, engage in constructive activities, and develop essential life skills. The center acts as a safe space, helping to protect them from the risks and challenges that have become more prevalent in our community, including:

- Fights (physical and cyberbullying)
- Vandalism of community buildings
- Vaping, Drugs and alcohol use
- Theft
- Incidents involving the RCMP

As a result, some youths are being banned from public spaces, and with no place to go, are increasing risk behaviours.

The SYC provides alternatives such as:

- Sports (basketball, badminton, soccer)
- Life skills programs (cooking, resume building, computers)
- Arts + crafts (bracelet making, drawing, painting)
- Social connection (hanging out, movies, board games)
- Dry and warm space to rest and relax after school
- Connection with resources (sexual health, mental health, Youth Liaison, Health, etc)

In 2023-24 we applied for an increase in funding from both the SCRD (for staffing) and Gaming to cover all non-staffing expenses, which would allow us to raise wages to a more competitive level and give us the opportunity to expand service levels to include later Friday nights.

We were unsuccessful in our request to Gaming however will apply again this year with the same request. Should we prove successful, we will use the funding to further increase staff wages (the goal is to meet Living Wage rates for the Sunshine Coast) and expand service to include Friday nights.

At this point in our year, we have not utilized our full staffing dollars due to a 2-week closure in August (staff medical leave) and .5 staffing levels on Fridays (only made possible by the presence of a Practicum Student and the Sechelt Community Schools Coordinator on site as back up). We are in the process of hiring an additional staff member to provide casual support as well as to provide full staffing levels on Fridays.

We have had difficulty attracting casual staff due to wage levels and the nature of the part-time work, however we have had some success with hiring SD46 EA's, though feedback is that our wage level is still too low.

We recognize that we are making a significant ask to the Sunshine Coast Regional District for the second year in a row - we need consistent, reliable funding to ensure that we are adequately staffed. Since

COVID, there is a demonstrated need for safe and engaging spaces for Youth and Tweens, and we need competent, caring adults in place to ensure that they get those needs met.

It is difficult for us to provide a 5-year forecast at this time – if we are successful in procuring other funding to support non-staff related costs, we anticipate a 2% inflationary increase on staffing once we have reached Living Wage levels.

\$42,000 SECHELT YOUTH CENTRE BUDGET 2024-25

Sechelt Community Schools Society

Proposed Budget Revenues & Expenses for the year ending June 30, 2025

	Budget	Change	% Change
Revenues			
<i>Sunshine Coast Regional District</i>	55000	13000	31% ¹
Other			
<i>Direct Access Gaming</i>	5500	725	15% ²
<i>Sechelt Community Schools</i>	1136		
Total Income	<u>61636</u>		
Expenses			
<i>Wages and MERCS</i>	41027	3937	11% ³
<i>Wages and MERCS supervision and payroll</i>	3000		
<i>Program Materials</i>	6741	321	5%
Internet/phone	1753	135	8% ⁴
Insurance/Accounting	2045	116	6%
Facility Costs			
Rent	7070	337	5%
Total Expenses	<u>61636</u>		
Surplus (Deficit)	0		

Description:

Wages include:

Direct Service: 2 staff to supervise tween and youth drop in programming Monday to Friday between 2:30pm and 6pm. All Drop-In programs are free, and open to participants aged 10.5 to 18.

Supervision and Payroll: administrative staff costs for payroll, hiring, coverage, staff meetings etc.

Staff Training: Mental Health First Aid, First Aid, Crisis Prevention, Self Regulation support etc.

Planning Time: 3 hours per week for the Youth Centre Supervisor to plan, grocery shop, collaborate

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

Direct Access: grant specifically for rent, food, art supplies, sports equipment, and equipment repair and replacement, in consultation with participants

¹ Staff wages need to be raised to be more competitive, proposed wage increase Supervisor \$23 to \$25 per hour, Youth Worker \$21.50 to \$23 per hour. This will need to be looked at for another year at least, as YW wage would still not meet Living Wage for Sunshine Coast.

² We applied for increased Direct Access funding for 2023-24 and were given a reduction based on available funding and perception of funding sources elsewhere. We can demonstrate this is not the case (Society deficit for the fiscal year). We will apply for an increase again -if successful, we would use SCRD funding to increase staff wage, and extend service on Friday nights to provide a later night option for youth.

³ See 1 above

⁴ Internet, Insurance reflect annual increase. Rental Agreement renews August with 5% increase expected

\$42,000 SEHELTY YOUTH CENTRE BUDGET 2023-24

Sechelt Community Schools Society

Budget versus Actual Revenues & Expenses for the year ending June 30, 2024

	Budget	Projected to Nov 3	Actual to Nov 3	Variance
Revenues				
<i>Sunshine Coast Regional District</i>	42000	42000	42000	100%
Other				
<i>Direct Access Gaming</i>	13121		4775 ¹	36%
<i>Sechelt Community Schools</i>	1669		1374 ²	
Total Income	<u>56790</u>		<u>48,149</u>	
Expenses				
<i>Wages and MERCS</i>	37090	10597	8710	82% ³
<i>Wages and MERCS supervision and payroll</i>	3000	3000	3000	100%
<i>Program Materials</i>	2645	0	0	0%
<i>Program Materials - Direct Access</i>	3775	1800	1255	70% ³
<i>Internet/phone</i>	1618	528	528	100%
<i>Insurance/Accounting</i>	1929	0	0	0%
Facility Costs				
<i>Rent</i>	5733	3,367	3367	100%
<i>Rent - Direct Access</i>	1000	0	0	
Total Expenses	<u>56790</u>	<u>19,292</u>	<u>16860</u>	87%
Surplus (Deficit)	0			

Description:

Wages include:

Direct Service: 2 staff to supervise tween and youth drop in programming Monday to Friday between 2:30pm and 6pm. All Drop-In programs are free, and open to participants aged 10.5 to 18.

Supervision and Payroll: administrative staff costs for payroll, hiring, coverage, staff meetings etc.

Staff Training: Mental Health First Aid, First Aid, Crisis Prevention, Self Regulation support etc.

Planning Time: 3 hours per week for the Youth Centre Supervisor to plan, grocery shop, collaborate

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

Direct Access: grant specifically for rent, food, art supplies, sports equipment, and equipment repair and replacement, in consultation with participants

¹ We applied for an increase in Direct Access funding for this fiscal, however actually received a decrease in comparison to previous years. We have not been able to provide the planned staff wage increases as a result.

² Sechelt Community Schools will need to subsidize this amount

³ Staff medical leave resulted in program closure for 2 weeks in August, and we have been operating one day per week at .5 staff capacity. New hire will rectify this situation. Program materials budget line conserved for equipment replacement later in year

\$35,000 SECHELT YOUTH CENTRE BUDGET 2022-23

Sechelt Community Schools Society

Actual Revenues & Expenses for the year ending June 30, 2023

	Budget	Actual	Variance
Revenues			
<i>Sunshine Coast Regional District</i>	35000	35376	101%
Other			
<i>Direct Access Gaming</i>	5500	5500	100%
<i>Sechelt Community Schools</i>	8574	6877 ³	80%
Total Income	<u>49074</u>	<u>47753</u>	97%
Expenses			
<i>Wages and MERCS</i>	31413	29642 ¹	94%
<i>Wages and MERCS supervision and payroll</i>	3000	3000	100%
<i>Program Materials</i>	1000	992	99%
<i>Program Materials - Direct Access</i>	4000	3882	97%
<i>Internet/phone</i>	1469	1684 ²	115%
<i>Insurance/Accounting</i>	1295	1820 ²	141%
Facility Costs			
<i>Rent</i>	5397	5233	97%
<i>Rent - Direct Access</i>	1500	1500	100%
Total Expenses	<u>49074</u>	<u>47753</u>	97%
Surplus (Deficit)			
	0	0	

Description:

Wages include:

Direct Service: 2 staff to supervise tween and youth drop in programming Monday to Friday between 2:30pm and 6pm. All Drop-In programs are free, and open to participants aged 10.5 to 18.

Grant in Aid is combined with SYC Funding for overall operations and offsets Staff wages.

¹ Due to rising cost of living, and difficulty recruiting, staff wages were raised \$2 per hour as of November. Some staff shortages resulted in temporary program closures.

Staff Training: Mental Health First Aid, Crisis Prevention, First Aid Recertification etc.

Planning Time: 3 hours per week for the Youth Centre Supervisor to shop, plan, collaborate, includes monthly staff meetings

² Insurance increased 6% from previous year, internet rate increased 10%

³ SCS contribution required accessing our reserve fund and running a deficit for the year

Direct Access: grant specifically for rent, food, art supplies, sports equipment, and equipment repair and replacement, in consultation with participants

Sechelt Community Schools Society

Financial Information

June 30, 2023

Sechelt Community Schools Society

Financial Information

June 30, 2023

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Compilation Engagement Report

To the management of Sechelt Community Schools Society

On the basis of information provided by management, we have compiled the statement of financial position of Sechelt Community Schools Society as at June 30, 2023, the statement of operations and changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information ("financial information").

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, Compilation Engagements, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

Crowe MacKay LLP

Sechelt, Canada
October 17, 2023

Chartered Professional Accountants

Sechelt Community Schools Society**Statement of Operations and Changes in Net Assets**

For the year ended June 30,	2023	2022
Revenues		
Community programs	\$ 177,755	\$ 133,455
Donations	835	50
Grants	280,119	199,079
Interest income	842	184
	459,551	332,768
Expenditures		
Accounting and legal	3,798	3,615
Advertising and promotion	234	226
Elementary programs	3,444	2,939
Insurance	5,683	5,353
Interest and bank charges	441	22
Professional development	3,774	3,818
Program contracting expenses	59,450	10,103
Program costs	80,623	50,429
Rent	7,660	6,970
Salaries and related benefits	289,111	226,854
Telephone	4,664	4,476
Travel	650	750
WCB	3,319	4,065
	462,851	319,620
Excess (deficiency) of revenues over expenditures	(3,300)	13,148
Net assets, beginning of year	52,289	39,141
Net assets, end of year	\$ 48,989	\$ 52,289

Sechelt Community Schools Society

Statement of Financial Position

June 30, **2023** **2022**

Assets

Current

Cash	\$ 87,847	\$ 107,903
Cash - Gaming	14,829	17,000
Accounts receivable	7,296	3,938
GST receivable	2,170	915

\$ 112,142 **\$ 129,756**

Liabilities

Current

Accounts payable and accrued liabilities	\$ 1,850	\$ 1,850
Deferred contributions - Breakfast for Kids	23,142	15,924
Deferred contributions - Gaming fund, Breakfast program	10,054	11,500
Deferred contributions - Gaming funds, Youth Centre	4,775	5,500
Deferred contributions - Youth Centre	-	17,663
Deferred program fees	23,332	25,030


63,153 **77,467**

Fund balances


Unrestricted **48,989** **52,289**

\$ 112,142 **\$ 129,756**

Approved on behalf of the Board:



Member



Member

Sechelt Community Schools Society

Note to the Financial Information

June 30, 2023

1. Basis of accounting

The basis of accounting applied in the preparation of the statement of financial position of Sechelt Community Schools Society as at June 30, 2023 and the statement of operations and changes in net assets for the year then ended is the historical cost basis and reflects cash transactions with the addition of the following:

- (i) accounts receivable
- (ii) accounts payable and accrued liabilities
- (iii) deferred contributions

November 2023

Finance Committee
Sunshine Coast Regional District
1975 Field Road
Sechelt, BC V7Z 0A8

RE: Round 1 Budget Deliberations

Committee members,

Since meeting with representatives from the funding governments on October 6th, SCREDO's Board has been working diligently to operationalize the collected feedback. One of the immediate actions was to build-out a Board calendar that identified the schedule of obligations laid-out in the Service Agreement.

Section 1.4 of the Agreement commits the Society to providing the Funders with an annual work plan by January 31st of each year. The Board had been working toward an expedited December 31st submission of the final workplan - including a description of Society activities, funding details for each project, deliverables, and key performance indicators – that will serve as the subject for separate delegations to each funding government in January. The second priority was to craft a two-year strategic plan that will direct the activities, projects and ongoing programs contained in the 2024 and 2025 workplans.

Significant progress has been made and the Board is presenting to this Committee a draft version of the strategic plan, including key result areas and goals along with some proposed actions, projects and programs.

With an approved strategy in place, the Board's next action will be to finalize the workplan, allocating the full 2024 funding contribution - a total of \$356,709 including \$190,145 from the Electoral Areas - against the identified priorities in the strategy, and in accordance with SCREDO's mandated service categories.

SCREDO is grateful for the opportunity to seek input from this Committee, and we welcome the opportunity to work closely with staff in the Financial Services Department to ensure that the Society's 2024 workplan reflects our shared vision for a sustainable, thriving and diverse regional economy.

Sincerely,



Micki McCartney
President
Sunshine Coast Regional Economic Development Organization

On behalf of the Board of Directors:
Aaron Joe, Bruce Thompson, Darnelda Siegers, Gaetan Royer, John Sutherland (Treasurer), Mike Price (Secretary)



SCREDO

**SUNSHINE COAST REGIONAL
ECONOMIC DEVELOPMENT
ORGANIZATION**

DRAFT Strategic Plan 2024-2026

presented to

**Finance Committee
of the
Sunshine Coast Regional District**

December 4, 2023

Land Acknowledgement

SCREDO acknowledges that our work takes place on the traditional, ancestral and unceded land of the shíshálh and Sk̓wx̓wú7mesh people.

We recognize and respect the shíshálh and Sk̓wx̓wú7mesh people as traditional stewards of this land and the enduring relationship that has existed between them and their traditional territory since time immemorial.

About this Strategic Plan

Initiated in November 2023, this first draft of SCREDO's Strategic Plan was prepared by the Board for discussion with funding agencies and other community groups. It sets out our organization's purpose, vision and strategic priorities for the benefit of the Sunshine Coast.

The purpose of the strategic plan is to outline SCREDO's direction and identify three overarching priorities for the next two years, which will lay a path towards our vision of a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

This strategic plan will ensure meaningful and measurable progress towards long-term impact. It will also supplement and work in conjunction with other government reporting processes such as the annual workplan and progress reports.

Our Approach

SCREDO excels at enabling the growth of other organizations, fostering a strong local economy, and empowering community partners.

SCREDO aligns its goals to local governments' strategic plans, reports on its activities, and articulates its value to the community.

We enhance economic capacity through collaborative, sustainable initiatives.

We are truthful, inclusive, transparent, and democratic.

We respect the importance of diversity and are accountable to our funders and the public.

Who We Are

SCREDO, the Sunshine Coast Regional Economic Development Organization, performs economic development functions on behalf of four local governments.

Economy

SCREDO is a pivotal organization serving as the primary point of contact for economic growth and investment inquiries on the Sunshine Coast of British Columbia.

Development

Working with many community partners since 2017, SCREDO provides a variety of programs to enhance economic activity and develop business support infrastructure on the Sunshine Coast. We undertake collaborative and sustainable initiatives to serve the business community.

Champions of Economic Development

SCREDO promotes the Sunshine Coast's business climate advantage, quality of life, year-round access and workforce. We publish monthly and quarterly newsletters and timely email notifications about emerging issues

Our Government Liaisons

District of Sechelt - Adam Shephard
Sunshine Coast Regional District - Donna McMahon
Town of Gibsons - Silas White
shíshálh Nation - vacant

Our Board of Directors

Aaron Joe	John Sutherland
Bruce Thompson	Micki McCartney
Darnelda Siegers	Mike Price
Gaetan Royer	

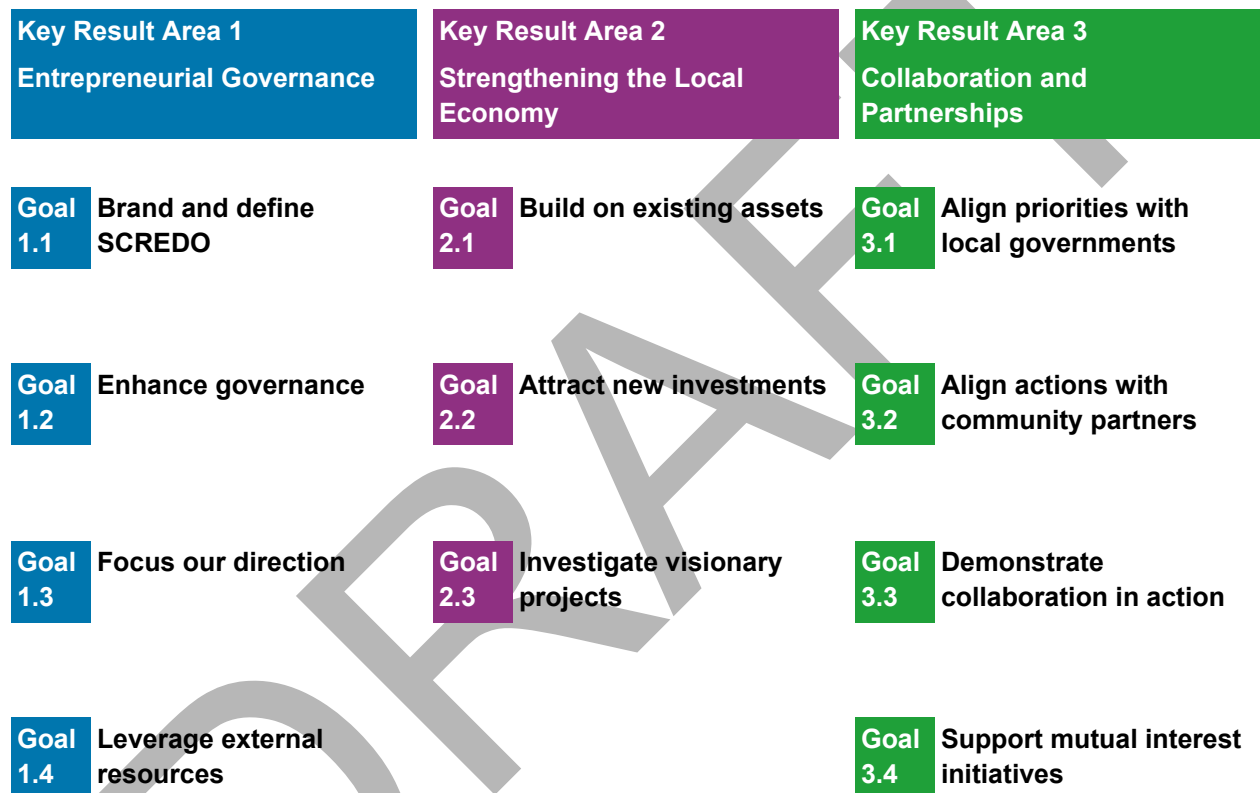
Our Staff

Colin Stansfield, Executive Director
Yarrow Drtina, Small Business Programs Manager

Our Key Result Areas and Strategic Goals

The strategic plan lays out three Key Result Areas, eleven Strategic Goals and a corresponding set of actions and results for each goal to be implemented from 2023 to 2026.

The Key Result Areas and Strategic Goals identified by the Board of Directors for January 2024 through December 2025 are:



Key Result Area 1: Entrepreneurial Governance

Goal 1.1 - Brand and define SCREDO

Actions:

- Write and communicate our story
- Be recognized as a professional business consultancy
- First stop for investors

Goal 1.2 - Improve governance

Actions:

- Improve relationships with funders
- Revisit Service Agreement
- Adopt clear policies and processes
- Recruit staff to meet Board's goals

Goal 1.3 - Focus our direction

Actions:

- Focus on economic growth
- Focus on innovation
- Host networking opportunities
- Set-up task forces that are disbanded when job is done
- Explore more social enterprise

Goal 1.4 - SCREDO self-care and growth

Actions:

- Secure non-tax funding sources
- Identify and apply for suitable grants

Key Result Area 2: Strengthen the local economy

Goal 2.1 - Build on existing business assets

Actions:

- Fill vacant commercial space
- Foster re-investment in storefronts
- Improve commercial leasability
- Promote social impact purchasing
- Encourage government local procurement
- Enhance Keep it Coastal
- Partner with Shop Local BC
- Promote Living Wage benefits

Goal 2.2 - Attract new investments

Actions:

- Develop marketing plan and budget
- Market employment land inventory
- Organize targeted investor events
- Host major investor event in 2025
- Build economic indicators tool
- Publish annual report card
- Publish quarterly State of the Coast

Goal 2.3 - Investigate visionary projects

Actions:

- Host ideation session with Funders
- Set-up Task Force to explore ideas
- Engage the community in validating ideas

Key Result Area 3: Collaboration and partnerships

Goal 3.1 - Align priorities with local governments

Actions:

- shíshálh Nation
- Town of Gibsons
- District of Sechelt
- Sunshine Coast Regional District
- Sk̓w̓x̓wú7mesh Nation

Goal 3.2 - Align actions with community partners

Actions:

- School District
- Capilano University
- Coastal Health Authority
- Foundations
- Sunshine Coast Chamber
- Downtown Business Associations
- Sunshine Coast Tourism

Goal 3.3 - Demonstrate collaboration in action

Actions:

- Foster reconciliation initiatives
- Host business improvement forums
- Monitor and maintain goal alignment among business advocacy groups
- Energize coastal business sectors
 - Home-based innovators
 - Arts and culture enterprises
 - Hospitality industry
 - Young entrepreneurs
 - Industrial sector
 - Airport and harbour businesses
- Avoid duplication
- Reinforce each other's roles

Goal 3.4 - Support mutual interest initiatives

Actions:

- Purpose-built rental housing
- Purpose-built worker housing
- Regional economic development plan

Success Indicators

Qualitative

- SCREDO data is relied on by Funders
- Funders seek to use SCREDO
- Funders adopt SCREDO's regional economic plan
- Investors support visionary projects that advance community objectives
- *Invest in the Sunshine Coast* is broadly seen as necessary
- The Coast accepts growth and change

Quantitative

- Newsletter readership
- Growth in self-generated revenue
- Business space vacancies
- Job space growth
- Labour participation rate
- shíshálh Nation jobs
- Flow-through non-local funds
- Missing middle housing growth
- Industrial tax base ratio

DRAFT



SCREDO

**SUNSHINE COAST REGIONAL
ECONOMIC DEVELOPMENT
ORGANIZATION**

2022-2023 Annual Plan

Prepared by:

Colin Stansfield
Executive Director

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1.0 Executive Summary

The Sunshine Coast Regional Economic Development Organization (SCREDO) continues to serve the communities of the lower Sunshine Coast with a vision for economic wellbeing that centers shared prosperity, sustainable development and a commitment to community empowerment.

The core tenets of the Society's mandate, laid-out in a Service Agreement with the four local governments of the lower Sunshine Coast - the shishalh Nation, the Town of Gibsons, the District of Sechelt, and the Sunshine Coast Regional District - are advanced through dedicated programming, consumer campaigns and public policy interventions. Those activities are guided by a set of core principles and pursued through leadership and collaboration.

In late 2019, SCREDO began a process of organizational development and leadership transition that was interrupted by the onset of the COVID-19 pandemic. Over the past two years, the organization has focused its efforts on being responsive to the changing needs of community, doing its best to deliver impactful programming while navigating macroeconomic uncertainty. Moving into the 2022-2023 program year, SCREDO is prioritizing a return to capacity development to ensure that the organization has the internal systems, structures and processes that will allow it to grow in its mission and contributions to community economic development.

SCREDO's ongoing and planned activities for 2022-2023 include continued support for small business and local economic development, growth of its social enterprise workhubs, the next phase of renewed investment attraction, research into economic wellbeing and impact measurement, and a robust strategic planning process to inform updates to the Society's founding charter. In addition to its own in-house programs, SCREDO will also continue to support and play a leadership role in network initiatives that include the Sunshine Coast Housing Action Table, the BC Social Procurement Initiative, the Vancouver Island Coast Economic Development Association, and the Sunshine Coast Sustainable Sustainable Development Council.

SCREDO's 2021-2022 Operating Plan was impacted by lingering effects of the pandemic, but ultimately delivered impactful programming that advanced the Society's mission and created value for the local economy. The 2022-2023 Operating Plan projects a planned deficit of \$41,375 to be drawn from recovered Accounts Receivable. The receipt of outstanding government transfers - accrued during the pandemic and subject to the submission of annual reporting - will be sufficient to cover the planned deficit and outstanding Accounts Payable, as well as replenishing the Society's original operating reserve.

2.0 Introduction

SCREDO is an arms-length non-profit society formed in 2016 to carry out economic development activities on behalf of the the Town of Gibsons, the District of Sechelt, the shishalh Nation Government District and the Sunshine Coast Regional District.

SCREDO works in close collaboration with all local governments as well as other business and community partners to further sustainable growth in our community.

2.1 Mission and Vision

Through dedicated programming, consumer campaigns and public policy interventions, SCREDO seeks to build a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

2.2 Guiding Principles

The success of SCREDO's work relies on building trust through transparency within the community, creating ambassadors, and celebrating good news. Our work is guided by the five basic principles of community economic development:

Livelihoods Focused - we treat the economy as a tool for increasing the wellbeing and quality of life for everyone in our communities; we consider how health, housing, political engagement, social standing, and many other factors both modify the ability of the economy to enrich livelihoods and at the same time are part of the outcomes of economic development itself.

Diverse and Inclusive - it is imperative that the economy equitably delivers benefits to everyone regardless of who they are or what their business is; this increases everyone's capacities and makes both individuals and communities more resilient in a world of constant change.

Sustainable - we operate with a systems approach which recognizes that any development must meet the multiple bottom-lines of environmental sustainability, economic vitality, social equity, and cultural appropriateness; we are focused on maintaining a balance between natural and human worlds, both now and for future generations.

Place-based - we acknowledge that all development is local and must grow from local strengths and assets while serving local people; capacity building and investment is therefore aimed at improving the attachment that residents have to our region, the ability of development initiatives to "fit" the desires and interests of residents, and returning the benefits of that development to local residents and their families.

Community Controlled - we facilitate community control by utilizing grass-roots, bottom-up processes that integrate a multiplicity of voices; we engage stakeholders and bridge their visions and needs to senior levels of decision-making; we are focused on both community empowerment and institutional development as tools for economic change.

2.3 Governance Structure

SCREDO is a registered not-for-profit society, operating at arm's length from its local government funders: the Town of Gibsons, the District of Sechelt, the Shishalh Nation Government District and the Sunshine Coast Regional District.

The Society is governed by a Board of Directors composed of elected and appointed Governing Members, Liaising Members and Advising Members who fulfill their respective roles in accordance with the Society's Constitution and Bylaws.

The Society's operations are delegated to an Executive Director who oversees program activities and administration, contracting additional capacity as required to achieve the organization's strategic objectives.

2.4 Current Operations

SCREDO's current operations are centered around the Society's core mandate areas, though there remains a heightened concentration on supporting small business through programs aimed at retention, expansion and attraction.

While the more acute challenges brought about by the COVID-19 pandemic have subsided, and there has been a relative return to "normal life", it is not yet "business as usual" for all facets of the economy. Stimulus-related debt obligations, supply chain disruptions, labour market shortages, and slower than expected recovery in certain sectors can be at least partially attributed to long-haul impacts of the pandemic. These challenges are aggravated by stressed capital markets, rapid inflation, crisis level shortages of affordable housing, extreme weather events and climate change, and unreliable transportation networks.

Many of these impacts have had a similar impact on SCREDO's operations. Shortened planning horizons resulting from social and economic instability, compounding crises - social, environmental, financial, and cultural - requiring reallocation of internal resources, and the need to develop new systems for distributed work and governance, have each placed additional pressure on the Society.

SCREDO has focused on remaining lean and nimble, responding to community needs in a timely and additive fashion, lending capacity and resources in accordance with the Society's guiding principles. The Society has limited its activities to those that can be covered by cash-on-hand, treating receivables as restricted funds, earmarked for future activities.

2.5 Strategic Priorities & Objectives

Informed by its mission, vision and guiding principles, SCREDO aspires to work in a way that upholds its values and advances a suite of identified external and internal priorities. Externally, SCREDO prioritizes initiatives that support small business, invest in people, attract positive growth, and champion community capital; internally, SCREDO's near-term priorities are to embrace a holistic understanding of community economic development and to build capacity for long-term value. Applied together, those priorities support the achievement of the following strategic objectives:

1. Develop a regional reputation for purpose-driven economic development.
2. Support small business through collaborative campaigns and targeted intervention.
3. Amplify commercial and industrial success.
4. Demonstrate leadership in matters of public and regional concern.
5. Cultivate a financial model of grant-funded projects and core-funded programs.

3.0 Description of Society Activities

SCREDO's activities - programs, projects and initiatives - can be mapped directly onto the seven pillars of the Society's mandate:

1. Business retention and expansion programs.
2. Programs to support workforce development and education.
3. Lobbying on topics of shared regional interest.
4. Attracting business investment, development and new residents.
5. Information collection and dissemination.
6. Working collaboratively on key regional facilities and infrastructure.
7. Governance and corporate social responsibility.

What follows is a summary of the ongoing and planned activities that comprise the 2022-2023 work plan, including flagship programs, special projects and signature initiatives.

3.1 Business Retention, Expansion & Attraction

SCREDO undertakes Business Retention, Expansion & Attraction (BREA) activities as a means to better understand local business needs and respond with the appropriate resources so that businesses start-up, grow, stay and contribute to the community. The objective of our BREA programming is to improve the business operating climate, encourage healthy competition, ensure quality jobs and employment opportunities, and support resilience in the local economy.

Sunshine Coast Business Recovery Centre

Since launching in 2020, the Sunshine Coast Business Recovery Centre (SCBRC) has served as an umbrella brand for SCREDO's unique and collaborative BREA programs. Originally envisioned as a virtual storefront, and created to assist businesses in need of emergency support during the first wave of the pandemic, the SCBRC has evolved to encompass a range of on- and off-line activities that center around three focus areas: capacity building, resource navigation, and market development.

Through 2023, program development at the SCBRC will remain focused on localizing best practices in the area of BREA to suit the needs of our Coastal business community, and addressing gaps in our local ecosystem. An immediate priority is to ensure that the Centre's programming reflects the diversity of circumstances and aspirations of entrepreneurs across the livelihoods continuum, from first time pop-up vendor to established retail operation with aspirations for out-of-market growth.

Keep it Coastal

First launched in December 2021, Keep it Coastal is a place-based brand that celebrates and promotes community love on the Sunshine Coast. The objective of the program is to educate on the benefits of choosing local, amplify community pride, and support small local businesses through community-driven buy local campaigns.

Programming for Keep it Coastal is built around three primary categories of economic exchange:

1. Business to Consumer - encouraging local residents and visitors to choose local first when purchasing goods and services.
2. Business to Business - supporting businesses to refine their own procurement practices and to demonstrate the impact of their local purchasing.
3. Business to Government - facilitating the development of impact procurement practices in local government, and assisting local businesses to become a government supplier.

Development of the Keep it Coastal Brand was supported by the Government of Canada's Strategic Activities Program, administered by the Ministry of Innovation, Science and Industry, and delivered through the BC Chamber of Commerce. SCREDO received \$103,468.57 of funding that required no matched contribution, only the allocation of staff time to implement the program activities. Befitting the nature of the program, more than 80% of the project expenses were contributed directly to local businesses in the form professional service engagements, branded consumer goods, and advertising contracts. The creative and intellectual assets developed for this project will be leveraged through subsequent phases of program delivery.

Key activities under the Keep it Coastal brand for the next year will include consumer research to inform targeted marketing campaigns, new training opportunities for local government staff

and elected officials, first-phase development of a local suppliers directory, and participative holiday shopping campaigns. Social Procurement is discussed in further detail later in this report.

Sunshine Coast People's Choice Awards

Spring and summer of 2022 marked the 2nd year of the SCBRC's People's Choice Awards campaign, delivered in partnership with the Coast Reporter, the Gibsons and District Chamber of Commerce, the Sechelt and District Chamber of Commerce, and the Pender Harbour and District Chamber of Commerce. The 2022 campaign included nearly 800 individual businesses nominated across 120 categories and attracted more than 2800 unique voters (doubling the number from our 2021 campaign).

Spread over the course of seven months, from the opening of the nomination period (new for 2022) in April through to the final awards reception during Small Business Week in October, the campaign served as a media-friendly platform for businesses and residents to recognize and honour what makes the Coast special. SCREDO, working through the SCBRC, worked directly with the nominated businesses to ensure that they were empowered to capture value from the campaign: providing them with digital and physical promotional material, amplifying their marketing efforts, and celebrating their achievements.

The campaign will return for a third year in 2023, building on the success of prior years but with the planned addition of place-based event promotions aligned with the balloting process. Marketing assets will require only slight revisions and expenses for new activities will be offset by planned sponsorship revenue. Operating and administrative responsibilities are shared between SCREDO's Small Business Programs Manager and Coast Reporter staff.

3.2 Workforce Development

SCREDO's approach to Workforce Development blends conventional efforts to build partnerships, support skills development and improve access to meaningful employment, with direct interventions targeted at filling gaps in local service delivery, all for the express purpose of enhancing the region's economic vitality by focusing on human capital. Sector-based programming is focused on developing a skilled workforce to meet the needs of local industries and place-based programming is designed to address the needs of people living and working on the Coast. Both approaches, undertaken in collaboration with regional partners, are informed by labour market information that is published by provincial and national agencies, supplemented by primary research focused on the communities of the lower Sunshine Coast.

FUSE Community Workhubs

SCREDO continues to operate a network of coworking locations - FUSE Community Workhubs - for the purpose of providing on-demand access to office space for remote workers and entrepreneurs. With offices in Gibsons, Sechelt and Pender Harbour, FUSE is a valued resource for individuals and organizations requiring flexible space for community economic development activities. Permanent and 'hot desk' space is available with full- and part-time memberships or on a drop-in basis. Meeting rooms at each location can be booked in daily, hourly or in 15-minute increments; full-venue rentals are available for special events or workshops.

Despite the extreme challenges associated with safely operating community space through the pandemic, and only fully re-opening for regular business in May 2022, FUSE has proven to be a promising social enterprise. In 2022, FUSE recovered 50% of its operating expenditures through memberships, day passes and room bookings. In addition to the direct and indirect financial capital generated through the operation of this social enterprise, further impact is generated through the provision of low or no-cost space to a variety of community organizations and initiatives including the Sunshine Coast Resource Centre, Sechelt - Open Door Group, the Sunshine Coast Affordable Housing Society, Sunshine Coast Community Services Society, Cover the Coast, and the Poverty Reduction Strategy.

The end of COVID-based restrictions on gathering spaces and the ascendancy of remote and hybrid work arrangements has positioned FUSE well for growth in 2023 with opportunities for increased regular membership revenue and one-off day pass sales to visitors. There is also the potential to add additional bookable resources - meeting rooms in partners' offices, public venues, pop-up commercial spaces - to the network, leveraging FUSE's scalable back-end operating platform and remote door access system. Member engagement and customer surveys will assist with identifying capital investment opportunities related to physical space or technology.

Accessible Employment

In 2022, SCREDO played a leadership role in facilitating the integration of accessible employment practices into the workforce development strategies of the Vancouver Island Coast Economic Developers Association as part of a phased-in approach to implementing best practices with regional employers. Local businesses are challenged to find and keep good employees; people experiencing barriers to conventional employment represent an important worker pool that is largely untapped.

Supported by the President's Group, Small Business BC and a network of community-based organizations that are leaders in the space of inclusive and supported employment, SCREDO is building regional partnerships to facilitate programming that will encourage and empower

employers and businesses committed to building more inclusive and accessible workplaces by hiring staff that reflect the diversity of our Coastal communities.

Labour Market Partnerships

In 2022, the Powell River Educational Services Society (PRESS) completed a Labour Market Study for the lower Sunshine Coast. The report - a continuation of work undertaken by various local organizations - provides information on evolving demographic and labour market profiles to better understand market trends and to support planning, economic development and workforce development programs.

Building on the findings in that report, SCREDO is preparing applications to the Labour Market Partnerships program through the Ministry of Social Development and Poverty Reduction. A first submission will focus on promoting and supporting employment opportunities in the trades with a concentration on low-carbon building and the “retrofit economy”. A second submission, timed to align with the 2024 summer tourist season, will focus on ladder employment opportunities in the Coast’s visitor economy. Both submissions will require partnerships with WorkBC (through Sechelt - Open Door Group), business and industry associations, training institutions, and private sector operators.

3.3 Advocacy

SCREDO is committed to advocating for businesses, entrepreneurs and sustainable livelihoods at all levels of government. We recognise that as a regional economic development agency working on behalf of the more than 4600 businesses registered on the lower Sunshine Coast, we have an important role to play in strengthening the enabling conditions that underpin their individual and collective prosperity. Further, the economic measures included in the social determinants of health - income and income distribution, unemployment and job security, and employment and working conditions - compel us to play an active role in championing a just, equitable and inclusive economy that works for people and families.

RoundUp

Effective advocacy requires that SCREDO work in coalition with our regional partners, joining together to gain more influence and power than we could achieve on our own. This is especially true with respect to SCREDO’s relationships with the Coast’s three Chambers of Commerce and the Sechelt Downtown Business Association. While these partners are defined by different geographic boundaries, we each have overlapping constituencies and common interests. SCREDO’s efforts to coordinate and empower this coalition of business interests to advocate on

behalf sustainable and inclusive community economic development are managed through the RoundUp initiative.

Sector and public engagement, data collection, information sharing, and coordinated action are hallmarks of the RoundUp initiative. These activities are ongoing, informed by periodic interventions such as business walks and stakeholder surveys and underpinned by more consistent programming including regular meetings of the leadership council and the continuous development of a Coast Business Registry. SCREDO maintains a robust network of political relationships at all levels of government and actively participates at intra- and inter-regional planning tables to advance the shared interests of its coalition partners.

3.4 Investment & Resident Attraction

Investment Attraction is a critical function of economic development but from a regional perspective on the Sunshine Coast remains very much a work in progress. Legacy efforts were undertaken on a case-by-case and community-by-community basis, pursued through a patchwork of delegated responsibilities. Part of the challenge in recent years has been an absence of clearly-stated regional and community objectives that could be achieved through the strategic pursuit of purpose-aligned investment.

In 2021, SCREDO commissioned an Economy & Employment Lands White Paper that included as its core offering a survey of industrial and commercial lands suitable for strategic development. The purpose of that paper was three-fold: first, to provide some context for the current state of economic activity on the Coast along with macro-economic trends that could impact investment attraction; second, to generate a working understanding of the region's existing assets, specifically the availability of industrial and commercial land; and third, to reinforce the idea that these lands should be recognized as key drivers for employment intensification.

Following the release of that paper, SCREDO launched a first version of its revamped investment attraction website (investsunshinecoast.ca), featuring user-friendly data visualizations promoting the unique advantages of living and doing business in the communities of the lower Sunshine Coast. While the new website currently represents a passive approach to servicing inbound queries, it is ultimately envisioned as a foundation to support proactive strategies for investment attraction including targeted marketing of priority sites for which SCREDO will develop detailed investment prospectus.

In 2023, SCREDO's Investment Attraction activities will include two primary outcomes:

With the release of new census data, and the availability of new data visualization tools, it is time to update the investment website. SCREDO will work with the appropriate service providers and through the relevant channels to ensure the updated site accurately reflects current information about the Coast and that it is formatted to support the next phase of its development with respect to user experience, search engine optimization and targeted marketing.

Investment Attraction for Blended Value Returns

SCREDO has drawn-up a project plan for the next phase of developing a larger Investment Attraction Strategy for the lower Sunshine Coast. Building on the earlier Economy & Employment Lands White Paper, the next phase involves aligning regional efforts at investment attraction to maximize the potential for blended value returns, building a strategy for the development of commercial and industrial lands that prioritizes employment intensification, green growth, and the creation of community capital.

Key deliverables from this next phase will include:

- A digital land needs assessment tool that marries inbound investment criteria with suitable parcels of land;
- Land-use and policy recommendations for the protection and intensification of existing employment land base;
- Government direction to development a formal investment attraction strategy that prioritizes economic reconciliation, employment intensification, green growth, and the creation of community capital;
- Templates for the development of market-facing investment prospectus and identified channels for promoting investment opportunities; and
- Sustainable processes for responding to inbound inquiries with cost-recovery fee structure and on-demand human resource capacity.

3.5 Research & Publication

SCREDO's mandate for information collection and dissemination commits the organization to conducting, partnering and promoting original research to better understand key economic issues and to be a catalyst for values-based economic strategies with the objective to inform our work as well as the work of our local government funders, and to support our local business community.

Over the next year we will focus on:

2023 Economic Snapshot

In 2021, SCREDO released the first edition of its Economic Snapshot, a point-in-time overview of industrial composition, employment statistics and economic performance in key sectors using data pulled down from relevant provincial and federal agencies. The intention is to replicate this report on a bi-annual basis in order to identify and track longitudinal trends and to maintain comparative measures of our Coastal economy relative to similar regions.

Regional Growth & Sustainable Development

While conventional measures of economic performance such as GDP and the metrics shared in our Snapshot report are useful for planning and development, they do not fully reflect the values of people in place and to that extent are a crude proxy for gauging economic wellbeing. There is a global trend towards GDP-alternative measures - new indices of wellbeing that measure economic income, plus a full suite of indicators related to prosperity, health, the environment, society, and governance, incorporating values such as equity, purpose, and sustainability.

Reports such as “Beyond GDP” (Vancouver Economic Commission, 2022) and “Centering First Nations Concepts of Wellbeing: Toward a GDP-Alternative Index in British Columbia” (BC Assembly of First Nations, 2020) provide instructive research into how holistic frameworks for assessing community and economic wellbeing can support sustainable growth.

SCREDO is proposing to undertake a first phase of research into the feasibility of developing a robust framework for measuring and managing community and economic wellbeing in our region. The intention is to gain a better understanding of how such a framework could support near-term activities such as the development and implementation of a Regional Growth Strategy as well as assist in demonstrating the holistic value of key sectors in our economy. Preliminary discussions have identified interested partners at the Ministry of Jobs, Economic Development and Innovation, Sunshine Coast Tourism, and the network of organizations implementing the Coast’s Poverty Reduction Strategy.

3.6 Regional Collaboration

Collaboration is at the heart of what we do - working alongside our partners to build healthy, safe, diverse, productive and active communities throughout our region. It is both the means and the ends of community economic development. SCREDO shows up as a leader, a collaborator, a participant, and a contributor at a host of regional tables, working on shared projects across a variety of critical domains. What follows are three initiatives that will remain key priorities over the coming year:

Sunshine Coast Housing Action Table

SCREDO, in its role as a founding member of the Sunshine Coast Workforce Housing Initiative, a member of the District of Sechelt's Housing Advisory Committee and a participant on the Steering Committee for the Sunshine Coast Housing Needs Assessment, played a leadership role in creating the Sunshine Coast Housing Action Table (SCHAT), convening a cross-sectoral alliance of housing providers, local governments, front-line service agencies, private sector developers, and members of the general public.

Since that first meeting of SCHAT in March 2021, SCREDO has been instrumental in advancing the Table's objectives, building capacity in the sector (including significant funding and staff capacity for the Sunshine Coast Affordable Housing Society where SCREDO holds a position on the Board of Directors) and providing executive oversight for program budgets and contracted staff.

SCREDO's contribution of in-kind support in the form of the Executive Director's time has diminished since the contracting of a Regional Housing Program Manager and supporting project coordinators, but remains a center-of-desk responsibility. This level of involvement is justified in relation to the nascent nature of the Table's governance and programming, and continued polling in the business community that shows the lack of accessible and affordable housing as a critical impairment to regular operations and sustainable growth.

BC Social Procurement Initiative

The BC Social Procurement Initiative (BCSPI), originally established in 2018 as the Coastal Communities Social Procurement Initiative but scaled province-wide in 2022, supports local governments and institutions to implement social procurement best practices to build community wellbeing and resilience. BCSPI builds capacity through training, consulting, resources and support to implement purchasing that achieves community goals.

SCREDO has served on the BCSPI Steering Committee since 2019, providing feedback on program development and participating on ad-hoc working groups including. The Town of Gibsons and the Sunshine Coast Regional District were founding members of the Initiative; the District of Sechelt joined in 2021; all three governments have had staff and elected officials participate in procurement training workshops; each is at a different stage with their respective adoption and implementation of social procurement policies.

In 2022, SCREDO contributed to the creation of a Vendor Outreach Guide, designed to support BCSPI members with strategies and processes to engage with and enhance the relationships with their social procurement suppliers. Facilitating local governments' implementation of the Guide's critical success factors - including providing staff and supplier training, hosting

engagement events, and creating a social value supplier directory - is a priority for the year ahead. Related activities will be carried out under the Keep it Coastal brand, leveraging program capacity from the Sunshine Coast Business Recovery Centre.

Vancouver Coast & Mountains Sustainability Council

Through the Destination BC (DBC) Destination Development Program, an objective was identified for the Vancouver, Coast & Mountain tourism region to improve sustainability practices of the tourism industry and partners, including improving environmental monitoring. Responsible and sustainable tourism development supports the inherent “values of place” and ensures the social, economic and environmental benefits from tourism exceed the costs attributed to each. This includes managing the growth and development of tourism amid natural places, ensuring a balance of protection, education, and experience.

SCREDO, working alongside and in close collaboration with Sunshine Coast Tourism, has been an active member of the Council, contributing to the creation of a Sustainability Action Plan in early 2022, and now serves as a working member on a subcommittee focused on improving industry adoption of sustainable and responsible tourism practices. Action items under development for the year ahead include encouraging increased sustainable purchasing behaviours amongst the industry and promoting energy efficiency and fuel-switching incentive programs. The creation and measurement of triple-bottom line benefits through these actions is aligned with SCREDO’s programmatic exploration of full-value accounting and frameworks for assessing community wellbeing.

3.7 Governance & Corporate Social Responsibility

SCREDO’s capacity - understood as the health of the organization - can be considered across five domains: programs, governance, financial resources, management, and administrative systems. In order to best serve the community, SCREDO as an organization needs to be making continuous improvement across all five categories of capacity. This is particularly true in periods of significant growth, change or transition.

After successive years of tumultuous uncertainty resulting from the global pandemic, compounding crises, and the effects of social and economic upheaval, the time has come for SCREDO to undertake some dutiful introspection and reflection. Though there remains a need to be nimble and responsive to the emergent needs of community, a relative return to “business as (the new) normal” has pushed back the planning horizon, creating space for strategic consideration of activities, outcomes, impact and a long-term vision for community wellbeing.

The Economic Development Charter that guided SCREDO’s creation was completed in 2016 and included a suggestion that it be revisited again after five years. Similarly, the original

Service Agreement between SCREDO and its local government funders covered the period 2017-2020. While a new Service Agreement was adopted for 2021-2025, that renewal process, and the strategic planning activities that would have informed an update to the Charter, coincided with the beginning of the COVID-19 pandemic. With municipal elections scheduled for October 2022 (and a leadership election at the Shishalh Nation scheduled for early 2023), changes in the composition of local governments will provide additional rationale for a robust strategic planning process to determine the preferred direction for community economic development.

SCREDO's proposed course of action for 2022-2023 is to undertake synchronous processes of internal capacity development and external planning, the idea being that each process is informed by and reinforces the other. To accomplish these ends, SCREDO board and staff capacity, deployed in tandem with assistance from local government partners - both elected officials and senior leadership - will need to be supported by contracted professional expertise. The intended end result would be an internal plan for capacity building over the near- and medium-term along with an external-facing and visionary "Economic Plan 2024-2030" to guide go-forward operations.

4.0 Budget

4.1 FY2022 Operating Budget

SCREDO's 2021-2022 Operating Plan was drafted during the pandemic and implemented with a continued commitment to cautious practice, committing only to those activities that could be covered with cash-on-hand. Unsecured funder contributions resulting from transitional shortcomings in SCREDO's internal reporting structures and the renewed Service Agreement were offset by significant and unexpected grant revenue. The impact of this change in revenue sources, and the consequent obligations, meant that program activities were skewed in favour of BREA initiatives, there was a heightened reliance on partnerships and internal staff capacity, certain activities were postponed (including planned research, a second phase of investment attraction work and major updates to SCREDO's web presence), and there was an increase in the Society's Accounts Payable to balance the increase in Accounts Receivable. These imbalances will be corrected in 2022-2023 through revised internal controls, and the Society projects a significant increase in productive capacity as outstanding receivables are recovered and applied to identified priorities.

2021-2022 Operating Budget

	FY2022 BUDGET	FY2022 ACTUAL	VARIANCE \$	VARIANCE %	
INCOME					
Funders' Contributions	\$ 337,542.00	\$ 153,653.00	-\$ 183,889.00	-54%	*1
Grants & Contributions	\$ 62,640.00	\$ 146,299.00	\$ 83,659.00	134%	*2
FUSE Memberships	\$ 40,000.00	\$ 41,518.00	\$ 1,518.00	4%	
Total Income	\$ 440,182.00	\$ 341,470.00	-\$ 98,712.00		
EXPENSES					
Payroll	\$ 175,000.00	\$ 172,518.50	\$ 2,481.50	1%	
Operating Expenses	\$ 115,000.00	\$ 117,033.00	-\$ 2,033.00	-2%	
Project Expenses	\$ 135,000.00	\$ 129,415.50	\$ 5,584.50	4%	
Administrative Expenses	\$ 12,250.00	\$ 9,933.00	\$ 2,317.00	19%	
Total Expenses	\$ 437,250.00	\$ 428,900.00	\$ 8,350.00	2%	*3
Net Income	\$ 2,932.00	-\$ 87,430.00	-\$ 90,362.00		

Notes:

1. Difference in Funders' Contributions reflects FY2022 Accounts Receivable from SCR D and sNGD
2. Difference in Grants & Contributions reflects shift in program activities and \$103,000 Shop Local grant from BC Chamber of Commerce
3. Relatively stable total expenses reflects shift in program activities resulting from grant obligations and reallocation of staff resources

4.2 FY2023 Operating Budget

The Operating Budget for 2022-2023 has been structured in a similar fashion to prior years, with individual project and program budgets allocated to their respective pillars of SCREDO's mandate. Revenue is broken down to show government funders' contributions, grants and other contributions, and earned revenue through the FUSE Coworking Hubs. Expenses are broken down by payroll, operating expenses, project expenses, and administration.

SCREDO's 2022/2023 Operating Plan projects a planned deficit of \$41,375 to be drawn from recovered Accounts Receivable. The receipt of outstanding government transfers - accrued during the pandemic and subject to the submission of annual reporting - will be sufficient to cover the planned deficit and outstanding Accounts Payable, as well as replenishing the Society's original operating reserve. Any remaining surplus, resulting either from an excess of operating reserves or excess income from new grants, contributions and earned revenue, will be set aside as internally restricted funds, available for allocation to emergent community initiatives or previously postponed projects, subject to SCREDO Board approval.

2022-2023 Operating Budget

	Workforce Development	Business Retention	Shared Interest Advocacy	Investment Attraction	Research & Publication	Regional Cooperation	Governance & Operations	FY2023 TOTAL
INCOME								
Funders' Contributions	\$ 60,000.00	\$ 48,000.00	\$ 16,000.00	\$ 65,000.00	\$ 72,450.00	\$ 10,000.00	\$ 105,543.00	\$ 376,993.00
Grants & Contributions		\$ 16,982.00						\$ 16,982.00
FUSE Memberships	\$ 50,000.00							\$ 50,000.00
Total Income	\$ 110,000.00	\$ 64,982.00	\$ 16,000.00	\$ 65,000.00	\$ 72,450.00	\$ 10,000.00	\$ 105,543.00	\$ 443,975.00
EXPENSES								
Payroll	\$ 8,987.50	\$ 54,450.00	\$ 8,987.50	\$ 17,925.00	\$ 29,875.00	\$ 11,950.00	\$ 47,825.00	\$ 180,000.00
Operating Expenses	\$ 97,525.00	\$ 1,625.00	\$ 7,000.00	\$ 700.00			\$ 21,150.00	\$ 128,000.00
Project Expenses	\$ 3,500.00	\$ 6,250.00	\$ 500.00	\$ 43,500.00	\$ 42,000.00		\$ 63,750.00	\$ 159,500.00
Administrative Expenses	\$ 2,125.00	\$ 2,125.00		\$ 1,275.00			\$ 12,325.00	\$ 17,850.00
Total Expenses	\$ 112,137.50	\$ 64,450.00	\$ 16,487.50	\$ 63,400.00	\$ 71,875.00	\$ 11,950.00	\$ 145,050.00	\$ 485,350.00
Net Income	-\$ 2,137.50	\$ 532.00	-\$ 487.50	\$ 1,600.00	\$ 575.00	-\$ 1,950.00	-\$ 39,507.00	-\$ 41,375.00

5.0 Conclusion

SCREDO is well positioned to continue delivering on its mandate to provide regional economic development services on behalf of the communities of the lower Sunshine Coast. The organization is excited to launch new initiatives and to redouble its efforts with ongoing projects and programs. We also look forward to the continued development of deep partnerships and community collaborations in order to help meet our goals in the years ahead.

SCREDO 2022 AGM

Executive Director's Report

Opening Remarks

2022 was an exciting year as the economy slowly reopened and business returned to a new normal. Enthusiasm for reconnecting was still flavoured with a touch of apprehension and uncertainty, but the general sentiment among businesses was one of optimism despite lingering effects from the pandemic including strained supply chains, structural inflation, and volatility in the labour market. Operationally speaking, SCREDO's year could be best described as stabilizing as key programs fell into predictable patterns made possible by longer planning horizons. Small business continues to be a focal point in SCREDO's programming, and considerable capacity has been invested in driving forward and supporting the work of the Housing Action Table through a close working partnership with the Sunshine Coast Affordable Housing Society. Regional partnerships and collaboration remain the preferred form of engagement for SCREDO and the organization is developing a reputation for empowering other organizations through added capacity and access to funding.

Summary of Activities and Key Successes

Small Business

Sunshine Coast Business Recovery Centre

SCREDO continues to channel the bulk of its small business programs through the SCBRC which has become a recognized and appreciated brand in the local community. Consumer campaigns achieve the greatest level of engagement across stakeholder groups; capacity building programs struggle to capture business operators' attention and require labour-intensive one-on-one delivery in order to achieve meaningful participation. SCREDO is finding that it is most effective to serve as conduit for out-of-market programs, assisting local businesses with curated resources and connecting them to relevant partner organizations.

Business Round-up Program

With the dissolution of the Business and Economic Recovery Task Force, SCREDO relaunched its 'Business Round-Up' program, ensuring there was still a formal channel for coordinating the priorities and activities of the three local Chambers of Commerce and the Sechelt Downtown Business Association. SCREDO convenes regular meetings between the partners, provides staff capacity for shared initiatives, and offers financial contributions for business engagement activities.

Keep it Coastal

Using federal funding through the BC Chamber-facilitated Shop Local program, SCREDO launched a new local economic development initiative, “Keep it Coastal”. The program is focused on supporting local purchasing across three primary categories of exchange: business to consumer, business to business, and business to government.

The business to consumer channel is promoted year-round but features prominently in an annual holiday season shopping campaign that leverages the province-wide Shop Local Week with SCREDO’s partner, LOCOBC. In 2022, SCREDO co-hosted a series of workshops with LOCOBC aimed at helping local businesses to identify, craft and promote their local impact story. Participating businesses received one-on-one support in developing sophisticated brand value propositions that could be used for communicating with local consumers and/or demonstrating social and economic impact in grant applications, awards nominations, or government contract bids.

People’s Choice Awards

SCREDO partnered with the Coast Reporter, with titular participation from the three Chambers of Commerce, to present an expanded People’s Choice Awards campaign that added-in a 4-week nomination period followed by eight weeks of voting across four ballots: retail; health, wellness and lifestyle; services; and food and drink. This year saw a marked increase in the number of participating businesses and the overall number of unique voters. Once again, SCREDO created a suite of marketing materials and kits were distributed to businesses to encourage active participation in the campaign. With public event restrictions being lifted, the campaign partners were able to host a sold-out awards celebration at Gibsons Public Market during Small Business Week.

Mobile Vending

In response to questions raised by the District of Sechelt, SCREDO undertook a series of engagement activities with local vendors and livelihood entrepreneurs to learn more about their interests with respect to “economic access to public space”. Through direct interviews, surveying and a series of stakeholder roundtables, SCREDO sought input on the barriers and opportunities impacting the growth of this overlooked yet culturally (and economically) significant sector. Feedback - which centered around themes of licensing and regulatory compliance, infrastructure investment, program support, and shared advocacy - was captured in a “What We Heard” report that was shared back to local government and project partners, and will serve as the basis for near-term funding applications to support next steps.

Investment Attraction

investsunshinecoast.ca

As successive tranches of data from Census 2021 were released starting in February 2022, SCREDO’s investment attraction website - investsunshinecoast.ca - was updated to reflect the new statistics. Next steps for the site will be to integrate local information with two new provincial tools: the Community Investment Opportunities Tool and the Community Information Tool.

PNP Regional Pilot

SCREDO was excited to welcome our second successful applicant through the Community Regional Pilot of the Provincial Nominee Program. Gbenga Ayeremi and his family immigrated from Nigeria and he has opened a technology services company - WorkBay - in downtown Sechelt. Gbenga reports that he has been busy through his first months of operation, supported by positive relationships with existing service providers who have welcomed the added capacity.

Film Sector Development

Prompted by business sector interest in developing a regionally coordinated approach to film sector development and attraction, SCREDO co-hosted a capacity-building session with the Vancouver office of Creative BC. Policy alignment and regional representation were identified as weaknesses in our current service model and the team at Creative BC - who are responsible for supporting the Sunshine Coast - have committed to working more closely to ensure that communities on the Coast are promoted, supported and resourced.

Workforce Development

Impact Hiring

SCREDO, working through its executive position with the Vancouver Island Coast Economic Developers Association, hosted a regional workshop with WorkBC, the BC Ministry of Social Development and Poverty Reduction, Sunshine Coast Association for Community Living, Sunshine Coast Community Services Society, and the President's Group to promote the opportunities and benefits associated with businesses adopting inclusive and supported employment strategies. Participants were educated on workplace accessibility, job carving to support diverse abilities, and resources (including funding) to support implementation of best practice strategies.

Microcredentials

SCREDO partnered with Capilano University, Sunshine Coast Community Services Society, and WorkBC to develop a "Citizen Leadership" microcredential learning opportunity designed to provide demand-led skills training for people interested in working or volunteering in the social profit sector. Capilano University led the development of a curriculum that was tailored to meet the need of local employers; SCREDO and SCCSS supported the course instructor by serving as guest lecturers. This project was piloted with support from the Ministry of Advanced Education and Skills Training.

Workforce Housing

Housing Action Table

SCREDO continues to provide leadership capacity to steer the development of the Sunshine Coast Housing Action Table. The Table worked alongside local governments to make funding available to hire a Regional Housing Manager, and SCREDO supported the Affordable Housing Society in a successful bid to host that contract, adding valuable capacity to an existing regional

organization rather than contracting services off-Coast or launching a duplicate initiative. Through a formal board relationship with the Affordable Housing Society (created when the Workforce Housing Society folded into the Affordable Housing Society), SCREDO is supporting both the Affordable Housing Society and the Table by providing executive direction for the Regional Housing Manager.

SCREDO's primary interest remains to see a significant increase in the available stock of workforce housing. To that end, SCREDO has driven the development of two rental-incentive initiatives: an essential workers housing registry that connects landlords with employees at a curated list of anchor institutions including the RCMP, School District 46, VCH, and local governments; and a Home Suite Home event that brought together local government planning departments, construction companies, property management companies, Landlord BC, and other associated services to create a one-day, one-stop-shop for prospective landlords to learn more about what's involved in creating a secondary market rental suite.

Regional Collaboration

Sustainability Council

Consistent with our commitment to United Nations Sustainable Development Goal Target 8.9, to “devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”, SCREDO accepted an invitation to join the Sustainability Council for the Vancouver Coast and Mountains Region of Destination BC. In 2022 SCREDO worked closely with the project consultants from GreenStep Sustainable Tourism to identify ways to improve industry adoption of responsible tourism practices. The objective of this work is to develop a guidebook and accompanying tool kit that will be available for businesses in 2023.

Vancouver Island Coast Economic Developers Association

SCREDO has joined the Executive for the Vancouver Island Coast Economic Developers Association. Taking a more active role in the Association will provide SCREDO increased visibility with Provincial and regional funders, fosters better connections between the Coast and communities on Vancouver Island, and creates new opportunities for collaborative programming.

Food Systems Action Table

Building on the 2021 Action Plan update to the 2014 Agricultural Area Plan, SCREDO has joined with One Straw, a handful of representative organizations including VCH, the Farmers Institute and Community Futures, along with key food system stakeholders for the purpose of coordinating priorities, advancing shared interest projects, and exploring the formation of a Sunshine Coast Food Policy Council. The Table will meet quarterly for roundtable updates and as required to respond to emergent opportunities to strengthen the local food system.

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION
Financial Statements
Year Ended August 31, 2022

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Index to Financial Statements

Year Ended August 31, 2022

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INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Members of Sunshine Coast Regional Economic Development Organization

I have reviewed the accompanying financial statements of Sunshine Coast Regional Economic Development Organization (the organization) that comprise the statement of financial position as at August 31, 2022, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

My responsibility is to express a conclusion on the accompanying financial statements based on my review. I conducted my review in accordance with Canadian generally accepted standards for review engagements, which require me to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, I do not express an audit opinion on these financial statements.

Conclusion

Based on my review, nothing has come to my attention that causes me to believe that the financial statements do not present fairly, in all material respects, the financial position of Sunshine Coast Regional Economic Development Organization as at August 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with ASNPO.

Gibsons, British Columbia
April 20, 2023



Alvarez CPA, Inc
Chartered Professional Accountants

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Statement of Financial Position

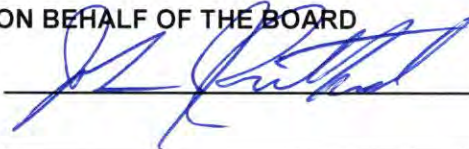
August 31, 2022

	2022	2021 <i>Restated</i>
ASSETS		
CURRENT		
Cash	\$ 166,631	\$ 142,972
Term deposits (Note 7)	69,520	68,873
Accounts receivable	449,834	342,449
Prepaid expenses	3,406	3,406
	689,391	557,700
PROPERTY AND EQUIPMENT (Note 3)	41,823	61,451
	\$ 731,214	\$ 619,151
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 36,767	\$ 60,972
Due to related parties (Note 8)	113,811	56,905
	150,578	117,877
NET ASSETS	580,636	501,274
	\$ 731,214	\$ 619,151

PRIOR PERIOD ADJUSTMENT (Note 9)

LEASE COMMITMENTS (Note 4)

ON BEHALF OF THE BOARD



Director

Director

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Statement of Revenues and Expenditures

Year Ended August 31, 2022

	2022	2021 <i>Restated</i>
TRADE SALES		
Grant revenue (Note 5)	\$ 337,543	\$ 328,348
FUSE revenue	41,519	35,422
Other grants and contributions	136,779	14,100
	515,841	377,870
EXPENSES		
Accounting fees	5,804	4,362
Advertising and promotion	48,809	7,043
Amortization	20,672	20,977
Business taxes, licenses and memberships	18,330	8,411
Donations	-	2,677
Insurance	1,538	1,496
Interest and bank charges	665	863
Meetings & events	1,326	2,364
Office	34,454	13,987
Professional Services	16,242	7,940
Rental	78,472	73,540
Service contracts	196,449	213,588
Telephone	7,974	8,501
Travel	2,474	1,679
Utilities	3,917	1,396
	437,126	368,824
EXCESS OF TRADE SALES OVER EXPENSES FROM OPERATIONS	78,715	9,046
OTHER INCOME	647	735
EXCESS OF TRADE SALES OVER EXPENSES	\$ 79,362	\$ 9,781

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Statement of Changes in Net Assets

Year Ended August 31, 2022

	2022	2021
		<i>Restated</i>
NET ASSETS - BEGINNING OF YEAR	\$ 501,274	\$ 491,493
EXCESS OF TRADE SALES OVER EXPENSES	79,362	9,781
NET ASSETS - END OF YEAR	\$ 580,636	\$ 501,274

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

**Statement of Cash Flows
Year Ended August 31, 2022**

	2022	2021 <i>Restated</i>
OPERATING ACTIVITIES		
Excess of trade sales over expenses	\$ 79,362	\$ 9,781
Item not affecting cash:		
Amortization of property and equipment	20,672	20,977
	100,034	30,758
Changes in non-cash working capital:		
Accounts receivable	(107,385)	(157,036)
Accounts payable	(24,205)	36,652
Prepaid expenses	-	1,196
	(131,590)	(119,188)
Cash flow used by operating activities	(31,556)	(88,430)
INVESTING ACTIVITY		
Purchase of property and equipment	(1,044)	-
FINANCING ACTIVITY		
Advances from related parties	56,906	47,542
INCREASE (DECREASE) IN CASH FLOW	24,306	(40,888)
Cash - beginning of year	211,845	252,733
CASH - END OF YEAR	\$ 236,151	\$ 211,845
CASH CONSISTS OF:		
Cash	\$ 166,631	\$ 142,972
Term deposits	69,520	68,873
	\$ 236,151	\$ 211,845

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Notes to Financial Statements

Year Ended August 31, 2022

1. PURPOSE OF THE ORGANIZATION

Sunshine Coast Regional Economic Development Organization (the "organization") was incorporated as a not-for-profit organization on September 8, 2016. As a not-for-profit the society is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

In partnership with various government organizations, the society undertakes to further the following initiatives in the Sunshine Coast region:

- a) Programs to support workforce development and education.
- b) A business retention and expansion (BRE) program.
- c) Lobbying on topics of shared regional interest.
- d) Attracting business investment, including entrepreneurial businesses, through regional marketing, information provision and other techniques.
- e) New resident attraction.
- f) Regional information collection and dissemination.
- g) Working collaboratively on key regional facilities and infrastructure.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Revenue recognition

Sunshine Coast Regional Economic Development Organization follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

(continues)

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Notes to Financial Statements

Year Ended August 31, 2022

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Property and equipment

Property and equipment is stated at cost or deemed cost less accumulated amortization. Property and equipment is amortized over its estimated useful life on a declining balance basis at the following rates and methods:

Computer software	100%	declining balance method
Furniture and fixtures	20%	declining balance method
Leasehold improvements	5 years	straight-line method

The organization regularly reviews its property and equipment to eliminate obsolete items. Government grants are treated as a reduction of property and equipment cost.

Property and equipment acquired during the year but not placed into use are not amortized until they are placed into use.

Cash and cash equivalents

Cash and cash equivalents are made up of cash and term deposits.

Contributed services

The operations of the society depend on the contribution of time by volunteers from various sources. The fair value of donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

3. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	2022 Net book value	2021 Net book value
Furniture and fixtures	\$ 16,920	\$ 9,424	\$ 7,496	\$ 8,196
Leasehold improvements	94,640	60,313	34,327	53,255
	\$ 111,560	\$ 69,737	\$ 41,823	\$ 61,451

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Notes to Financial Statements

Year Ended August 31, 2022

4. LEASE COMMITMENTS

The organization has long term leases with respect to its FUSE premises. Future minimum lease payments as at August 31, 2022, are as follows:

	Gibsons	Pender Harbour	Sechelt	Total
2023	\$ 20,160	\$ 9,489	\$ 32,478	\$ 62,127
2024	20,160	7,132	8,400	35,692
2025	20,160	2,972	-	23,132
	\$ 60,480	\$ 19,593	\$ 40,878	\$ 120,951

5. GOVERNMENT ASSISTANCE

The organization has an agreement whereby, on a calendar year basis, it receives \$337,543 from the Sunshine Coast Regional District (53.31%), the District of Sechelt (30.09%), the Town of Gibsons (13.90%) and the Sechelt Indian Government District (2.70%). The agreement is from 2021 through 2025 the amount of revenue from funders increases each year based on the agreement. This funding is provided on the condition that the funders approve an Annual Work Plan and Budget.

6. ECONOMIC DEPENDENCE

During the year, the organization derived 34.88% (2021 - 46.32%) of its total revenue (both grant revenue and all other revenue) from the Sunshine Coast Regional District.

7. FINANCIAL INSTRUMENTS

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of August 31, 2022.

(a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is not exposed to significant credit risk.

(b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its receipt of funds from its government funders.

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant other price risks arising from these financial instruments.

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Notes to Financial Statements

Year Ended August 31, 2022

8. DUE TO RELATED PARTY

	2022	2021
Trippant Communications (executive director proprietorship)	\$ 113,811	\$ 56,905

Trippant Communications is a sole proprietorship providing executive director services to the society. The nature of the amounts relate to contract fees for services provided as well as expense reimbursements as required. The total amounts for 2022 services are \$113,811 in service contracts expense (2021: \$113,688 in service contracts) These amounts are measured at the exchange amount agreed upon between both parties.

9. PRIOR PERIOD ADJUSTMENT

During the course of the 2022 review engagement, revisions have been made to the prior period figures. The nature of the revisions relate to funding receivable from The District of Sechelt that should have been accrued in 2021, in addition to accounts payable relating to stale dated cheques that were reissued in a prior period. As a result, for the 2021 fiscal year, accounts payable decreased by \$2,149 and accounts receivable increased by \$21,958 and the 2021 financial statements were restated. Due to these changes there is also an increase in the opening net asset balance in the amount of \$24,106.

10. SUBSEQUENT EVENTS

Subsequent to year-end, the organization entered into new lease agreements for Fuse premises in Sechelt and Madeira Park both beginning February 2023. The Sechelt lease is for 1 year and the Madeira Park lease is for a two year term.

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

204 - 5674 Teredo St.
Sechelt, BC
V0N 3A0

April 20, 2023

Alvarez CPA, Inc
Suite 202 - 1001 Gibsons Way
Gibsons British Columbia V0N1V8

Attention: Nelson Alvarez, CPA, CGA

Dear Sir:

Re: Client representation letter

We are providing this letter in connection with your review of the financial statements of Sunshine Coast Regional Economic Development Organization for the year ended August 31, 2022, which we acknowledge you performed in accordance with Canadian generally accepted standards for review engagements.

We acknowledge that we are responsible for the fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for the design and implementation of internal control to prevent and detect fraud and error.

We understand that your review procedures consisted primarily of inquiry, analytical procedures and discussion, which are not designed to identify, nor can they necessarily be expected to disclose, fraud, shortages, errors or other irregularities, should any exist.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

We confirm that:

Financial Statements

The financial statements referred to above present fairly, in all material respects, the financial position of the organization as at August 31, 2022 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations

Completeness of Information

- We have responded fully to all inquiries made to us and have made available to you all financial records and related data and all minutes of the meetings of members, directors and committees of directors.
- There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
- We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
- We are unaware of any violations or possible violations of laws or regulations the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
- We have identified to you all known related parties and related party transactions, including guarantees, non-monetary transactions and transactions for no consideration.

All transactions have been recorded in the accounting records and are reflected in the financial statements.

Recognition, Measurement and Disclosure

- We believe that the significant assumptions used in arriving at the fair values of financial instruments, as measured and disclosed in the financial statements, are reasonable and appropriate in the circumstances.

- We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.
- All related-party transactions have been appropriately measured and disclosed in the financial statements.
- The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
- We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
- All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
- The organization has satisfactory title to all assets, and there are no liens or encumbrances on the organization's assets.
- We have disclosed to you, and the organization has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
- There have been no events subsequent to the balance sheet date up to the date hereof that would require recognition or disclosure in the financial statements.
- A list of uncorrected misstatements that have been identified is attached to this representation letter. The effects of these uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole.
- We have reviewed, approved and recorded all of the following:
 - Account codes you determined or changed;
 - Transactions you classified; and
 - Accounting records you prepared or changed.

General

1. We have reviewed, approved and recorded all of the following:
 - a) Adjusting journal entries you prepared or changed;
 - b) Account codes you determined or changed;
 - c) Transactions you classified; and
 - d) Accounting records you prepared or changed.
2. There are no material unrecorded assets or contingent assets (such as claims relating to patent infringements or unfulfilled contracts whose value depends on satisfying conditions regarded as uncertain), that have not been disclosed to you.
3. We have obtained all consents that are required under applicable privacy legislation for the collection, use, and disclosure to you of personal information.
4. The minute books of the organization are a complete record of all meetings and resolutions of members and directors throughout the period and to the present date.

Other

1. We hereby acknowledge that Alvarez CPA, Inc have made us aware of your legal obligations under the Proceeds of Crime (Money Laundering) and Terrorist Financing Act. We hereby acknowledge that we are aware of potential conflict of interest that may arise as a result of your legal obligations under this Act and authorize Alvarez CPA, Inc to release and disclose information about Sunshine Coast Regional Economic Development Organization as required by statute.
2. None of the members were in debt to the organization, other than in the ordinary course of business at the year-end or at any time during the year.
3. All management fees, bonuses or other remuneration paid to or accrued on behalf of members or related parties represent the fair market value of services performed for, or goods provided to, the organization.

Yours truly,

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION



John Sutherland, Treasurer

April 20, 2023

Date signed

April 20, 2023

Sunshine Coast Regional Economic Development Organization
204 - 5674 Teredo St.
Sechelt BC V0N 3A0

Attention: Celia Robben, Chair:

Dear Celia:

Re: Sunshine Coast Regional Economic Development Organization

I have been engaged to review the financial statements of Sunshine Coast Regional Economic Development Organization for the year ending August 31, 2022.

The purpose of this letter is to communicate with you regarding all relationships between Sunshine Coast Regional Economic Development Organization and myself that, in my professional judgment, may reasonably be thought to bear on my independence.

The following comments have been prepared to facilitate my discussion with you regarding independence matters arising since March 1, 2022, the date of my last letter.

I hereby confirm that I:

- have complied with the requirements regarding independence in the Rules of Conduct of the Chartered Professional Accountants of British Columbia; and
- have disclosed all relationships and other matters between the Firm, network firm and the entity that in my opinion may reasonably be thought to bear on independence.

I am not aware of any relationships between Sunshine Coast Regional Economic Development Organization and myself that, in my professional judgment, may reasonably be thought to bear on my independence, that have occurred from March 1, 2022 to April 20, 2023.

This letter is intended solely for the use of management, and others within the organization and should not be used for any other purpose.

Should you wish to discuss this matter with me further, please contact me at your earliest convenience.

Yours truly,



ALVAREZ CPA, INC
CHARTERED PROFESSIONAL ACCOUNTANTS

Per: Nelson Alvarez, CPA, CGA



Protected B
when completed

Information Return for Corporations Filing Electronically

- Do not send this form to the Canada Revenue Agency (CRA) unless we ask for it. We will not keep or return this form.
- Complete this return for every initial and amended T2 Corporation Income Tax Return electronically filed with the CRA on your behalf.
- By completing Part 2 and signing Part 3, you acknowledge that, under the federal Income Tax Act, you have to keep all records used to prepare your T2 Corporation Income Tax Return, and provide this information to us on request.
- Part 4 must be completed by either you or the electronic transmitter of your T2 Corporation Income Tax Return.
- Give the signed original of this return to the transmitter and keep a copy in your own records for six years.
- We are responsible for ensuring the confidentiality of your electronically filed tax information only after we have accepted your return.

Part 1 – Identification

Corporation's name Sunshine Coast Regional Economic Development Organization						Business number 7,5,2,1,6,1,5,2,1 R,C 0,0,0,1					
Tax year start	Year	Month	Day	Tax year-end	Year	Month	Day	Is this an amended return? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
	2,0,2,1	0,9	0,1		2,0,2,2	0,8	3,1				

Get your CRA mail electronically delivered in My Business Account at canada.ca/my-cra-business-account (optional)

Email address: _____

I understand that by providing an email address, I am **registering** the corporation to receive email notifications from the CRA. I understand and agree that all notices and other correspondence eligible for electronic delivery will no longer be printed and mailed. The CRA will notify the corporation at this email address when they are available in My Business Account and requiring immediate attention. They will be presumed to have been received on the date that the email is sent. For more information, see canada.ca/cra-business-email-notifications.

Part 2 – Declaration

Enter the following amounts, if applicable, from the T2 return for the tax year noted above:

Net income or loss for income tax purposes from Schedule 1, financial statements, or General Index of Financial Information (GIFI) (line 300)	81,557
Part I tax payable (line 700)	
Part III.1 tax payable (line 710)	
Part IV tax payable (line 712)	
Part IV.1 tax payable (line 716)	
Part VI tax payable (line 720)	
Part VI.1 tax payable (line 724)	
Part XIV tax payable (line 728)	
Net provincial and territorial tax payable (line 760)	

Protected B when completed**Part 3 – Certification and authorization**

I, Sutherland Last name John First name Treasurer Position, office, or rank

am an authorized signing officer of the corporation. I certify that I have examined the T2 Corporation Income Tax Return, including accompanying schedules and statements, and that the information given on the T2 return and this T183 Corp information return is, to the best of my knowledge, correct and complete. I also certify that the method of calculating income for this tax year is consistent with that of the previous tax year except as specifically disclosed in a statement attached to this return.

I authorize the transmitter identified in Part 4 to electronically file the T2 Corporation Income Tax Return identified in Part 1. The transmitter can also modify the information originally filed in response to any errors Canada Revenue Agency identifies. This authorization expires when the Minister of National Revenue accepts the electronic return as filed.

2023/04/21
Date (yyyy/mm/dd)


Signature of an authorized signing officer of the corporation

(604) 889-8111
Telephone number

The CRA will accept an electronic signature if it is applied in accordance with the guidance specified by the CRA.

Part 4 – Transmitter identification

The following transmitter has electronically filed the tax return of the corporation identified in Part 1.

Alvarez CPA Inc.
Name of person or firm

K8384
Electronic filer number

Privacy notice

Personal information is collected for the purposes of the administration or enforcement of the Income Tax Act and related programs and activities including administering tax, benefits, audit, compliance, and collection. The information collected may be used or disclosed for purposes of other federal acts that provide for the imposition and collection of a tax or duty. It may also be disclosed to other federal, provincial, territorial, or foreign government institutions to the extent authorized by law. Failure to provide this information may result in interest payable, penalties, or other actions. Under the Privacy Act, individuals have a right of protection, access to and correction of their personal information, or to file a complaint with the Privacy Commissioner of Canada regarding the handling of their personal information. Refer to Personal Information Bank CRA PPU 047 and CRA PPU 211 on Info Source at canada.ca/cra-info-source.



Canada Revenue Agency

Agence du revenu du Canada

Protected B when completed

Non-Profit Organization (NPO) Information Return

- This return is for:
 - non-profit organizations (NPOs) described in paragraph 149(1)(l) of the Income Tax Act
 - organizations described in paragraph 149(1)(e) of the Act (agricultural organizations, boards of trade or chambers of commerce)
- An organization has to file this return if one of the following applies:
 - it received or is entitled to receive taxable dividends, interest, rentals or royalties totalling more than \$10,000 in the fiscal period
 - it owned assets valued at more than \$200,000 at the end of the immediately preceding fiscal period
 - it had to file an NPO information return for a previous fiscal period
- To determine if the organization you represent has to complete this return, see T4117, Income Tax Guide to the Non-Profit Organization (NPO) Information Return
- Mail your completed return to:
 - Jonquière Tax Centre, T1044 Program, PO Box 1300 LCD Jonquière, Jonquière QC G7S 0L5

Do not use this area

Part 1 – Identification

Fiscal period from <u>20210901</u> to <u>20220831</u>		Business number, if any 752161521 RC0001
Name of organization Sunshine Coast Regional Economic Development Organization		Trust number, T3, if any. 8 digits. T
Mailing address 204 - 5674 Teredo St.		Is this the final return to be filed by this organization? If yes, attach an explanation. Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
City Sechelt	Province BC	Postal code V0N 3A0
Name and title of person to contact John Sutherland, Treasurer		Type of organization (see Guide T4117) 30. Other
		Telephone number (604) 889-8111

Part 2 – Amounts received during the fiscal period

Membership dues, fees, and assessments	100	
Federal, provincial, and municipal grants and payments	101	474,322
Interest, taxable dividends, rentals, and royalties	102	647
Proceeds of disposition of capital property	103	
Gross sales and revenues from organizational activities	104	41,519
Gifts	105	
Other receipts (specify)	106	
Total receipts (add lines 100 to 106)	107	516,488

Part 3 – Statement of assets and liabilities at the end of the fiscal period

Assets		
Method used to record assets	<u>Cost</u>	
Cash and short-term investments	108	236,151
Amounts receivable from members	109	
Amounts receivable from all others (not included on line 109)	110	449,834
Prepaid expenses	111	3,406
Inventory	112	
Long-term investments	113	
Fixed assets	114	7,496
Other assets (specify) <u>Leasehold Improvements</u>	115	34,327
Total assets (add lines 108 to 115)	116	731,214
Liabilities		
Amounts owing to members	117	
Amounts owing to all others (specify) <u>Accounts Payable And Due To Related Par</u>	118	150,579
Total liabilities (add lines 117 and 118)	119	150,579

Part 4 – Remuneration

Total remuneration and benefits paid to all employees and officers	120	_____
Total remuneration and benefits paid to employees and officers who are members	121	_____
Other payments to members (specify) _____	122	_____
Number of members in the organization		_____
Number of members who received remuneration or other amounts		_____

Part 5 – The organization's activities

Briefly describe the activities of the organization. If this is the organization's first year filing this return, attach a copy of the organization's Mission Statement.

In partnership with various government organizations, the society undertakes to further the following initiatives in the Sunshine Coast region:

- a) Programs to support workforce development and education.
- b) A business retention and expansion (BRE) program.
- c) Lobbying on topics of shared regional interest.
- d) Attracting business investment, including entrepreneurial businesses, through regional marketing, information provision and other techniques.

Are any of the organization's activities carried on outside of Canada? Yes No

If yes, indicate where:

Part 6 – Location of books and records

Leave this area blank if the information is the same as in Part 1.

Name of person to contact

Mailing address

City	Province	Postal code	Telephone number () -
------	----------	-------------	---------------------------

Part 7 – Certification

I certify that the information given on this return and in any attached documents is correct and complete.

<u>John Sutherland</u> Name of authorized officer	<u>Treasurer</u> Position
 Authorized officer's signature	<u>2023/04/21</u> Date (YYYY/MM/DD)

Language of correspondence Indicate the language of your choice	Langue de correspondance Indiquer la langue de votre choix
1 English Anglais <input checked="" type="checkbox"/>	2 Français French <input type="checkbox"/>

Privacy statement

Personal information is collected for the purposes of the administration or enforcement of the Income Tax Act and related programs and activities including administering tax, benefits, audit, compliance, and collection. The information collected may be used or disclosed for purposes of other federal acts that provide for the imposition and collection of a tax or duty. It may also be disclosed to other federal, provincial, territorial or foreign government institutions to the extent authorized by law. Failure to provide this information may result in interest payable, penalties or other actions. Under the Privacy Act, individuals have the right to access their personal information, request correction, or file a complaint to the Privacy Commissioner of Canada regarding the handling of the individual's personal information. Refer to Personal Information Bank CRA PPU 047 on Info Source at canada.ca/cra-info-source.

SCREDO 2021 AGM

Executive Director's Report

Opening Remarks

Once again in 2021, SCREDO's activities were heavily affected by the dominant influence of COVID-19. SCREDO remains committed to responding with equal measures of collaboration and leadership to the evolving needs of local business and the communities on which they depend. Small business programs and related engagement initiatives consumed the greatest share of organizational capacity, and there is a growing demand from community organizations for SCREDO to lend capacity in support of critical issues such as housing, food security, and poverty reduction. Through dedicated programming, consumer campaigns and public policy interventions, SCREDO will continue in 2022 to work in partnership with others to build a sustainable, thriving and diverse regional economy that is aligned with community values, expands opportunities for all residents and improves overall community wellbeing.

Summary of Activities and Key Successes

Small Business

Business & Economic Recovery Task Force

Members of the Task Force - co-led by SCREDO and Community Futures with representatives from all three Chambers of Commerce, the Sechelt Downtown Business Association, Sunshine Coast Tourism, WorkBC, and the Sunshine Coast Credit Union - continued to meet through 2021 under a renewed Terms of Reference that reinforced the group's shared commitment to information sharing, collective advocacy and coordinated program delivery.

Sunshine Coast Business Recovery Centre

Developed in 2020 as a virtual storefront for joint initiatives of the Business and Economic Recovery Task Force, the Business Recovery Centre (SCBRC) has been expanded into a more developed brand with a robust website and recognized programming. A monthly newsletter reaches 1100 subscribers and a survey of participants in the SCBRC-led Buy Local campaign in December 2020 showed a high level of business satisfaction with the accompanying program support.

Small Business Manager

With funding from the Island Coastal Economic Trust, SCREDO hired a Small Business Programs Manager to provide new capacity for delivering SCBRC initiatives and expanded engagement with the local business community.

Small Business BC Marketplace

SCREDO partnered with Small Business BC to create a sponsored Regional Partner page for the Sunshine Coast on the new BC Marketplace platform. SCREDO's Small Business Programs Manager promoted the program to local businesses across all owned channels and met one-on-one with business owners to assist them in creating their online profile. At the close of 2021, the Sunshine Coast is the second largest regional directory on the Marketplace platform.

Business Succession Planning

SCREDO partnered with Community Futures and the SDBA to run a Business Succession Pilot Program, delivering tailored business advisory support to entrepreneurs interested in selling their business. Six businesses participated in the pilot: five in Sechelt and one in Gibsons. Participants expressed their appreciation for the one-on-one support and professional assistance with business auditing and financial planning.

Buy Local

Building on the positive feedback from the inaugural Buy Local campaign in 2020, SCREDO once again built-out a holiday shop local campaign to promote the importance of supporting Coastal businesses through the busy holiday shopping season. Partnering with LOCO BC, SCREDO co-hosted workshops for local businesses and provided marketing material to empower active campaign participation.

Sunshine Coast People's Choice Awards

As a pivot away from the Chambers' Business Excellence Awards, and in an effort to celebrate the business community's entrepreneurial spirit in responding to the pandemic, SCREDO partnered with the Coast Reporter to launch an inaugural People's Choice Awards campaign for the Sunshine Coast. More than 700 unique businesses were nominated across 120 categories covering: food and drink; services; health, wellness and lifestyle; and retail. Marketing material was provided to businesses to encourage active participation and the campaign captured significant earned media attention.

Chamber Amalgamation

After encouraging renewed interest in regional amalgamation among the three local Chambers of Commerce, SCREDO undertook a community survey to better understand business concerns with respect to chamber representation and services. Respondents supported the idea of amalgamation, identified networking and shared advocacy as key benefits, and expressed a need for leadership that reflects the progressive values and demographic composition of the broader business community.

Business Walks

In October 2021, SCREDO conducted business walks in communities across the Coast to check-in with business owners and to learn about topics that were most impacting their operations. Affordable housing remains the number one concern of businesses on account of the negative impact it is having on labour force attraction and retention.

Investment Attraction

investsunshinecoast.ca

SCREDO launched a new investment attraction website featuring data visualization tools showcasing demographic and econometric data for each of the communities on the Sunshine Coast. Embedded tools are supplemented by promotional content, interactive maps and a business-focused resource guide. Next steps will be to build-out key investment opportunities based on information included in SCREDO's Employment Lands Survey.

PNP Regional Pilot

After two years of administering applications through the Regional Pilot of the Provincial Nominee Program, SCREDO was excited to welcome the Coast's first approved entrepreneur. Daria Taveras, her husband Daniel and their five kids, immigrated from Ukraine and have opened Ideas Space education centre in Upper Gibsons.

Workforce Development

Labour Market Study

SCREDO supported consultants with Desolation Sound Holding and the Powell River Educational Services to launch a Sunshine Coast Labour Market Study. The final report will build on a significant amount of groundwork completed by the various local governments, the economic development organizations, and community partners. It will provide information on the evolving demographic and labour market profile of the Sunshine Coast to understand labour market trends for future planning, economic development and supporting social programs. SCREDO will join an advisory group to facilitate consultation with local employers, employment partners, education providers and job seekers to determine strategic priorities and make suggestions for strategic actions.

Research

Employment Lands Paper

SCREDO contracted Urban Systems to complete an industrial and commercial lands survey of the Sunshine Coast to create an inventory of available lands and make recommendations for employment intensification and investment attraction. The final report is designed to fill some of SCREDO's existing information gaps regarding the state and trajectory of the local economy, and both the location and nature of available lands for economic activity. As part of this white paper, a mapping tool has been developed which identifies employment land parcels, scores those parcels based on typical end-user location criteria, and clearly presents the extent and configuration of those parcels. Further, while static maps based on these criteria are presented in the report, the mapping tool itself can be customized to specific end user siting requirements which will allow for SCREDO to respond quickly to future inquiries, and to proactively identify parcels that match priority sector or user requirements.

Regional Economic Snapshot

The Regional Business and Sectorial Snapshot provides a cross-sectional overview of the Sunshine Coast's regional economy and business climate by examining the data from officially registered businesses. This report examines the structure of the business community, highlighting the number of small and medium sized businesses in the region and the range of sectors in which they operate; the snapshot is focused on number of employees, official classification, revenue ranges and dominant sectors. The report goes on to highlight four key sectors that present opportunities for both public and private investment, retention, and attraction.

Agricultural Area Plan Review

SCREDO partnered with One Straw Society to present an updated Action Plan as a companion document to the SCRD's 2014 Agricultural Area Plan. The revised action item document is intended to be utilized as a publicly available, shared planning document to support additional regional research, evaluation and planning endeavors that are currently underway or planned, whether these are governmental, business or non-profit or individually driven initiatives.

Regional Collaboration

Sunshine Coast Housing Emergency Action Table

In March 2021, as a response to a recognized state of "crisis" in the Sunshine Coast housing system, SCREDO advocated for the convening of a Housing Emergency Action Table. SCREDO assumed a leadership role in the creation of the table, guiding its constitution and structure, establishing and chairing a Steering Committee, and spearheading key initiatives. SCREDO's contributions have focused on rental incentives in support of workforce housing and identifying appropriate sources of funding to cover the cost of dedicated staff capacity.

Sustainable Sunshine Coast

SCREDO is working in partnership with Sunshine Coast Tourism in the development of a Sustainable Sunshine Coast program focused on encouraging tourism operators to implement business solutions that lower their consumption of water and electricity. SCREDO has also accepted an invitation to represent the local business community on the Vancouver Coast and Mountains Destination Management Council.

BC Social Procurement Initiative

SCREDO is a participating member of the Steering Committee for the BC Social Procurement Initiative. SCREDO has contributed as part of the Vendor Outreach Working Group, developing a best practices guide for regional governments to engage with their local business community, and SCREDO coordinated Social Procurement 101 and 201 training sessions for local government.

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION
Financial Statements
Year Ended August 31, 2021
(Unaudited)

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Index to Financial Statements

Year Ended August 31, 2021

(Unaudited)

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Statement of Revenues and Expenditures	3
Statement of Changes in Net Assets	4
Statement of Cash Flow	5
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REVIEW ENGAGEMENT REPORT

To the Directors of Sunshine Coast Regional Economic Development Organization

I have reviewed the statement of financial position of Sunshine Coast Regional Economic Development Organization as at August 31, 2021 and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

My responsibility is to express a conclusion on the accompanying financial statements based on my review. I conducted my review in accordance with Canadian generally accepted standards for review engagements, which require me to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, I do not express an audit opinion on these financial statements.

Conclusion

Based on my review, nothing has come to my attention that causes me to believe that these financial statements do not present fairly, in all material respects, the financial position of Sunshine Coast Regional Economic Development Organization as at August 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with the Canadian accounting standards for not-for-profit organizations.

A handwritten signature in black ink that reads "Alvarez CPA, Inc." in a cursive script.

Gibsons, British Columbia
March 1, 2022

Alvarez CPA, Inc
Chartered Professional Accountants

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**Statement of Financial Position****August 31, 2021***(Unaudited)*

	2021	2020 <i>Revised</i>
ASSETS		
CURRENT		
Cash	\$ 142,972	\$ 184,594
Term deposits	68,873	68,139
Accounts receivable	320,492	163,456
Prepaid expenses	3,406	4,602
	535,743	420,791
PROPERTY AND EQUIPMENT <i>(Note 3)</i>	61,451	82,428
	\$ 597,194	\$ 503,219
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 63,121	\$ 26,469
Due to related party <i>(Note 8)</i>	56,905	9,363
	120,026	35,832
NET ASSETS	477,168	467,387
LIABILITIES AND NET ASSETS	\$ 597,194	\$ 503,219

LEASE COMMITMENTS *(Note 4)***ON BEHALF OF THE BOARD**_____
*Director*_____
Director

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**Statement of Revenues and Expenditures****Year Ended August 31, 2021***(Unaudited)*

	2021	2020 <i>Revised</i>
REVENUES		
Grant revenue <i>(Note 5)</i>	\$ 328,348	\$ 291,865
FUSE revenue	35,422	34,612
Administration fee	-	6,500
Other grants and contributions	14,100	-
	377,870	332,977
EXPENSES		
Service contracts	213,588	141,328
Rental	73,540	71,874
Amortization	20,977	18,379
Professional Services	7,940	11,277
Meetings & events	2,364	8,499
Business taxes, licenses and memberships	8,411	8,394
Advertising and promotion	7,043	7,350
Office	13,988	10,581
Telephone	8,501	6,602
Accounting fees	4,362	3,675
Travel	1,679	3,232
Donations	2,677	2,500
Insurance	1,496	1,501
Utilities	1,396	1,309
Interest and bank charges	862	569
	368,824	297,070
EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS	9,046	35,907
INTEREST INCOME	735	1,839
EXCESS OF REVENUES OVER EXPENSES	\$ 9,781	\$ 37,746

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**Statement of Changes in Net Assets****Year Ended August 31, 2021***(Unaudited)*

	2021	2020
		<i>Revised</i>
NET ASSETS - BEGINNING OF YEAR	\$ 467,387	\$ 429,641
EXCESS OF REVENUES OVER EXPENSES	9,781	37,746
NET ASSETS - END OF YEAR	\$ 477,168	\$ 467,387

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**Statement of Cash Flow
Year Ended August 31, 2021***(Unaudited)*

	2021	2020 <i>Revised</i>
OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ 9,781	\$ 37,746
Item not affecting cash:		
Amortization of property and equipment	20,977	18,379
	30,758	56,125
Changes in non-cash working capital:		
Accounts receivable	(157,036)	-
Prepaid expenses	1,196	1,721
Accounts payable	36,652	22,133
Due to related party	47,542	9,363
	(71,646)	33,217
Cash flow from (used by) operating activities	(40,888)	89,342
INVESTING ACTIVITY		
Purchase of property and equipment	-	(30,817)
INCREASE (DECREASE) IN CASH FLOW	(40,888)	58,525
Cash - beginning of year	252,733	194,208
CASH - END OF YEAR	\$ 211,845	\$ 252,733
CASH CONSISTS OF:		
Cash	\$ 142,972	\$ 184,594
Term deposits	68,873	68,139
	\$ 211,845	\$ 252,733

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Notes to Financial Statements

Year Ended August 31, 2021

(Unaudited)

1. PURPOSE OF ORGANIZATION

Sunshine Coast Regional Economic Development Organization (the "society") was incorporated as a not-for-profit organization on September 8, 2016. As a not-for-profit the society is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

In partnership with various government organizations, the society undertakes to further the following initiatives in the Sunshine Coast region:

- a) Programs to support workforce development and education.
- b) A business retention and expansion (BRE) program.
- c) Lobbying on topics of shared regional interest.
- d) Attracting business investment, including entrepreneurial businesses, through regional marketing, information provision and other techniques.
- e) New resident attraction.
- f) Regional information collection and dissemination.
- g) Working collaboratively on key regional facilities and infrastructure.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Revenue recognition

Sunshine Coast Regional Economic Development Organization follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

(continues)

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**Notes to Financial Statements****Year Ended August 31, 2021***(Unaudited)***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Property and equipment

Property and equipment is stated at cost or deemed cost less accumulated amortization. Property and equipment is amortized over its estimated useful life on a declining balance basis at the following rates and methods:

Computer software	100%	declining balance method
Furniture and fixtures	20%	declining balance method
Leasehold improvements	5 years	straight-line method

The society regularly reviews its property and equipment to eliminate obsolete items. Government grants are treated as a reduction of property and equipment cost.

Property and equipment acquired during the year but not placed into use are not amortized until they are placed into use.

Cash and cash equivalents

Cash and cash equivalents are made up of cash and term deposits.

Contributed services

The operations of the society depend on the contribution of time by volunteers from various sources. The fair value of donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**Notes to Financial Statements****Year Ended August 31, 2021***(Unaudited)***3. PROPERTY AND EQUIPMENT**

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Furniture and fixtures	\$ 15,876	\$ 7,680	\$ 8,196	\$ 10,245
Leasehold improvements	94,640	41,385	53,255	72,183
	\$ 110,516	\$ 49,065	\$ 61,451	\$ 82,428

4. LEASE COMMITMENTS

The society has long term leases with respect to its FUSE premises. Future minimum lease payments as at August 31, 2021, are as follows:

	Gibsons	Pender Harbour	Sechelt	Total
2022	\$ 6,720	\$ 12,600	\$ 14,947	\$ 34,267
2023	-	12,600	-	12,600
2024	-	12,600	-	12,600
2025	-	12,600	-	12,600
	\$ 6,720	\$ 50,400	\$ 14,947	\$ 72,067

5. GOVERNMENT ASSISTANCE

The society has an agreement whereby, on a calendar year basis, it receives \$328,348 from the Sunshine Coast Regional District (53.31%), the District of Sechelt (30.09%), the Town of Gibsons (13.90%) and the Sechelt Indian Government District (2.70%). The agreement is from 2021 through 2025 the amount of revenue from funders increases each year based on the agreement. This funding is provided on the condition that the funders approve an Annual Work Plan and Budget.

6. ECONOMIC DEPENDENCE

During the year, the society derived 46.32% (2019 - 46.72%) of its total revenue (both grant revenue and all other revenue) from the Sunshine Coast Regional District.

7. FINANCIAL INSTRUMENTS

The society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the society's risk exposure and concentration as of August 31, 2021.

(continues)

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION**Notes to Financial Statements****Year Ended August 31, 2021***(Unaudited)***7. FINANCIAL INSTRUMENTS (continued)****(a) Credit risk**

Credit risk arises from the potential that a counter party will fail to perform its obligations. The society is not exposed to significant credit risk.

(b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The society is exposed to this risk mainly in respect of its receipt of funds from its government funders.

Unless otherwise noted, it is management's opinion that the society is not exposed to significant other price risks arising from these financial instruments.

8. DUE TO RELATED PARTY

	2021	2020
	2021	2020
Trippant Communications (executive director proprietorship)	\$ 56,905	\$ 9,363

Trippant Communications is a sole proprietorship providing executive director services to the society. The nature of the amounts paid relate to contract fees for services provided as well as expense reimbursements as required. The total amounts for 2021 services and expense claims are \$113,688 in service contracts expense (2020: \$102,987 in service contracts and \$676 in office expenses for reimbursements) These amounts are measured at the exchange amount agreed upon between both parties.

9. PRIOR PERIOD ADJUSTMENT

During the course of the 2021 review engagement, revisions have been made to the prior period figures. The nature of the revisions relate to the the service contracts expense in 2020 for the August invoice for services rendered which were not recorded as payables and expenses in 2020. As a result for the 2020 year, service contracts expense increased \$9,363 and due to related party liabilities increased by \$9,363. Due to increase in expenses there is also a decrease in the closing net asset balance by \$9,363.

10. SUBSEQUENT EVENTS

Subsequent to year-end, there was a new variant wave of COVID-19 called Omicron that led to a lockdown and the closure of many businesses. As the society is largely dependent on government funding which is set to increase each year under the new agreement, it is expected that there will be little impact on the society's revenue. However, a reasonable estimate of the financial effect of the second wave of the pandemic cannot be made at this time.

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

204 - 5674 Teredo St.
Sechelt, BC
V0N 3A0

March 1, 2022

Alvarez CPA, Inc
Suite 202 - 1001 Gibsons Way
Gibsons British Columbia V0N1V8

Attention: Nelson Alvarez, CPA, CGA

Dear Sir:

Re: Client representation letter

We are providing this letter in connection with your review of the financial statements of Sunshine Coast Regional Economic Development Organization for the year ended August 31, 2021, which we acknowledge you performed in accordance with Canadian generally accepted standards for review engagements.

We acknowledge that we are responsible for the fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for the design and implementation of internal control to prevent and detect fraud and error.

We understand that your review procedures consisted primarily of inquiry, analytical procedures and discussion, which are not designed to identify, nor can they necessarily be expected to disclose, fraud, shortages, errors or other irregularities, should any exist.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

We confirm that:

Financial Statements

The financial statements referred to above present fairly, in all material respects, the financial position of the society as at August 31, 2021 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations

Completeness of Information

- We have responded fully to all inquiries made to us and have made available to you all financial records and related data and all minutes of the meetings of members, directors and committees of directors.
- There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
- We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
- We are unaware of any violations or possible violations of laws or regulations the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
- We have identified to you all known related parties and related party transactions, including guarantees, non-monetary transactions and transactions for no consideration.

All transactions have been recorded in the accounting records and are reflected in the financial statements.

Recognition, Measurement and Disclosure

- We believe that the significant assumptions used in arriving at the fair values of financial instruments, as measured and disclosed in the financial statements, are reasonable and appropriate in the circumstances.

- We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.
- All related-party transactions have been appropriately measured and disclosed in the financial statements.
- The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
- We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
- All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
- The society has satisfactory title to all assets, and there are no liens or encumbrances on the society's assets.
- We have disclosed to you, and the society has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
- There have been no events subsequent to the balance sheet date up to the date hereof that would require recognition or disclosure in the financial statements.
- A list of uncorrected misstatements that have been identified is attached to this representation letter. The effects of these uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole.
- We have reviewed, approved and recorded all of the following:
 - Account codes you determined or changed;
 - Transactions you classified; and
 - Accounting records you prepared or changed.

General

1. We have reviewed, approved and recorded all of the following:
 - a) Adjusting journal entries you prepared or changed;
 - b) Account codes you determined or changed;
 - c) Transactions you classified; and
 - d) Accounting records you prepared or changed.
2. There are no material unrecorded assets or contingent assets (such as claims relating to patent infringements or unfulfilled contracts whose value depends on satisfying conditions regarded as uncertain), that have not been disclosed to you.
3. We have obtained all consents that are required under applicable privacy legislation for the collection, use, and disclosure to you of personal information.
4. The minute books of the society are a complete record of all meetings and resolutions of members and directors throughout the period and to the present date.

Other

1. We hereby acknowledge that Alvarez CPA, Inc have made us aware of your legal obligations under the Proceeds of Crime (Money Laundering) and Terrorist Financing Act. We hereby acknowledge that we are aware of potential conflict of interest that may arise as a result of your legal obligations under this Act and authorize Alvarez CPA, Inc to release and disclose information about Sunshine Coast Regional Economic Development Organization as required by statute.
2. None of the members were in debt to the society, other than in the ordinary course of business at the year-end or at any time during the year.

Yours truly,

SUNSHINE COAST REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION

Ms. Celia Robben, Chair

March 1, 2022

Date signed

March 1, 2022

Date signed



January 4, 2022

Sunshine Coast Regional Economic Development Organization
204 - 5674 Teredo St.
Sechelt BC V0N 3A0

Attention: Celia Robben, Chair:

Dear Ms. Robben:

Re: Engagement letter

The Objective and Scope of the Review

You have requested that I review the general purpose financial statements of Sunshine Coast Regional Economic Development Organization, which comprise the statement of financial position as at August 31, 2021, and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information. I am pleased to confirm my acceptance and my understanding of this review engagement by means of this letter (the "Engagement").

The purpose of this letter is to outline the terms of my engagement to review the financial statements of Sunshine Coast Regional Economic Development Organization for the year ending August 31, 2021.

My review will be conducted with the objective of expressing my conclusion on the financial statements. My conclusion, if unmodified, will be in the form of "Based on my review, nothing has come to my attention that causes me to believe that these financial statements do not present fairly, in all material respects, the financial position of Sunshine Coast Regional Economic Development Organization as at August 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards For Not-for-profit Organizations (ASNPO)".

My Responsibilities

I will conduct my review in accordance with Canadian generally accepted standards for review engagements, which require me to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. I will perform procedures, primarily consisting of making inquiries of management and others within the entity (as appropriate) and applying analytical procedures, and evaluate the evidence obtained. I will also perform additional procedures if I become aware of matters that cause me to believe the financial statements as a whole may be materially misstated. These procedures are performed to enable me to express my conclusion on the financial statements in accordance with Canadian generally accepted standards for review engagements. The procedures selected will depend on what I consider necessary in applying my professional judgment, based on my understanding of Sunshine Coast Regional Economic Development Organization and its environment, and my understanding of ASNPO and its application in the industry context.

A review is not an audit of the financial statements, therefore:

1. There is a commensurate higher risk than there would be in an audit that any material misstatements that exist in the financial statements reviewed may not be revealed by the review, even though the review is properly performed in accordance with Canadian generally accepted standards for review engagements.
2. In expressing my conclusion from the review of the financial statements, my report on the financial statements will expressly disclaim any audit opinion of the financial statements.

Reporting

Unless unanticipated difficulties are encountered, my report will be substantially in the form in appendix A.

If I determine that a modification to my conclusion on the financial statements is necessary, I will discuss the reasons with you in advance.

Management's Responsibilities

My review will be conducted on the basis that management and, where appropriate, those charged with governance acknowledge and understand that they have responsibility:

- a. For the preparation and fair presentation of the financial statements in accordance with ASNPO;
- b. For the design and implementation of such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- c. To provide me with timely:
 - i. Access to all the information of which management is aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation and other matters;
 - ii. Information about all known or suspected fraud, any allegations of fraud or suspected fraud and any known or probable instances of non-compliance with legislative or regulatory requirements;
 - iii. Additional information that I may request from management for the purpose of review; and
 - iv. Unrestricted access to persons within Sunshine Coast Regional Economic Development Organization from whom I determine it necessary to obtain evidence.

As part of my review, I will request from management [*and, where appropriate, those charged with governance*] written confirmation concerning representations made to me in connection with the review.

Confidentiality

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Each practitioner must preserve the secrecy of all confidential information that becomes known during the practice of the profession. Accordingly, I will not provide any third party with confidential information concerning the affairs of Sunshine Coast Regional Economic Development Organization unless:

- a. I have been specifically authorized with prior consent;
- b. I have been ordered or expressly required by law or by the British Columbia *Code of Professional Conduct/Code of Ethics*; or
- c. The information requested is (or enters into) public domain.

Communications

In performing my services, I will send messages and documents electronically. As such communications can be intercepted, misdirected, infected by a virus or otherwise used or communicated by an unintended third party, I cannot guarantee or warrant that communications from me will be properly delivered only to the addressee. Therefore, I specifically disclaim, and you release me from any liability or responsibility whatsoever for interception or unintentional disclosure of communications transmitted by me in connection with the performance of this Engagement. In that regard, you agree that I shall have no liability for any loss or damage to any person or entity resulting from such communications, including any that are consequential, incidental, direct, indirect, punitive, exemplary or special damages (such as loss of data, revenues, or anticipated profits).

If you do not consent to my use of electronic communications, please notify me in writing.

Use of Information

It is acknowledged that I will have access to all information about identified individuals ("personal information") in your custody that I require to complete my Engagement. My services are provided on the basis that:

1. You represent to me that management has obtained any required consents for my collection, use, disclosure, storage, transfer and process of personal information required under applicable privacy legislation and professional regulation; and
2. I will hold all personal information in compliance with my Privacy Statement.

Use and Distribution of My Report

The examination of the financial statements and the issuance of my review engagement report are solely for the use of Sunshine Coast Regional Economic Development Organization and those to whom my report is specifically addressed by me. I make no representations or warranties of any kind to any third party in respect of these financial statements or my review engagement report, and I accept no responsibility for their use by any third party or any liability to anyone other than Sunshine Coast Regional Economic Development Organization.

For greater clarity, my review will not be planned or conducted for any third party or for any specific transaction. Accordingly, items of possible interest to a third party may not be addressed and matters may exist that would be assessed differently by a third party, including, without limitation, in connection with a specific transaction. My review engagement report should not be circulated (beyond Sunshine Coast Regional Economic Development Organization) or relied upon by any third party for any purpose, without my prior written consent.

You agree that my name may be used only with my prior written consent and that any information to which I have attached a communication be issued with that communication, unless otherwise agreed to by me in writing.

Reproduction of Review Engagement Report

If reproduction or publication of my review engagement report (or reference to my report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to me in sufficient time for my review and approval in writing before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the review engagement report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either full or summarized financial statements that I have reviewed.

I am not required to read the information contained in your website or to consider the consistency of other information in the electronic site with the original document.

Preparation of Schedules

I understand that you will prepare certain schedules and locate specified documents for my use before my Engagement is planned to commence on .

The requested schedules and documents are as follows:

- a) Schedules and analyses; and
- b) Other specified documents.

This assistance will facilitate my work and help to minimize my costs. Any failure to provide these working papers or documents on a timely basis may impede my services and require me to suspend my services or even withdraw from the Engagement.

Ownership

The working papers, files, other materials, reports and work created, developed or performed by me during the course of the Engagement are the property of my firm, constitute my confidential information and will be retained by me in accordance with my firm's policies and procedures.

During the course of my work, I may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of my services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. I also do not provide any warranties in relation to these items and will not be liable for any lost or corrupted data or other damage or loss suffered or incurred by you in connection with your use of them.

I retain the copyright and all intellectual property rights in any original materials provided to you.

File Inspections

In accordance with professional regulations (and by my firm's policy), my client files may periodically be reviewed by practice inspectors and by other engagement file reviewers to ensure that I am adhering to professional and firm standards. File reviewers are required to maintain confidentiality of client information.

Accounting Advice

Except as outlined in this letter, this Engagement does not contemplate the provision of specific accounting advice or opinions or the issuance of a written report on the application of accounting standards to specific transactions and to the facts and circumstances of the entity. Such services, if requested, would be provided under a separate engagement letter.

Other Services

In addition to the review services referred to above, I will, as allowed by the British Columbia *Code of Professional Conduct /Code of Ethics*, prepare your financial statements, federal and provincial income tax returns and other special reports as required. Management will, on a timely basis, provide the information necessary to complete these federal and provincial income tax returns and will review and file them with the appropriate authorities on a timely basis.

Governing Legislation

This engagement letter is subject to, and governed by, the laws of the Province of British Columbia. The Province of British Columbia will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this engagement letter and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts to claim that the action has been brought in an inappropriate forum or to claim that those courts do not have jurisdiction.

Dispute Resolution

You agree that any dispute that may arise regarding the meaning, performance or enforcement of this Engagement will, prior to resorting to litigation, be submitted to mediation. You will engage in the mediation process in good faith once a written request to mediate has been given by any party to the engagement.

Any mediation initiated as a result of this Engagement shall be administered within the Province of British Columbia by Rosters of the Mediate B.C. Society, according to its mediation rules, and any ensuing litigation shall be conducted within such province, according to provincial law. The results of any such mediation shall be binding only upon agreement of each party to be bound. The costs of any mediation proceeding shall be shared equally by the participating parties.

Indemnity

Sunshine Coast Regional Economic Development Organization hereby agrees to indemnify, defend (by counsel retained and instructed by me) and hold harmless my firm (and its partners, agents and employees) from and against any and all losses, costs (including solicitors' fees), damages, expenses, claims, demands and liabilities arising out of (or in consequence of):

1. The breach by Sunshine Coast Regional Economic Development Organization, or its directors, officers, agents or employees, of any of the covenants or obligations of Sunshine Coast Regional Economic Development Organization herein, including, without restricting the generality of the foregoing, the misuse of, or the unauthorized dissemination of, my engagement report or the financial statements in reference to which the engagement report is issued, or any other work product made available to you by my firm.

2. A misrepresentation by a member of your management or board of directors.

Time Frames

I will use all reasonable efforts to complete the Engagement as described in this letter within the agreed upon time frames.

However, I shall not be liable for failures or delays in performance that arise from causes beyond my reasonable control, including any delays in the performance by Sunshine Coast Regional Economic Development Organization of its obligations.

Concerns

If at any time you would like to discuss my services or make a complaint, please contact your engagement partner . I will listen to your concerns and investigate any complaint on a timely basis.

Fees at Regular Billing Rate

My professional fees will be based on my regular billing rates, plus direct out-of-pocket expenses and applicable GST, and are due when rendered. Fees for any additional services will be established separately.

Billing

My fees and costs will be billed monthly and are payable upon receipt. Invoices unpaid 30 days past the billing date may be deemed delinquent and are subject to an interest charge of 1.50% per month or 19.56% (APR) per annum. I reserve the right to suspend my services or to withdraw from this Engagement in the event that any of my invoices are deemed delinquent. In the event that any collection action is required to collect unpaid balances due to me, you agree to reimburse me for my costs of collection, including lawyers' fees.

Costs of Responding to Government or Legal Processes

In the event I am required to respond to a subpoena, court order, government agency or other legal process for the production of documents and/or testimony relative to information I obtained and/or prepared during the course of this Engagement, you agree to compensate me at my normal hourly rates for the time I expend in connection with such response and to reimburse me for all of my out-of-pocket costs (including applicable GST) incurred.

Termination

Management acknowledges and understands that failure to fulfill its obligations as set out in this engagement letter will result, upon written notice, in the termination of the Engagement.

Either party may terminate this agreement for any reason upon providing written notice to the other party [*not less than 30 calendar days before the effective date of termination*]. If early termination takes place, Sunshine Coast Regional Economic Development Organization shall be responsible for all time and expenses incurred up to the termination date.

Survival of Terms

This engagement letter will continue in force for subsequent reviews unless terminated by either party by written notice prior to the commencement of the subsequent review.

Gst Services - Review

It should be noted that my review work in the area of GST and other commodity taxes is limited to that appropriate to form a conclusion regarding the financial statements. Accordingly, the review process may not detect situations where you are incorrectly collecting GST or incorrectly claiming input tax credits. As you are aware, failure to properly account for the GST could result in you or your society becoming liable for tax, interest or penalties. These situations may also arise for provincial sales tax, custom duties, and excise taxes.

Not Liable For Any Failures or Delays Beyond My Control

I will use all reasonable efforts to complete the engagement as described in this letter within the agreed-upon time frames. However, I shall not be liable for failures or delays in performance that arise from causes beyond my control, including the untimely performance by your society of its obligations.

Consequential Loss

My firm and its partners, officers or employees will not be responsible for any consequential loss, injury or damages suffered by the client including but not limited to loss of use, earnings and business interruption, or the unauthorized distribution of any confidential document or report prepared by or on behalf of my firm, including the partners, officers or employees of the accounting firm for the exclusive use of the client.

Relevant Parties

The client will not assert any claim for damages against my firm unless the client has concurrently or previously asserted a claim against all other persons who might reasonably be liable in relation to that claim. Any release, waiver, or covenant to otherwise not sue or enforce any remedy known to law given by the client to a third party shall be deemed to apply in favour of my firm.

Third Parties

The financial documents are prepared solely for the use of the client with whom I have entered into a contract and there are no representations of any kind made by me to any party with whom I have not entered into a written contract.

Conclusion

This engagement letter includes the relevant terms that will govern the Engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this letter, signed by all of the parties.

If you have any questions about the contents of this letter, please raise them with me. Please sign and return the attached copy of this letter to indicate your acknowledgment of, and agreement with, the arrangements of my review of the financial statements, including my respective responsibilities. I appreciate the opportunity of continuing to be of service to your society.

Yours truly,



ALVAREZ CPA, INC
CHARTERED PROFESSIONAL ACCOUNTANTS

Per: Nelson Alvarez, CPA, CGA

Acknowledged and agreed to on behalf of Sunshine Coast Regional Economic Development Organization by:

Date signed

Date signed



Appendix A - Expected Form of Report

To the Members of Sunshine Coast Regional Economic Development Organization

I have reviewed the accompanying financial statements of Sunshine Coast Regional Economic Development Organization (the society) that comprise the statement of financial position as at August 31, 2021, and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards For Not-for-profit Organizations (ASNPO), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

My responsibility is to express a conclusion on the accompanying financial statements based on my review. I conducted my review in accordance with Canadian generally accepted standards for review engagements, which require me to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, I do not express an audit opinion on these financial statements.

Conclusion

Based on my review, nothing has come to my attention that causes me to believe that the financial statements do not present fairly, in all material respects, the financial position of Sunshine Coast Regional Economic Development Organization as at August 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with ASNPO.



March 1, 2022

Sunshine Coast Regional Economic Development Organization
204 - 5674 Teredo St.
Sechelt BC V0N 3A0

Attention: Celia Robben, Chair:

Dear Ms. Robben:

Re: Sunshine Coast Regional Economic Development Organization

I have been engaged to review the financial statements of Sunshine Coast Regional Economic Development Organization for the year ending August 31, 2021.

The purpose of this letter is to communicate with you regarding all relationships between Sunshine Coast Regional Economic Development Organization and myself that, in my professional judgment, may reasonably be thought to bear on my independence.

The following comments have been prepared to facilitate my discussion with you regarding independence matters arising since October 10, 2017, the date of my last letter.

I hereby confirm that I:

- have complied with the requirements regarding independence in the Rules of Conduct of the Chartered Professional Accountants of British Columbia; and
- have disclosed all relationships and other matters between the Firm, network firm and the entity that in my opinion may reasonably be thought to bear on independence.

I am not aware of any relationships between Sunshine Coast Regional Economic Development Organization and myself that, in my professional judgment, may reasonably be thought to bear on my independence, that have occurred from October 10, 2017 to March 1, 2022.

This letter is intended solely for the use of management, and others within the society and should not be used for any other purpose.

I look forward to discussing with you the matters addressed in this letter at my upcoming meeting on .

Yours truly,

A handwritten signature in blue ink that reads "Alvarez CPA, Inc". The signature is written in a cursive, flowing style.

ALVAREZ CPA, INC
CHARTERED PROFESSIONAL ACCOUNTANTS

Per: Nelson Alvarez, CPA, CGA



1001 Gibsons Way, suite 202
Gibsons, BC V0N 1V8
Phone: 604-886-8966
Fax: 604-886-0035

December 16, 2020

Sunshine Coast Regional Economic Development Organization

204 - 5674 Teredo St.
Sechelt, BC V0N 3A0

Dear Celia,

We have prepared the corporation income tax return for Sunshine Coast Regional Economic Development Organization for the taxation year ending on August 31, 2020. Enclosed is a copy of T2 return for your review.

The federal T2 tax return has no refund or balance owing.

We will transmit your T2 return electronically to Canada Revenue Agency (CRA) using the Corporate Internet Filing system when you sign the T183Corp form and return it to us. Your return must be transmitted on or before March 1, 2021.

If you have any questions about your income tax returns, please give me a call at 604-886-8966 or email me at Nelson@alvarezco.ca.

Sincerely,

Alvarez CPA, INC
Chartered Professional Accountants

Per: Nelson Alvarez, CPA, CGA



Canada Revenue Agency / Agence du revenu du Canada

Protected B when completed

Information Return for Corporations Filing Electronically

- Do not send this form to the Canada Revenue Agency (CRA) unless we ask for it. We will not keep or return this form.
Complete this return for every initial and amended T2 Corporation Income Tax Return electronically filed with the CRA on your behalf.
By completing Part 2 and signing Part 3, you acknowledge that, under the Income Tax Act, you have to keep all records used to prepare your T2 Corporation Income Tax Return, and provide this information to us on request.
Part 4 must be completed by either you or the electronic transmitter of your T2 Corporation Income Tax Return.
Give the signed original of this return to the transmitter and keep a copy in your own records for six years.
We are responsible for ensuring the confidentiality of your electronically filed tax information only after we have accepted your return.

Part 1 - Identification

Corporation's name: Sunshine Coast Regional Economic Development Organization
Business number: * * * * * 1 5 2 1 | R | C | 0 0 0 1
Tax year start: 2 0 1 9 | 0 9 | 0 1
Tax year-end: 2 0 2 0 | 0 8 | 3 1
Is this an amended return? [] Yes [x] No

Get your CRA mail electronically delivered in My Business Account at canada.ca/my-cra-business-account (optional)

Email address:

I understand that by providing an email address, I am registering the corporation to receive email notifications from the CRA. I understand and agree that all notices and other correspondence eligible for electronic delivery will no longer be printed and mailed. The CRA will notify the corporation at this email address when they are available in My Business Account and requiring immediate attention. They will be presumed to have been received on the date that the email is sent. For more information, see canada.ca/cra-business-email-notifications.

Part 2 - Declaration

Enter the following amounts, if applicable, from the T2 return for the tax year noted above:

Table with 2 columns: Description and Amount. Rows include Net income or loss for income tax purposes (49,583), Part I tax payable, Part III.1 tax payable, Part IV tax payable, Part IV.1 tax payable, Part VI tax payable, Part VI.1 tax payable, Part XIV tax payable, and Net provincial and territorial tax payable.

Part 3 - Certification and authorization

I, Robben Celia, Chair, am an authorized signing officer of the corporation. I certify that I have examined the T2 Corporation Income Tax Return, including accompanying schedules and statements, and that the information given on the T2 return and this T183 Corp information return is, to the best of my knowledge, correct and complete.

I also certify that the method of calculating income for this tax year is consistent with that of the previous tax year except as specifically disclosed in a statement attached to this return.

I authorize the transmitter identified in Part 4 to electronically file the T2 Corporation Income Tax Return identified in Part 1. The transmitter can also modify the information originally filed in response to any errors Canada Revenue Agency identifies. This authorization expires when the Minister of National Revenue accepts the electronic return as filed.

Date (yyyy/mm/dd) Signature of an authorized signing officer of the corporation Telephone number (604) 865-0704

Part 4 - Transmitter identification

The following transmitter has electronically filed the tax return of the corporation identified in Part 1.

Alvarez CPA Inc. K8384
Name of person or firm Electronic filer number

Privacy statement

Personal information is collected for the purposes of the administration or enforcement of the Income Tax Act and related programs and activities including administering tax, benefits, audit, compliance, and collection. The information collected may be used or disclosed for purposes of other federal acts that provide for the imposition and collection of a tax or duty. It may also be disclosed to other federal, provincial, territorial, or foreign government institutions to the extent authorized by law. Failure to provide this information may result in interest payable, penalties, or other actions. Under the Privacy Act, individuals have a right of protection, access to and correction of their personal information, or to file a complaint with the Privacy Commissioner of Canada regarding the handling of their personal information. Refer to Personal Information Bank CRA PPU 047 and CRA PPU 211 on Info Source at canada.ca/cra-info-source.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) - December 4-6, 2023

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

SUBJECT: COMMUNITY PARTNERS - 2024 BUDGET REQUESTS

RECOMMENDATION(S)

- (1) THAT the report titled Community Partners - 2024 Budget Requests be received for information;
 - (2) AND THAT the following 2024 funding requests be approved and included in the 2024 Round 1 Budget as presented:
 - Roberts Creek Community Library - \$17,000 with a one-time \$1,000 special project [646]
 - Pender Harbour Reading Centre - \$3,910 [643]
 - Sunshine Coast Museum and Archives / Sechelt Archives - \$99,800 / \$24,745 [648]
 - Skookumchuck Museum / Egmont Heritage Centre - \$50,000 [648]
 - Halfmoon Bay-Chatelech Community School (Restorative Justice / Tween Night) - \$10,000 / \$2,700 [670]
 - Roberts Creek Community School Society - \$10,100 [670]
 - Gibsons Area Community Schools - \$10,000 [670]
 - Pender Harbour Chamber of Commerce - \$28,000 (Area A) [531]
*(Voting – All Directors)

 - Gibsons and District Chamber of Commerce - \$9,000; (Areas E and F) [534 and 535]
*(Voting – as specified)
 - (3) AND THAT funding for 2024, 2025, and 2026 be approved for the following:
 - Coast Cultural Alliance \$8,000 per year [531-535 evenly]
 - Sunshine Coast Tourism \$20,000 per year [531-535 evenly];
 - (4) (AND THAT the delegated authorities be authorized to execute the associated funding agreements for 2024-2026;
*(Voting – Electoral Area Directors)
 - (5) AND FURTHER THAT the Draft 2024-2028 Financial Plan be amended accordingly.
-

BACKGROUND

Community Partners are groups that provide services or support an already established Sunshine Coast Regional District (SCRD) function such as Libraries, Museums, or Community Schools. Funding requests from community groups which are outside of an existing SCR D service are directed to the Electoral Areas' Grant-In-Aid process where applications can be submitted up to the end of March 2024.

In September 2023, Community Partners were invited to a presentation to be apprised of a revised process for the 2024 Budget, whereas those entities that are consistent with prior years would not be required to appear at the budget meetings and may request to be a delegation at a future Committee meeting.

Community Partners with substantial changes to budget requests, program, or service level changes, or have special projects, are invited to present the to the Finance Committee. The Committee can then decide related to funding requests after the presentation or, if the Committee requires further detail, a recommendation should be made, and staff will work with community groups in advance of the Round 2 Budget meetings in January 2024.

The purpose of this report is to provide a summary of the Community Partner 2024 requests in preparation of the Committee's decisions for the 2024-2028 Financial Plan.

DISCUSSION

Staff prepared a summary which incorporates the current funding requests, past funding as well as the functions that fund participants (Attachment A).

2024 budget requests from all the Community Partners for SCR D support is \$2,002,955 which is approximately \$102,412 over 2023.

The Community Partner requests, which are notably higher than prior years or programming that has changed, will be presenting as delegations. These will require additional direction from the Committee and are as follows:

- Gibsons and District Public Library
- Pender Harbour Health Centre
- Sunshine Coast Community Services Society – Youth Outreach Worker
- Pender Harbour Community School Society
- Sechelt Community Schools Society
- Sunshine Coast Regional Economic Development Organization

Included in this report (as Attachments 1-15) are the Community Partners preliminary 2024 budget requests which are not substantially changed from 2023. It is recommended that these budget requests be approved and incorporated into the 2024 budget as presented. Sechelt Public Library's information will be included at Round 2.

Sunshine Coast Tourism and Coast Cultural Alliance (Attachments 14 and 15) have requested a three-year static funding commitment. It is recommended that this be approved and included in the 2024-2028 Financial Plan. The associated agreements would be executed accordingly.

STRATEGIC PLAN AND RELATED POLICIES

The requests from Community Partners aligns with the Boards 2023-2027 Strategic Lenses of Service Delivery Excellence and Social Equity and Reconciliation.

CONCLUSION

The 2024 Budget requests from Community Partners are presented for receipt and for the Committee to provide direction with respect to the 2024 funding requests.

Attachments:

- Attachment A – 2024 Summary of Budget Requests from Community Partners
- Attachment 1 – Roberts Creek Community Library
- Attachment 2 – Pender Harbour Reading Centre
- Attachment 3 – Sunshine Coast Museum and Archives / Sechelt Archives
- Attachment 4 – Skookumchuck Museum / Egmont Heritage Centre
- Attachment 5 – Halfmoon Bay-Chatelech Community School (Restorative Justice / Tween Night)
- Attachment 6 – Roberts Creek Community School Society
- Attachment 7 – Gibsons Area Community Schools
- Attachment 8 – Pender Harbour Chamber of Commerce
- Attachment 9 – Gibsons and District Chamber of Commerce
- Attachment 10 – Sunshine Coast Search and Rescue
- Attachment 11 – Sunshine Coast Marine Search and Rescue Station 61 Pender Harbour
- Attachment 12 – Sunshine Coast Marine Search and Rescue Station 14 Gibsons
- Attachment 13 – Sunshine Coast Marine Search and Rescue Station 12 Halfmoon Bay
- Attachment 14 – Coast Cultural Alliance
- Attachment 15 – Sunshine Coast Tourism

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

Attachment A

Summary of Budget Requests from Community Partners

	Functions	Area Participants	2022	SCRD 2022	2023	SCRD 2023	2024	SCRD 2024	Change over 2023*	% change	NOTES / SPECIAL PROJECTS
Sechelt Public Library	643, 645, 646	A, B, & D	\$883,416	\$296,340	\$945,255	\$316,950	\$973,613	\$329,821	\$12,871	4.061%	To Follow
Gibsons and District Public Library	640,646	TOG, D, E & F		\$708,366		\$758,519		\$798,135	\$39,616	5.223%	INVITED
Roberts Creek Community Library											\$17,000 plus \$1,000 one time computer project
Pender Harbour Reading Centre	646	D		\$15,500		\$16,500		\$17,000	\$500	3.030%	
	643	A		\$3,480		\$3,689		\$3,910	\$221	5.991%	
Pender Harbour Health Centre	410	A		\$158,040		\$165,040		\$175,040	\$10,000	6.059%	INVITED
Sechelt Archives	648	Regional-All		\$23,750		\$23,750		\$24,745	\$995	4.189%	
Sunshine Coast Museum and Archives	648	Regional-All		\$93,500		\$96,400		\$99,800	\$3,400	3.527%	
Skookumchuck Museum / Egmont Heritage Centre	648	Regional-All		\$45,000		\$42,000		\$50,000	\$8,000	19.048%	INVITED
Sunshine Coast Community Services Society: Youth Outreach	121-129	A, B, D, E, F	\$96,258	\$50,604	\$98,284	\$52,628	\$102,678	\$55,259	\$2,631	4.999%	last year they requested \$52,628 from SCRd and was approved, \$33,904 from DOS - only received \$30,000, \$18,478 TOG - only received \$15,656
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: Tween Nights	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)		\$17,713		\$42,000		\$55,000	\$13,000	30.952%	INVITED
Pender Harbour Community School Society: Youth Programs	670	Regional (except F-islands)		\$15,000		\$15,000		\$16,000	\$1,000	6.667%	INVITED
Pender Harbour Community School Society: Recreation Programs	670	Regional (except F-islands)		\$32,880		\$32,880		\$36,800	\$3,920	11.922%	INVITED
Pender Harbour Community School Society: Recreation Programs	121	Electoral Area A Grant-in-Aid		\$8,220		\$8,220		\$9,200	\$980	11.922%	
Roberts Creek Community School Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$10,000		\$10,100	\$100	1.000%	
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	\$82,000	\$20,000	\$82,000	\$20,000	\$82,000	\$20,000	\$0	0.000%	Multi Year funding agreement requested
Pender Harbour Chamber of Commerce	531	Electoral Area A Ec-Dev		\$24,700		\$28,000		\$28,000	\$0	0.000%	
Coast Cultural Alliance	531-535	Electoral Area Ec-Dev		\$7,500		\$8,000		\$8,000	\$0	0.000%	Multi Year funding agreement requested
Gibsons and District Chamber of Commerce	531-535	Electoral Area Ec-Dev (Typically Areas E & F)		\$8,500		\$9,000		\$9,000	\$0	0.000%	
Sunshine Coast Regional Economic Development Organization (SCREDO)	531-535	Electoral Area Ec-Dev	\$337,542	\$179,929	\$346,993	\$184,967	\$356,709	\$190,145	\$5,178	2.799%	INVITED Per Funding Agreement
Sunshine Coast Search and Rescue Association	222	SCEP (All)		\$19,000		\$19,000		\$19,000	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 12 Halfmoon Bay	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 61 Pender Harbour	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 14 Gibsons	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
TOTAL				\$1,786,022		\$1,900,543		\$2,002,955	\$102,412	5.389%	

*SCRD Portion of Funding Only

Roberts Creek Community Library

	Budget 2024	Actual to Oct 31, 2023	Budget 2023
REVENUE			
Book sales & Fundraising	2,550	2,506	2,500
Donations	700	642	650
Room rent	150	0	100
Lost books repayment	125	134	100
SCRD - Grant (Jan-Dec)	18,000	16,500	16,500
Interest income	70	71	150
Transfer from reserve		1,200	
TOTAL REVENUE	21,595	21,053	20,000
EXPENSES			
Books <i>(98% purchased locally)</i>	7,700	5,553	7,600
Cleaning	1,560	1,260	1,560
Equipment purchase (computer)	1,000	0	0
Internet	1,570	1,215	1,372
Office	200	132	200
Rent	8,118	6,765	8,118
Supplies	82	54	100
Supplies - Library	125	1,419	100
Supplies - Processing	680	625	425
Telephone	560	408	525
TOTAL EXPENSE	21,595	17,432	20,000
NET	0	3,621	0

We are requesting an increase for 2024, to \$17,000, due to the rising costs of internet, phone, book purchases and processing supplies.

The Library's computer is several years old and at the end of its life - therefore we also ask for a one-time additional \$1,000, toward a new computer.

CONTACT:

Kathleen Hudson, treasurer
 kmhudson@telus.net
 604-885-8800



Attachment 2

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

PENDER HARBOUR READING CENTRE: 2023 in Review

After the last few years of focus on fundraising, we find ourselves this November at a time of Reflection and Respect.

We lost a cherished and valuable Board Member in October. Ann Munro was a key volunteer who stayed in touch with every member of the Reading Centre, was a driving force behind improvements to the interior of our building and often in touch with SCRD staff about the condition of the parking lot at the old Forest Service Building site in Madeira Park where we are situated. She had a passion for paint and was eager to see a welcoming and functional Reading Centre for our community. Ann cannot be replaced, but we certainly will honour her fiery passion for the Reading Centre and so many other important groups in Pender Harbour.

As a Board, we have been examining the best use for the funds we received last year through a bequest from the Jobb family. We have been creating and analyzing surveys of our members and the greater community to determine the best use or uses of this fund. We want to steward this generous gift into something valuable and enduring for Pender Harbour.

NEW REVENUE & INITIATIVES

We carried on our Garden Tour fundraiser for a second year, raising more funds than in 2022. We expect it to be back by popular demand in 2024.

Our Tablet Tutor program appears to be a valued community service and generates a small income thanks to a few talented volunteers. Similarly, we again hosted a Summer Reading Program for local children with stories and stickers for all.

We continue to seek exposure to Pender Harbourites – we participated in the May Day parade, taking second place for our western book themed entry thanks to the creative merits of local artist Sydney More! We opened for Pender Harbour Days in August and promoted local history and boating books from our collection. We expect to host Mrs Claus this December for story time at our Winterfest. We ‘ambushed’ residents with our reader surveys at the notorious corner in front of the IGA in Madeira Park for several days this fall.

We have a few potential new initiatives for 2024 to broaden our user demographics. We hope we will find both community and grant support for these, but there is more investigation to accomplish before we proceed in good faith.

RENOVATION

We lease our building from the SCRD but we are responsible for repairs. This summer we have taken steps to reorganize our space and add more paint. We have our eye on some further cost saving renovations, like a new thermostat and floor coverings, but these will not go before the board for voting until early 2024, once we have full input from our volunteers and members.

Programs 2024

We will continue to offer

- FREE access to an amazing and expanding collection of books, chosen by Pender Harbour.
- a monthly newsletter highlighting new reads and literary events on the Coast.
- one on one Tablet Tutorials for anyone needing assistance with their e-Readers,
- our third annual Garden Tour to bring awareness about the Reading Centre and raise funds
- free wifi service, near the Madeira Park marina
- free community use of a computer and printer for small tasks
- readers for our local pre-school
- a summer stop for young readers to access free books and story time through the SD46 Summer Reading program.
- pick up and delivery of loans from the Sechelt Public Library

Challenges for 2024 - Finances

Our projections are much the same as last year, with a wallop of inflation on top. The largest part of our budget generally goes towards reading materials, but this year repairs to the building have also consumed a large portion of our budget. We expect to continue to feel the pinch into 2024 and on such that we will need to reduce our book expenditures and increase our fundraising capacity. We have speculated that as stewards of the Reading Centre, some projects or initiatives may become 'subject to available funds.' Fortunately, we are a creative group in a generous community so we are hopeful that while the sources may change, our revenues will continue. That said, small donations are up (e.g. our little 'Bucks for Books' bowl at the circulation desk) but our large donations have significantly decreased. Perhaps the holiday season will change this.

As we stated last year, our winter hydro bills are one of our most significant outlays. We hope to work with the SCRCD to determine if there is any way to mitigate our utility expenses through improvements or repairs to the building.

Karen Dyck, President

Christine Alexander, Treasurer

2023-2028 BUDGET Projection FOR PENDER HARBOUR READING CENTRE

	ACTUAL TO DATE	BUDGETED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	2023	2023	2024	2025	2026	2027	2028
REVENUE							
CASH DONATIONS		500	800	800	800	800	800
RECEIPTED DONATIONS		2000	2050	2101	2154	2208	2263
SCRD GRANT	3480	3689	3910	4145	4393	4657	4800
SPECIAL PROJECT GRANT*	0	500	1000	500	500	500	500
FUNDRAISING	3545	3000	3800	3800	3800	3800	3900
Sechelt PL Grant	510	480	520	533	546	560	574
INTEREST	0	1300	1339	1379	1421	1463	1507
Bequest	15000	15000					
		\$26,469	\$13,419	\$13,258	\$13,614	\$13,988	\$14,344
EXPENSES							
ADVERTISING AND PROMO	0	500	513	525	538	552	566
SERVICE CHARGES	0	40	45	45	50	50	50
BOOKS PURCHASES	0	4500	4000	4000	4000	4000	4000
SPECIAL PROJECT EXPENSE*	0	1200	500	500	500	500	500
INSURANCE	0	2000	2100	2200	2300	2400	2500
OFFICE SUPPLIES	0	500	550	600	650	650	650
RENT	0	5	5	5	5	6	6
REPAIRS AND MAINTENANCE**	0	7000	2000	500	500	500	500
TELEPHONE	0	900	923	946	969	993	1018
UTILITIES		2100	2300	2500	2600	2700	2800
MISCELLANEOUS	0	500	500	500	500	500	500
GST EXPENSES	0	500	700	750	650	650	670
		\$19,745	\$14,135	\$14,629	\$13,263	\$13,501	\$13,760
Projected loss/SURPLUS		\$6,724	-\$716	-\$1,370	\$351	\$487	\$584

*Spending is always subject to available funds

**Repairs have been necessary for the integrity of the building.

	2022-23 BUDGET	2022-23 ACTUAL	2023-24 BUDGET	as voted on at AGM 2023
REVENUE				
Memberships	\$500	\$0	\$0	
Sales/Over Due	200	1,500	50	
Donations	2,500	7,100	2,000	
SCRD	3,480	3,480	3,689	
Sechelt Public Library	480	480	480	
Tablet Training	0	0		
Special Projects	1,500	2,840	500	
Fundraising	2,000	3,800	3,000	
Interest	1,000	1,350	1,300	
Bequest	0	0	15,000	
TOTAL	\$11,660	\$20,550	\$26,019	
EXPENSES				
Accounting	\$350	\$300	\$100	
Advertising	300	940	500	
Book Purchases	4,600	4,200	4,500	
GST Expense	300	447	500	
Insurance	1,600	1,800	2,000	
Miscellaneous	200	65	500	
Office Supplies	250	680	500	
Rent	5	5	5	
Repairs and Maintenance	3,000	2,200	7,000	
Service Charges	25	29	40	
Special Projects	1,500	1,530	1,600	
Telephone/Internet	1,600	780	900	
Utilities	1,500	1,900	2,100	
TOTAL	\$15,230	\$14,876	\$20,245	

Garden Tour

The Fabulous Gardens (Was 6, now 8!)			PRICELESS!	
The Dedicated Volunteers			PRICELESS!	
The Glorious Day			PRICELESS!	
Tickets	\$2,017	(82@\$25)	\$2,460	(40@\$30) (36@\$35)
Our Generous Sponsors	1,500		1,750	(Was 5, now 7!)
New Aprons 'sold'	550		160 + '120'	(8+ 6 gifted)
'Let's Do It Right' Donations	778		680	(Still 3!)
Tickets/Program			\$ 240	\$549
Spiel Ad			289	289
Signs/Posters			611	27
Aprons			577	550
Garden Tour Gifts			(150)	(160)
Misc (Insurance etc)			83	50
	\$4,845	\$1,950	\$5,170	\$1625

FUNDS RAISED

2022 \$2,895!

2023 \$3,545!



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

November 6, 2023

In accordance with your request we have attached the following:

1. The 2023 Financial statements as at September 30, 2023 including the Statement of Financial Position and the Statement of Operations for the SCMA and Sechelt Archives combined.
2. In addition, the separate SCMA and Sechelt Archives actual results compared to the Annual budgets are provided to September 30, 2023 (the most recent results available).
3. The 2024 budget plans for the SCMA and the Sechelt Archives. We have not prepared a 5-year financial plan at this time as it would be based only on inflationary projections.

The Sunshine Coast Museum & Archives is respectfully requesting a 3.5% (\$3400) increase to the SCRD contribution for our Museum operations to better preserve and protect the important histories of the Sunshine Coast.

The Sechelt Archives is requesting a 4.2% (\$995) increase to the SCRD contribution for the Archival operations. Note that the Sechelt Archives did not request a funding increase for 2023.

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

Yours truly

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

Thor Olsen
Treasurer, Sunshine Coast Museum and Archives

Sunshine Coast Museum & Archives Statement of Financial Position

	As At Sept 30, 2023	As At Dec 31, 2022	As At Dec 31, 2021
Current Assets			
Total Cash	65,132	35,745	69,387
Accounts Receivable	1,834	429	332
Prepaid Expenses		250	19
Total Current Assets	<u>66,966</u>	<u>36,424</u>	<u>69,738</u>
Total Inventory Assets	<u>1,343</u>	<u>3,676</u>	<u>2,645</u>
Total Long Term Investments	<u>101,684</u>	<u>100,986</u>	<u>77,424</u>
Capital Assets			
Net - Furniture & Equipment	12,248	12,248	12,248
Net - Building	4,622	4,622	4,622
Total Capital Assets	<u>16,871</u>	<u>16,871</u>	<u>16,870</u>
TOTAL ASSETS	<u><u>186,864</u></u>	<u><u>157,957</u></u>	<u><u>166,677</u></u>
Current Liabilities			
Accounts Payable	15,238	8,553	9,402
Accrued Liabilities			129
Deferred Revenue - Museum	24,292	2,500	32,785
Deferred Revenue - Archives	5,856		
Vacation payable	3,094	3,094	
PST Payable	290	92	
GST/HST Owing (Refund)	-713	-1,834	
Total Current Liabilities	<u>48,056</u>	<u>12,405</u>	<u>42,316</u>
Net Assets (Equity)			
Net Assets Invested Property, Plant, Equipment	16,871	16,871	16,871
Net Assets Internally Restricted	76,876	69,994	69,994
Net Assets Externally Restricted	3,148	3,148	2,318
Unrestricted Net Assets	48,656	35,178	35,178
Current Earnings - Museum	-9,265	13,479	
Current Earnings - Archives	2,523	6,882	
Total Net Assets (Equity)	<u>138,808</u>	<u>145,552</u>	<u>124,361</u>
LIABILITIES AND EQUITY	<u><u>186,864</u></u>	<u><u>157,957</u></u>	<u><u>166,677</u></u>

**Sunshine Coast Museum & Archives Society - Combined
Statement of Operations (Profit & Loss)**

	Sept 2023 Actual	Jan - Sept 2023 YTD	ANNUAL BUDGET	YTD % of Budget
REVENUE				
SCRD Funding - Museum	9,374	72,109	96,400	74.8%
SCRD Funding - Archives	1,409	17,894	23,750	75.3%
Grants		12,245	3,500	349.9%
Donations & Gifts	1,781	16,872	17,000	99.2%
Events, Fundraising, & Memberships	100	3,137	7,000	44.8%
Gift Shop Revenues & Museum Services	1,632	11,726	11,000	106.6%
Interest Earned on Reserve Term Deposits	24	812	2,800	29.0%
TOTAL REVENUE	14,320	134,794	161,450	83.5%
EXPENSES				
Cost of Goods Sold	943	5,958	6,600	90.3%
Salaries, Wages, & Benefits	8,656	90,976	106,200	85.7%
Accounting & Bookkeeping	270	3,868	5,940	65.1%
Archive Administrative Expense	0	0	0	0.0%
Transaction & Fee Charges	32	383	440	87.1%
Computer, Internet, & Website	663	1,004	2,300	43.7%
Conservation Supplies		1,209	2,600	46.5%
Dues, Fees, Memberships, Permits		205	1,022	20.1%
Education & Training		746	1,000	74.6%
Elevator, Fire, & Security		868	2,100	41.3%
Exhibits & Displays (Shelving)	27	802	2,600	30.8%
Fundraising & Event Costs	471	1,703	3,300	51.6%
HVAC Project		3,157	3,500	90.2%
Insurance	291	4,777	2,000	238.8%
Office Expense & Maintenance	75	2,269	2,000	113.4%
Outreach & Programs	231	3,505	2,200	159.3%
Repairs & Maintenance		5	200	2.6%
Storage (off-site) & Archives Lease	730	6,570	8,740	75.2%
Strategic Planning		8,549		
Telephone & Utilities	433	4,695	6,700	70.1%
Travel & Accomodation		290	300	96.7%
TOTAL EXPENSES	12,822	141,537	159,742	88.6%
TOTAL REVENUES LESS EXPENSES	1,498	-6,743	1,708	

Sunshine Coast Museum & Archives Society - Museum Division
Statement of Operations (Profit & Loss)

	Sept 2023 Actual	Jan - Sept 2023 YTD	ANNUAL BUDGET	YTD % of Budget
REVENUE				
SCRD Funding - Museum	9,374	72,109	96,400	74.8%
Grants		12,245	3,500	349.9%
Donations & Gifts	1,781	16,872	17,000	99.2%
Events, Fundraising, & Memberships	100	3,137	7,000	44.8%
Gift Shop Revenues & Museum Services	1,632	11,726	11,000	106.6%
Interest Earned on Reserve Term Deposits	24	812	2,800	29.0%
TOTAL REVENUE	12,911	116,900	137,700	84.9%
EXPENSES				
Cost of Goods Sold	943	5,958	6,600	90.3%
Salaries, Wages, & Benefits	7,909	83,790	95,000	88.2%
Accounting & Bookkeeping	270	3,868	5,940	65.1%
Archive Administrative Expense	-100	-900	-1,200	75.0%
Transaction & Fee Charges	32	383	440	87.1%
Computer, Internet, & Website	663	1,004	1,100	91.3%
Conservation Supplies		1,209	2,000	60.4%
Dues, Fees, Memberships, Permits		205	850	24.1%
Education & Training		295	1,000	29.5%
Elevator, Fire, & Security		868	2,100	41.3%
Exhibits & Displays	27	802	2,000	40.1%
Fundraising & Event Costs	471	1,703	3,300	51.6%
HVAC Project		3,157	3,500	90.2%
Insurance	291	4,777	2,000	238.8%
Office Expense & Maintenance	75	2,005	2,000	100.3%
Outreach & Programs	231	3,505	2,200	159.3%
Repairs & Maintenance		5	200	2.6%
Storage (off-site) & Archives Rent			300	0.0%
Strategic Planning		8,549		
Telephone & Utilities	433	4,695	6,700	70.1%
Travel & Accommodation		290	300	96.7%
TOTAL EXPENSES	11,245	126,165	136,330	92.5%
TOTAL REVENUES LESS EXPENSES	1,666	-9,265	1,370	

Sunshine Coast Museum & Archives Society - Archives Division
Statement of Operations (Profit & Loss)

	Sept 2023 Actual	Jan - Sept 2023 YTD	ANNUAL BUDGET	YTD % of Budget
REVENUE				
SCRD Funding - Archives	1,409	17,894	23,750	75.3%
TOTAL REVENUE	<u>1,409</u>	<u>17,894</u>	<u>23,750</u>	<u>75.3%</u>
EXPENSES				
Administrative Fees	100	900	1,200	75.0%
Human Resources	747	7,186	11,200	64.2%
Archival Supplies			600	0.0%
Fees & Dues			172	0.0%
Shelving			600	0.0%
Training & Education		451		
Computer Equipment/Maintenance		264	1,200	22.0%
Lease & Utilities	730	6,570	8,440	77.8%
TOTAL EXPENSES	<u>1,577</u>	<u>15,371</u>	<u>23,412</u>	<u>65.7%</u>
TOTAL REVENUES LESS EXPENSES	<u><u>-168</u></u>	<u><u>2,523</u></u>	<u><u>338</u></u>	

SUNSHINE COAST MUSEUM & ARCHIVES SOCIETY				
2024 BUDGET PROPOSAL				
		2023	2024	
		Annual	Annual	
		Budget	Budget	<u>2024 Budget notes</u>
REVENUE:				
SCRD		\$ 96,400	\$ 99,800	3.5% increase
Grants		\$ 3,500	\$ 7,000	Excludes CSJ funding now applied to Salaries
Donations, & Gifts		\$ 17,000	\$ 20,000	Assumes continuing positive trend into 2024
Events, Fundraising, & Memberships		\$ 7,000	\$ 4,000	Reflects 2023 actual results YTD
Gift Shop Revenues & Museum Services		\$ 11,000	\$ 13,000	2023 Budget reached in 9 months; very positive
Interest Earned on Restricted Funds		\$ 2,800	\$ 3,800	\$100,000 TD's earning ave 3.8%
	TOTAL REVENUE	\$ 137,700	\$ 147,600	
EXPENSES:				
Salaries, Wages and Benefits		\$ 95,000	\$ 106,000	Curator, Assistant full year and Student for 8 weeks
Hvac Project		\$ 3,500	\$ -	
Telephone and Utilities		\$ 7,000	\$ 5,800	Hydro costs significantly reduced with heat pump installation
Insurance		\$ 2,000	\$ 4,800	Significant increase in 2023 with new carrier
Fundraising		\$ 3,300	\$ 1,000	Event costs split from Fundraising for 2024
Accounting and Bookkeeping		\$ 5,940	\$ 5,500	Includes bookkeeper and CPA annual report
Community Outreach and Promotions		\$ 2,200	\$ 3,200	
Events		\$ -	\$ 2,000	Based on 4 events; \$500 each; split from fundraising for 2024
Elevator, fire and security		\$ 2,100	\$ 2,200	Includes elevator service contract
Computer, Internet and website		\$ 1,100	\$ 1,300	
Exhibits and Displays		\$ 2,000	\$ 2,000	Several upgrades planned
Sechelt Archives administrative expense recovery		\$ -	-\$ 1,200	recovery of accounting, payroll and admin. Costs
Office expense and Maintenance		\$ 2,000	\$ 2,400	Includes 2 new office chairs
Conservation Supplies		\$ 2,000	\$ 2,000	
Cost of goods sold		\$ 6,600	\$ 6,800	60% of sales excluding consignment revenues
Dues, Fees, Memberships, Permits		\$ 850	\$ 800	
Transaction costs and bank charges		\$ 440	\$ 500	
Education and Training		\$ 1,000	\$ 1,000	
Repairs and Maintenance		\$ 200	\$ 200	
Travel and accommodation		\$ 200	\$ 400	
Storage(off-site)		\$ 300	\$ 900	
	TOTAL EXPENSES	\$ 137,730	\$ 147,600	
TOTAL REVENUES LESS EXPENSES		\$ (30)	\$ -	

Sechelt Community Archives		
2024 Budget		
	2024 Budget	
	PROPOSED PLAN	Notes
REVENUES		
Local Government (SCRD)	\$ 24,745	Final year of SCMA operating Sechelt Archives under 3-year Contract (4.2% increase)
TOTAL REVENUES	\$ 24,745	
IN-KIND INCOME		
Volunteer labour	\$ 4,000	Based on previous years projections
Website & internet (District of Sechelt)	\$ 1,500	District of Sechelt pays for website, internet for duration of the Service Agreement
Local Government (District of Sechelt - Phone)	\$ 720	District of Sechelt pays for phone service for duration of Service Agreement
Insurance (District of Sechelt)	\$ -	Insurance paid by District of Sechelt
TOTAL IN-KIND REVENUE	\$ 6,220	
EXPENSES		
Administrative Fees	\$ 1,200	Administrative expenses, including bookkeeping
Human Resources	\$ 11,200	Keep same as last year, anticipating new hire
Archival Supplies	\$ 618	Archival preservation supplies
Fees and dues	\$ 177	Membership to Archives Association of BC; Heritage BC
Shelving		
Training and education	\$ 450	
Computer equipment/Maintenance	\$ 2,500	\$500 - printer ink; \$2000 - new computer for Ann Watson
Lease & utilities	\$ 8,600	
TOTAL EXPENSES	\$ 24,745	
IN-KIND EXPENSES		
Volunteer labour	\$ 4,000	
Website & internet (District of Sechelt)	\$ 1,500	
Local Government (District of Sechelt - Phone)	\$ 720	
Insurance	\$ -	
TOTAL IN-KIND EXPENSES	\$ 6,220	
TOTAL REVENUE LESS EXPENSES (Note)	\$ -	



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

Summary of 2024 Museum Programs and Services

This past year was a welcome return to regular operations at the SCMA, and we are currently on-pace for one of our busiest visitation years on record. Special community events such as Heritage Week and our beloved Halloween Block Party have been programming highlights, while the development of our 2024-2028 Strategic Plan promises to guide our future organizational growth.

Looking ahead to 2024, we will continue the delivery of a high-level of museum services to the community while striving to be the *best place to discover the story of the Sunshine Coast* [and] *the best community museum in Canada* (SCMA Strategic Plan).

This winter, we are planning expanded events/activities for BC Heritage Week (February 19-25), including community presentations and workshops. Other outreach opportunities such as participation in Pender Harbour Days, Halfmoon Bay Fair, syyiaya Days/Canada Day, and Gibsons Night Market will help strengthen our ties with community members.

Onsite at the Museum & Archives, we will continue to improve collections care through the rehousing of artifact/archival collections; we are also planning the purchase of additional shelving to increase current and future archival storage capacity. In 2024, we plan to upgrade a number of permanent museum exhibits through the development of new interpretive panels with improved graphic design elements and content.

In 2024 we will continue our work with the Sechelt Archives, assisting archivist Ann Watson in the financial management of the organization. In spring 2023, Ann was awarded a Lifetime Achievement award from Heritage BC for her contributions to heritage preservation. Next year, we hope to continue collaborative efforts with tems swiya Museum, Pender Harbour Living Heritage Society, and the Egmont Heritage Centre.

We anticipate that the trend in visitation and donations will continue into 2024, providing a solid base for our organization's continued growth. We look forward to welcoming our community members and visitors to the museum in the coming year to learn about the fascinating histories of our region!

THANK YOU to all Staff and Directors of the Sunshine Coast Regional District for your support of our work as the regional Museum & Archives of the Sunshine Coast. We couldn't do it without you!

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



SECHELT COMMUNITY ARCHIVES ANNUAL REPORT

TO: SUNSHINE COAST MUSEUM & ARCHIVES BOARD AND MANAGER
FROM: ANN WATSON

I would like to sincerely thank the SCMA Board and Manager for the support and interest they have all given to the Sechelt Archives during this past year of our working together.

Summary of programs and services to be offered in 2024 by the Sechelt Community Archives:

- Current 2023 financial statements – see Sunshine Coast Museum and Archives submission.
- Proposed 2024 budget – see Sunshine Coast Museum and Archives submission.
- The Archives will continue to accept donations of relevant materials.
- These will be processed according to archival regulations.
- Research will be conducted by the archivist, volunteers or the researcher.
- Requests for photographs etc., scanned or hard copies, will be filled.
- Volunteers will continue to work in the archives.
- Displays will be presented for Archives and Heritage Weeks, Canada Day and information for the 2024 the Sechelt Arts Festival Heritage component will be provided.
- Articles for the Coast Reporter will be submitted.

Submitted by,

Ann Watson, Archivist, MA, Dip.Ed., Dip. Public History.





SUNSHINE COAST MUSEUM & ARCHIVES

Explore the connection between land, sea & human experience

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



Upper Realms stilting, Halloween Block Party 2023

Kwekwinmut Pieces of the Past Exhibit



Exhibits



Telecommunications Exhibit, with Bruno Gerussi



Community Events

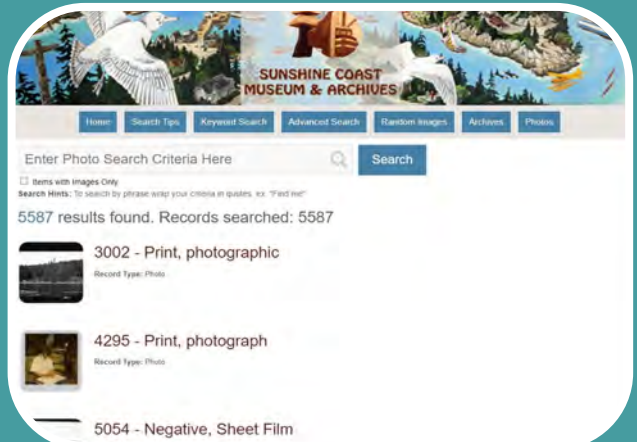


Museum Exhibits

Resources at the Sunshine Coast Museum & Archives!



Educational Resources



Online Collections



Research Services



Workshops



Charles Bedford's shell collection, Photo #1797

Community Collaborative Exhibits

After reviewing our 2023 community survey results, we asked Sunshine Coast residents to submit their exhibit ideas. We had such a great response that we chose three collaborators! These co-curators wrote text panels, picked out photographs, and helped us install their exhibits.



Photograph by Jordan Louie



Making Memories through the Mail

Museum exhibit in collaboration with Debbie DeWolff and her large collection of local mail and stamps.

Jordan Louie shíshááh Photography

A photographic exhibit on display at the Sunshine Coast Arts Council in Sechelt, organized in collaboration with the Museum.

SUNSHINE COAST ARTS CENTRE

Photographers focus on art of connecting

MICHAEL GURNEY
Arts & Culture Writer

Newly launched exhibitions at the Sunshine Coast Arts Centre in Sechelt reach across generations and cultures, past and present, and ways of remembering.

At an opening reception on Sept. 8, photographer Robert Keziere inaugurated a showcase of his seminal series *The Days of Augusta*. In 1973, Keziere documented the life of Augusta Evans, an Elder of the Shuswap Nation, through hundreds of black and white photographs. Accompanied by Augusta's words transcribed by editor Jean Speare, Keziere's images appeared in the book *The Days of Augusta*. The volume was ultimately released in three editions and led the way for published oral literature in Canada.

"It's a kind of reflection that history is not in the past," said Arts Council executive director Sadira Rodrigues in remarks acknowledging the impact of Keziere's work. "It's an evolving, living, shifting thing, his really gives us a sense of the cycles of time, and of history, and of family."

The exhibition, featuring contemporary photography by Jordan



MICHAEL GURNEY PHOTO

Photographers Jordan Louie and Robert Keziere stand among images showing aspects of Indigenous culture 50 years ago, and today.

Louie of the shíshááh Nation, depicts custom and protocol as the living embodiment of culture.

"I call myself an opportunistic photographer," said Louie, whose work is dominated by close-up imagery of faces during

events like this year's arrival of paddlers on shíshááh territory during the Intertribal Canoe Journey. "I like making my camera do things it's not supposed to be able to do."

Louie's work is co-presented by the Sunshine Coast Museum and Archives. Early this summer, when the museum invited community members to submit suggestions for exhibits, Louie stepped forward. But the sheer breadth of his photographic output would have burst the designated display case; he has amassed hundreds of thousands of pictures. Instead, museum curator Matthew Lovegrove contacted the Sunshine Coast Arts Council to propose their first-ever collaboration.

The exhibition's unique genesis also provided Louie with an opportunity to connect with Keziere, who was formerly chief photographer at the Vancouver Art Gallery. The two met at Keziere's home in Gibsons, and Keziere supervised the print-making of Louie's digital images.

"My conversations with Robert were phenomenal," said Louie. "The care and attention he takes in his pictures and his book, and the assistance that he's given me, have been eye-opening."



Sheila Weaver's Wonderful World of Plants

Meet Sheila: *photographer, artist, writer, & naturalist. Sheila has been the Museum's head gardener for over 10 years!*

I began this 2-volume set *Plants of the Sunshine Coast* in 2013 for the Iris Griffith Nature Centre near Ruby Lake. It features over 120 species of trees, shrubs, & plants that may catch your eye as you spend time outdoors on the Sunshine Coast, including

a few in the subalpine zone. Scattered throughout are questions & fun facts about the plants, & relationships with each other, the critters, & us. I am not a botanist, so if you find a mistake, or can add missing species, please contact me!

Weaver in the Museum garden

The Wonderful World of Plants

Sheila Weaver's ongoing research cataloguing the various plants of the Sunshine Coast on display at the Museum.



SUNSHINE COAST MUSEUM & ARCHIVES
STRATEGIC PLAN 2024 - 2028

**Implementing our Museum Strategic Plan
2024-2028**

In February 2023, we worked with well-known Victoria, BC museum consultant **Tim Willis** on the development of our next Strategic Plan. Over the 2-day workshop, we consulted the results of our community museum survey along with the latest best-practices in the heritage world to develop this important document to guide the future of the SCMA. Digital copies & print copies available now!

At the centre of this idea of a museum,
lie not things but people.

Hugues de Varine, museologist

Sunshine Coast Museum and Archives Board of Directors 2023/2024

President: Larry Penonzek

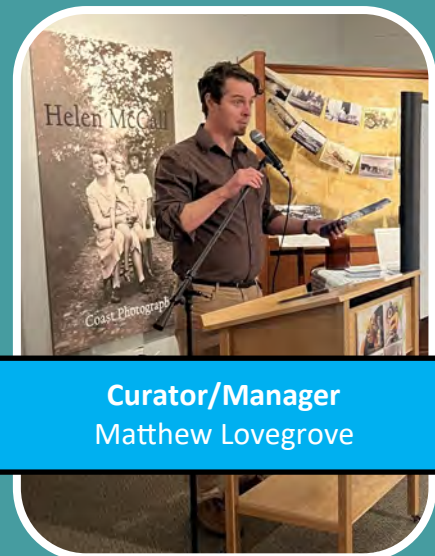
Vice-President: Mike Clement

Treasurer: Thor Olsen

Secretary: Ian Thomson

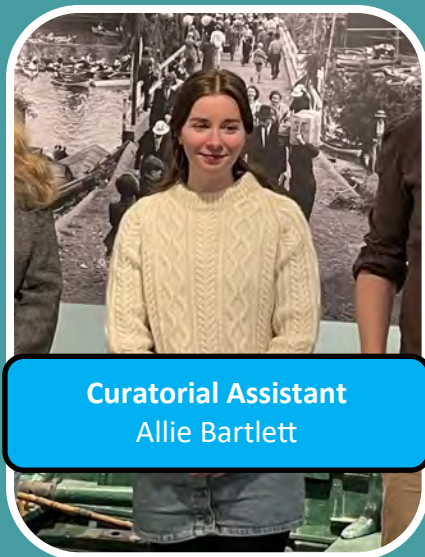
Corresponding Secretary: Sharon Venechuk

Directors: Stephen Suh, Lisa Hilton,
Carol Howie, Trish Wray

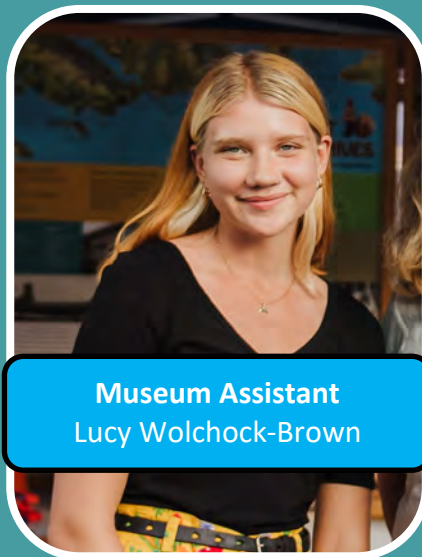


Curator/Manager
Matthew Lovegrove

Sunshine Coast Museum & Archives Staff



Curatorial Assistant
Allie Bartlett



Museum Assistant
Lucy Wolchock-Brown



Museum Assistant
Enya Delaney

Contact Us

Sunshine Coast Museum & Archives

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Gibsons, BC V0N 1V0

W: sunshinecoastmuseum.ca

E: scm_a@dccnet.com



Unloading car at Grantham's,
1930s Photo # 2406

SKOOKUMCHUCK HERITAGE SOCIETY 2024 BUDGET		Projected November & December		
Revenue	Budget 2023	Actual 2023	Budget 2024	
Operating Grant SCRD	42,000.00	42,000.00	50,000.00	
Other Grants			10,000.00	
Admission & Other Donations	8,500.00	8,352.69	8,500.00	
Gift Shop Sales & Commissions	11,000.00	12,827.96	13,000.00	
Memberships (most members = lifetime)	100.00	100.00	200.00	
Lease from Building Renovations	0.00	0.00	5,400.00	
Interest	0.00	0.00		
Miscellaneous (Transaction Fees etc.)	0.00	1.81		
Total Revenue	61,600.00	63,282.46	87,100.00	
Expense				
<i>Utilities:</i>				
BC Hydro	3,200.00	2,375.13	3,000.00	
Telephone	1,000.00	1,623.74	1,500.00	
Internet & Website	700.00	803.20	1,000.00	
Security & Alarm Monitoring	1,500.00	3,662.82	1,500.00	
SCRD Water	700.00	484.47	700.00	
	<u>7,100.00</u>	<u>8,949.36</u>	<u>7,700.00</u>	
<i>Maintenance & Repairs:</i>				
Cleaning & Washroom Supplies	300.00	1,906.53	500.00	hand dryers
Bldg Maintenance & Grounds Keep	1,000.00	11,889.12	2,000.00	heat pump
	<u>1,300.00</u>	<u>13,795.65</u>	<u>2,500.00</u>	
<i>Staffing:</i>				
Wages & Remittances	50,000.00	26,461.24	60,000.00	Maureen
University & High School Students	5,000.00	5,258.05	5,500.00	Izzy
Worksafe BC	150.00	171.03	200.00	
	<u>55,150.00</u>	<u>31,890.32</u>	<u>65,700.00</u>	
<i>Office Overhead:</i>				
Accounting & Legal	50.00	0.00	50.00	
Tourism Development	100.00	0.00	100.00	
Advertising & Promotion	450.00	446.25	450.00	
Insurance on Bldg & Liability	4,300.00	4,410.00	4,600.00	
Office Supplies	1,000.00	605.99	1,000.00	
Gift Store Inventory & Supplies	8,500.00	8,611.28	8,500.00	

Display Supplies, Archives Legacy	500.00	0.00	500.00
Fundraising Expenses	300.00	0.00	400.00
Dues & Fees	100.00	124.10	120.00
Card Processing Costs (Square Up)	250.00	299.40	350.00
Miscellaneous Unforseen	100.00	0.00	100.00
COVID-19 Expenses	1,000.00	100.00	200.00
	<u>16,650.00</u>	<u>14,597.02</u>	<u>16,370.00</u>
Acquisitions / Expansion	1,000.00		1,000.00
Total Expenses	<u>63,550.00</u>	<u>69,232.35</u>	<u>92,270.00</u>

2023	
Total Revenue	63,282.46
Total Expenses	<u>69,232.35</u>
Loss	-5,949.89

SKOOKUMCHUCK HERITAGE SOCIETY

Five Year Projections

Revenue	2024	2025	2026	2027	2028
Operating Grant SCRD	50,000.00	52,000.00	54,000.00	56,000.00	58,000.00
Other Grants					
Admission & Other Donations	8,500.00	8,500.00	9,000.00	9,000.00	10,000.00
Gift Shop Sales & Commissions	13,000.00	13,000.00	14,000.00	14,000.00	15,000.00
Memberships (most members = lifetime)	100.00	100.00	100.00	150.00	150.00
Parking / Caretaker Refunds & Error Corrections	0.00	0.00	0.00	0.00	0.00
Interest	0.00	0.00	0.00	0.00	0.00
Total Revenue	71,600.00	73,600.00	77,100.00	79,150.00	83,150.00
Expense					
<i>Utilities:</i>					
BC Hydro	3,200.00	3,200.00	3,300.00	3,300.00	3,500.00
Telephone	1,500.00	1,500.00	1,500.00	2,000.00	2,000.00
Internet & Website	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Security & Alarm Monitoring	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
SCRD Water	700.00	700.00	750.00	750.00	800.00
	7,900.00	7,900.00	8,050.00	8,550.00	8,800.00
<i>Maintenance & Repairs:</i>					
Cleaning & Washroom Supplies	300.00	310.00	320.00	330.00	340.00
Bldg Maintenance & Grounds Keep	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
	1,300.00	1,310.00	1,320.00	1,330.00	1,340.00
<i>Staffing:</i>					
Wages & Remittances University & High School Students	60,000.00	60,000.00	65,000.00	65,000.00	68,000.00
Worksafe BC	5,500.00	5,500.00	5,500.00	6,000.00	6,000.00
	200.00	200.00	200.00	200.00	200.00
	65,700.00	65,700.00	70,700.00	71,200.00	74,200.00

Office

Overhead:

Accounting &

Legal 50.00 50.00 50.00 100.00 100.00

Tourism Development 300.00 300.00 300.00 500.00 500.00

Advertising &

Promotion 500.00 550.00 600.00 600.00 650.00

Insurance on Bldg &

Liability 4,600.00 4,900.00 5,200.00 5,500.00 5,700.00

Office Supplies 1,000.00 1,000.00 1,000.00 1,000.00 1,000.00

Gift Store Inventory &

Supplies 8,500.00 9,000.00 9,000.00 9,500.00 9,500.00

Display Supplies,

Archives Legacy 500.00 500.00 500.00 500.00 500.00

Fundraising Expenses 400.00 500.00 600.00 600.00 700.00

Dues & Fees 120.00 140.00 160.00 180.00 200.00

Credit Card Processing

(Square Up) 350.00 400.00 400.00 400.00 400.00

Miscellaneous

Unforeseen 100.00 100.00 100.00 100.00 100.00

1,000.00 1,000.00 1,000.00 1,000.00 1,000.00

Expansion /

Acquisitions 1,000.00 1,000.00 1,000.00 1,000.00 1,000.00

18,420.00 19,440.00 19,910.00 20,980.00 21,350.00

Total Expenses 93,320.00 94,350.00 99,980.00 102,060.00 105,690.00



Halfmoon Bay-Chatelech Community School Association
8086 Northwood Road
Halfmoon Bay, BC
V7Z 1A3

**Sunshine Coast Regional District
Special Corporate and Administrative Services Committee 1975 Field Rd.
Sechelt, BC
V0N 3A1**

November 8th, 2023

Summary of Programs and Services

Once again, we thank you for the opportunity to report on how our Association has used your funding to expand our reach with Tween Nights and Restorative Practices. These programs focus on social emotional competencies, provide shared learning experiences, and move us toward our goal of a healthy, flourishing community and district. We continue to feel the effects of the pandemic with students and staff. We see mental health concerns, financial stresses, and emotional ups and downs with many of the families we work with, these programs are proven ways to bring hope, capacity building and practical skills to improve well-being. We thank you for your generous support over the past two decades.

The following is a general overview of the programming offered by our Association. We will then cover the details of how your funds have been used this year for Tween Night and Restorative Approaches.

Halfmoon Bay-Chatelech Community School Association has been in existence for close to 30 years, it was established to enhance a sense of community and provide practical support and programs for families in the Halfmoon Bay area. When our mandate expanded to include Chatelech Secondary our programming expanded as well, and a second coordinator was hired. Close to a decade ago, through a grant from the Ministry of Children and Families we hired a third coordinator to oversee an Early Years Centre's project which lasted for five years. Following our Early Years Centre contract, we were offered a contract with School District #46 to be part of their Family Resource Program. Our contribution through this contract is a part time Family Navigator who works with the Early Learning Team of SD#46. Our coordinators support student and family needs in a variety of ways along with our volunteer board, school staff, volunteers, local businesses, and partner organizations. We are grateful for our funders which include CommunityLINK, SD#46, and yourselves. These resources are used in a variety of ways to ensure the best possible programming for our community. As you will see in our attached financial statement we also receive donations from local service organizations, businesses and community members who share in the desire to support families and children.

Presently our coordinators at both Chatelech and Halfmoon Bay schools ensure all students have access to healthy foods through fruit and veggie, breakfast, and lunch programs. School gardens are a big focus, as well as individual supports in the way of practical items such as bus passes, bike helmets, shoes, raincoats, and groceries. In addition to provision of food and individual support, each school coordinates a wide range of clubs and social-emotional programs to enhance student's experience of school and community.

Throughout the year, clubs such as Student Leadership, Textiles, Art, Fishing, Cooking, CORE, Robotics and Yearbook are offered. Community members are recruited to provide Homework Support and Volunteer Reading at the school. Coordinators support school events such as Thanksgiving Turkey Give Away, Bike to School, Talent Shows, Transition Days, Terry Fox Runs, Literacy events, Holiday Student Markets and other Christmas activities. At Chatelech, Art therapy is provided to individual students as well as Music Lessons based on student need. Both coordinators have offices in the school for one-on-one support and to ensure a safe, calming space for students in need of comfort. Student Leadership is supported in both schools with many exciting initiatives including student mentorship, student council, community service work and fundraising for legacy projects.

As partners of SD#46, our staff participate in Truth and Reconciliation activities and trainings. Our district has established an Indigenous Education Advisory Committee which oversees these professional development opportunities. We are grateful to be part of this movement toward strengthening inclusion, equity, and a deeper understanding of Indigenous history, worldviews, and ways of learning. Our school coordinators regularly meet with other Community Schools to assess needs, share ideas, and learn together.

Following are the reports for Tween Night and Restorative Practices.

Summary – Halfmoon Bay Tween Night

I would like to thank you for your ongoing support of this valuable program. Your funding gives our Tweens a safe and fun place to be on a Friday night, whether it is in person at the school with safe and supportive adults or in their own homes cooking or painting along as a group on Zoom. This last year we focused on Tween Cooking and Paint Nights, and two in-person fun nights at the school. This year we plan to have seven in-person Tween Nights at the school, two Cooking Nights and one Paint Night. We have been able to hire a Grade 12 Student to help plan and run the in-person Tween Nights, this not only gives us another safe person but a transition opportunity for kids to learn about the highschool. We provide structured and unstructured activities as well as healthy snacks and meals and a safe place to be for to Grade 5-7 students.

During our Zoom Cooking Nights this year, with the help of our “Celebrity Chefs” we have made grilled cheese and tomato soup and cinnamon buns. Kids take home a grocery bag full of supplies needed for that recipe and then we all meet online to cook together from our own kitchens. At the end of the session Tweens have prepared a meal they serve to their entire family.

Our Zoom Paint Night artists have produced beautiful sunsets and arbutus trees with Karen Love of “Create Sechelt” leading the way. Being at home and online is fostering family engagement where parents/caregivers join in and help their kids develop life skills and sharing important family time together.

Our attendance is very strong, with an average of 16 kids attending Cooking and Paint nights and the in-person nights averaged 18 kids.

We had our first in-person “Chill” Tween Night on November 3rd, which was a huge hit and are looking forward to offering themes such as Movie Night, Games Night, Obstacle Course, Outdoor Scavenger hunt night to name a few.

We are so grateful that your funding enabled us to reconstruct this program and now slowly return to our new normal expanding it with what we have learned! We are engaging our tweens and giving them a safe place to be with their families, youth mentors and safe adults, whether at home or at school they are engaged and have a warm healthy meal to start their weekend.

Below you will see a Tween Night budget summary from 2022/2023:

Halfmoon Bay Tween Nights Funding 2022/2023: Grant received \$2,700 (Received August 2022)

	Funding Received	Actual	Remaining
Grant Received	\$2,700.00		
Deferred from 2021/2022	0		
Expenses Art Nights, Cooking Nights		\$804.68	
Staff Wages		\$966.66	
Admin Fees (3%)		\$81.00	
Total Spent		\$1,852.34	
Deferred to 2023/24			**\$847.66

*** We had a very unfortunate event happen to one of our HMB students and so our last two scheduled Tween Nights were cancelled as a result. We will use these funds to help us with increased food costs and program costs.*

Below is our proposed budget for this 2023/2024 school year:

Proposed Halfmoon Bay Tween Night Budget 2023/2024:

	Funding Received	Proposed Expenses
Grant Received	\$2,700	
Deferred	\$847.66	
Total:	\$3,547.66	
Program Supplies		\$1256.66
Food & Snack		\$800
Staff wages		\$1,410
Administration		\$81
Total:		\$3,547.66

We are respectful of the SCRD’s budget limitations and feel confident that this year’s proposed Tween Night, including the deferred from last year will allow us to run the program to the same quality that we have done in the past.

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.

Summary - Restorative Practices

The funding provided by you supports Restorative Practises, which has funded district wide training and a 4 hour per week coordinator position. Restorative Practises in SD#46 includes Peace Circles in classrooms and as well with small groups, Positive Discipline training for parents and staff, as well as Compassionate Systems Leadership tools. We work in partnership with the Restorative Justice Program of the Sunshine Coast. Our activities are guided by an advisory committee including SD#46 Superintendent Kate Kerr, District Principal of Inclusion Services Christa Rive and coordinator of the Restorative Justice Program Jan Smalley. Restorative Practises focuses on skills and tools that restore relationships between students, parents and their children, and staff. These tools build community in classrooms and have the potential to change school culture. Positive Discipline is a non-punitive approach to discipline that relies on common understanding, mutual respect, and a long-term vision for healthy relationships with self and other.

This year we continued our work with Madeira Park Elementary with a one-day workshop in August building on their foundation of Positive Discipline. Outcomes included a strong sense of team throughout the school, mutual support between students, increased empathy, and a growing commitment to Positive Discipline practise. Compassionate Systems Leadership tools such as creative tension charts were used to clarify vision and

challenges with opportunity for strategic planning. We ended our year with a staff reflection and gratitude circle.

Several schools requested the circle process to deal with incidents of harm or conflict during the fall. We worked with Jan Smalley from the Restorative Justice Program to ensure schools were well supported. We also provided one on one support to families involved with the Restorative Justice Program who requested parenting support.

In February we responded to a request for a Positive Discipline class for parents of teens. Unfortunately, due to illness the class was re-scheduled which resulted in a poor turnout.

As in past years facilitator Sarah Joseph offered a two -day Positive Discipline certification during Spring Break open to all school district staff. Over twenty teachers and education assistants attended, and spaces were made available for Restorative Justice Program volunteers.

This spring several Halfmoon Bay Elementary Community School staff expressed interest in hearing more about opportunities for training in both circle process and Positive Discipline. Jan Smalley joined the conversation, and a variety of options were presented. Circles were held in the grade 6/7 class weekly over a period of weeks.

This has been a hard year as we come out of the stresses and negative social impacts of the pandemic. Many families and staff continued to experience high levels of stress and strain. In response to this, Karys Foley, a Family Navigator with the district inclusion team offered to facilitate a Letting Go and Setting Intentions Circle for district staff. Although there was minimal attendance it was a very meaningful experience and something to be considered for future.

We would like to congratulate Sue Lamb on her retirement from Halfmoon Bay-Chatelech Community School Association. I have been working with Sue for many years and have shadowed her for the last few months in preparation to take over this grant and her Restorative Practices work. I have been trained in and use Circle Practice in my work with Student Leadership. I am Positive Disciplined trained (with Halfmoon Bay Elementary Staff) and have worked with Sarah Josef on many occasions.

Below is a final reporting of funds for the 2022/23 school year followed by our proposed budget for 2023/2024.

Funding 2022/2023 School Year (funds received August 2022)

Income:	Proposed	Actual
Grant	\$10,000.00	\$10,000.00
Deferred from 22/23	\$670.00	\$670.00
Total	\$10,670.00	\$10,670.00
Expenses:		
Training and Resources	\$5,570.00	\$5,030.42
Wages	\$4,600.00	\$3,549.08
Administration	\$500.00	\$500.00
Total	\$10,670.00	
Remaining		\$1,590.50

Training and Resource funds were spent in the following areas:

One day training Madeira Park Elementary \$1500

Teen Positive Discipline Preparation \$400

Two Day Spring Break Break Positive Discipline Training \$3,000

Letting Go/Intention Circle \$130.42

Total: \$5,030.42

Proposed Budget 2023/2024 school year (funds received August 2023)

Income:	Proposed
Grant	\$10,000.00
Deferred from 22/23	\$1,590.50
Total	\$11,590.50
Expenses:	
Training and Resources	\$5,590.50
Wages	\$5,000.00
Administration	\$1,000.00
Total	\$11,590.50

2023/24 Request:

We respectfully request continued funding in the amount of \$10,000.00 for the 2023/24 school year. The only increase in costs we are experiencing currently is in administration

specifically bookkeeping. We would like to increase the administration amount in our funding request to 10 percent (\$1,000.00) by reducing the funds spent in coordinator time and training expenses.

We thank you for considering our request.

Gratefully submitted,

Sincerely,

Wendy White
HMB Community School Coordinator
Halfmoon Bay – Chatelech Community School Association

INCOME

Grant - Family Resource Prgm \$1,750/m July-Sept *admin funds not incl	A	5,250.00		Sue
Grant -Restorative Practices (SCRD)	B	10,000.00		Sue/Wendy
Grant - Restorative Practices - 3% Admin Portion	B	- 500.00		
Grant - Restorative Practices - DEFERRED FROM 2023	B	1,590.50		Sue/Wendy
Grant - Tween Night (SCRD)	C	2,700.00		Wendy
Grant - Tween Night - 3% Admin Portion	C	- 81.00		
Grant - Tween Night - DEFERRED FROM 2023	C	847.66		Wendy
CORE- DEFERRED FROM 2023	D	1,196.21		Wendy
ART CLUB - DEFERRED FROM 2023	E	453.67		Wendy
HMB HOLIDAY MARKET - DEFERRED FROM 2023	E	270.87		Wendy
BIKE CLUB - DEFERRED FROM 2023	E	400.00		Wendy
SCHOOL'S OUT - DEFERRED FROM 2023	E	600.00		Wendy
SFAF CHATELECH -DEFERRED FROM 2023	F	2,058.49		Lia
Grant - SD#46 Community Link - CHAT	G	20,585.00	\$41,667/yr - 1,235 Admin = \$40,432	Lia
Grant - SD#46 Community Link - HMB	G	21,082.00		Wendy
Grant - SD#46 Community Link -3% Admin Portion	G	- 1,235.00		
DONATIONS - DEFERRED FROM 2023	H	3,522.77		
Grant - SD#46 F3 - Chat portion	I	25,548.00		Lia
Grant - SD#46 F3 - HMB portion	I	9,067.00		Wendy
GST Rebate added to help cover expenses	J		400.00	
Interest Income added to help cover expenses	J		1,377.75	

Visa Points added to help cover expenses	J		100.00	
Admin - Family Resource Program Grant - July - Sept 2023	J		500.00	
Admin - LINK -3% of Grant	J		1,235.00	
Admin - Tween Night - 3% of Grant	J		81.00	
Admin - Restorative Practices -5% of Grant	J		500.00	
TOTAL ADMIN FUNDS	J	4,193.75		
Total Income	\$	107,549.92		

EXPENSES

Amortization	n/a	200.00	non cash item	
Wages & Benefits - Family Resource Prgm	A	5,250.00	(repr. Approx 183 hours)	Sue
Wages & Benefits - Restorative Practices/Restitution	B	6,090.50		Sue/Wendy
Restorative Practice/Restitution Project Exp	B	5,000.00		
Wages & Benefits -Tween Night	C	966.66	(represents approx. 36.5 hrs)	Wendy
Tween Night Program Expenses	C	2,500.00		Wendy
CORE - Program Expenses - DEFERRED FROM 2023	D	931.21		Wendy
Wages & Benefits -CORE - DEFERRED FROM 2023	D	265.00	(represents 10 hrs)	Wendy
ART CLUB Project expenses - DEFERRED FROM 2023	E	453.67		Wendy
HMB HOLIDAY MARKET Project expenses - DEFERRED FROM 2023	E	270.87		Wendy
BIKE CLUB - DEFERRED FROM 2023	E	400.00	(represents approximately 15 hrs)	Wendy
Wages & Benefits SCHOOL'S OUT - DEFERRED FROM 2023	E	600.00	(represents approximately 22.75 hrs)	Wendy
SFAF Chat Program Expenses - DEFERRED FROM 2023	F	2,058.49		Lia
Wages & Benefits -KinderSpark	G	260.00	equally divided by Chat and HMB portion of Link as in the past	
Community Link Exp - Chat Site Team Exp	G	2,446.50		Lia

Community Link Exp - HMB Site Team Exp	G	950.50		Wendy
Wages & Benefits - Chatelech Community Link	G	17,391.00	(represents 672 hours like last year)	Lia
Wages & Benefits - HMB Community Link	G	19,384.00	(represents 734.8 hours like last year)	Wendy
Donations - use as intended	H	665.09		
Wages & Benefits - use allowed deferred donations for Wendy Admin hrs	H	2,857.68	(repr. 6 hrs per PP for Admin x 9 mths = 108 hr Wendy)	
Grant - SD#46 F3 - Chatelech program expenses	I	21,395.00	Sept - Dec	
Wages & Benefits - Chatelech F3	I	4,153.00	160 hours for Sept - Dec	
Grant - SD#46 F3 - HMB program expenses	I	7,249.00	Sept - Dec	
Wages & Benefits - HMB F3	I	1,818.00	68 hours for Sept - Dec	
WorkSafe (est. cost at 0.30%)	J		207.00	
Insurance (last years cost)	J		920.00	
Accounting and Legal (actual \$567.61 Acc Software, est.\$1490 year end)	J		2,057.61	
Office, dues and fees (3x \$100, phone \$300 x2, Phone Sue \$90,dues \$20)	J		1,010.00	
Volunteer Recognition & Honorariums (HMB/Chat \$100 ea)	J		200.00	
Development & Training (HMB/Chat \$100 ea)	J		200.00	
Total Expenses covered by Admin		4,594.61		
Flex Fund Expenses		-	*no budget for flex budget; use savings at Board discretion	
Bookkeeping expenses		6,900.00		
Increased wage cost due to \$1 raise		2,487.73		
SFAF HMB		2,216.88	\$20.982 - \$18765.12 exp.	
Total Expenses	\$	119,755.39	<i>*Other than above items funded by savings, all other savings & term deposit funds are to be used at the discretion of the Board (by vote) for any coningencies on an as needed basis.</i>	
NET INCOME (LOSS)	\$	- 12,205.47		

SUMMARY

		Net Income (Loss)		
Family Resource Program (Ministry Children & Families via SD46)	A		-	
Restorative Practice (SCRD)	B		-	
Tween Night Program (SCRD)	C		-	
CORE	D		-	
Programs - Art, Holiday Market, Bike, School's out	E		-	
SFAF Chatelech - deferred from 2023	F		-	
Community Link SD#46	G		-	
Donations - deferred from 2023	H		-	
New Funding	I		-	
Admin Funds	J	-	400.86	Close but short
Bookkeeping	savings	-	6,900.00	Funded from savings, lower if Treasurer can take over some tasks
\$1 raise for HMB + Chat coordinators	savings	-	2,487.73	If we can reach 1204 hrs HMB+ 976 hrs Chat
SFAF HMB	savings	-	2,216.88	Used towards loss last year. Use savings or fundraise to cover
Amortization		-	200.00	*non cash item. Like last year
Net Income (Loss)	\$	-	12,205.47	

Halfmoon Bay-Chatelech Community School Association

Profit and Loss

July - October, 2023

	TOTAL
INCOME	
4101 LINK Grant-SD46	8,087.00
4102 LINK Grant-Admin Fun	247.00
4103 Restorative Practice Grant-SCRD	9,500.00
4104 Restorative Practices - Admin	500.00
4105 Family Resource Grant - MCFD	5,250.00
4106 Family Resource Grant - Admin	500.00
4107 Tween Night Grant - SCR D	2,619.00
4108 Tween Night Grant - Admin	81.00
4508 CORE	1,550.00
4509 Hot Lunch Program Income	1,903.50
4902 Butcher Dave's Meat Fundraiser	5,073.00
4904 Neighbors Helping Families HMBCA	3,250.00
4990 Interest Revenue	496.18
Total Income	\$39,056.68
COST OF GOODS SOLD	
5101 Wages/Benefits LINK - HMB	3,790.76
5102 Wages/Benefits LINK- Chatelech	2,793.25
5103 Wages/Benefits - Restorative Pra	295.70
5105 Wages/Benefits - Family Resour	5,238.36
5107 Wages/Benefits - Tween Night	84.94
5113 Wages/Benefits - Treasurer/Acc	2,245.87
5114 Wages/Benefits - Office for Coordinators	123.31
5117 Wages/Benefits - AceBC Rep.	0.00
5119 Wages/Benefits -UW ASSAI B	0.00
5122 Wages/Benefits - Phone Allowance	150.00
5123 Wages/Benefits - Core	164.32
5124 Wages/Benefits - F3 Chatelech	1,282.63
5125 Wages/Benefits - F3 HMB	385.74
5200 Vacation Pay	0.00
5625 SFAF - Chatelech	706.04
5626 CORE Expenses	1,185.00
5672 Neighbours helping Families	1,500.00
5675 To be Reimb by HMB School	1,622.30
Total Cost of Goods Sold	\$21,568.22
GROSS PROFIT	\$17,488.46
EXPENSES	
5420 EI Expense	-0.01
5430 CPP Expense	0.00
5640 F3 HMB Program Expenses	291.98
5641 F3 Chatelech Program Expenses	7,477.01
5770 Office Supplies & Postage	86.33
Total Expenses	\$7,855.31

Halfmoon Bay-Chatelech Community School Association

Profit and Loss

July - October, 2023

	TOTAL
OTHER INCOME	
4899 Donations	100.00
Total Other Income	\$100.00
OTHER EXPENSES	
5603 Chatelech Site Team Expense	84.64
5705 Accounting & Legal	2,022.02
5735 Insurance (DS)	900.00
Total Other Expenses	\$3,006.66
PROFIT	\$6,726.49

Roberts Creek Community School
NIGHTS ALIVE Youth drop-in program.
 Report to the Sunshine Coast Regional District
 November 2023



Nights Alive (NA) has been an institution with youth here on the Coast since 1999 and has been funded by the SCRDC since 2004. This weekly program offers a safe space for young people to socialize, recreate and take part in a variety of activities - sports, games, crafts, cooking, beach fires, storytelling, and more. An experienced team of staff mentor youth and support strong peer-to-peer relationships. 36 youth are registered in this drop-in program and an average of 25 youth attend program each Friday.

SCRD Budget Year	RCCS Fiscal Year	NA Program Dates	SCRD Grant/ Requested Amount
2021	July 1, 2021 – June 30, 2022	2021-2022 School Year	*\$3,000
2022	July 1, 2022 – June 30, 2023	2022-2023 School Year	\$10,000
2023	July 1, 2023 – June 30, 2024	2023-2024 School Year	\$10, 000
2024	July 1, 2024 – June 30, 2025	2024-2025 School Year	\$10, 100

*Note that in 2021, Roberts Creek Community School reduced the application request from \$10,000 to \$3,000 in response to a surplus resulting from reduced programming during the early stages of the pandemic in 2020-2021. Except for 2021, the SCRDC has funded Nights Alive \$10,000 annually since 2004.

Description of the 2024 Nights Alive Program

- o Teen/tween drop-in program every Friday from 2:45 – 5:30 pm while school is in session.
- o Program begins and ends in the Roberts Creek Community School Gym. Activities are usually located in the gym, with regular walking field trips to the beach and other local spots.
- o This is a free program - open to students in grade 6/7.
- o Students help to prepare a free, nutritious meal each Friday
- o Depending on group size, two - four staff are always on duty.
- o Activities provided this year will appeal to a wide range of interests and may include field trips to local pools or climbing gyms, cooperative games, organized sports, beach gatherings, art activities, and special guests.
- o Youth participate in the program design. A variety of activities are offered each evening.
- o Policies and procedures for the program are in place.
- o Staff will be offered training opportunities.
- o At least one First Aid-trained staff member will always be present.
- o An incident record book is kept on site.
- o The Sunshine Coast Youth Outreach team regularly visits the program.
- o Staff work closely with community school coordinators, school staff and administration to support students as needed.



Benefits of the program

- o Program provides an emotionally and physically safe space for youth to regularly socialize and participate in activities.
- o Staff members are excellent role models who build strong relationships with youth.
- o The Nights Alive Coordinator has extensive experience organizing programming and working with youth, including youth at risk.
- o The program leverages the work of the Sunshine Coast Youth Outreach Team – it is a venue where Outreach Workers can connect with vulnerable youth who benefit from support.

Nights Alive Testimonials

Douglas Styles - RCES Grade 7 Teacher

"My students really look forward to Night's Alive. It gives them something to look forward to at the end of the week. Also, it provides them with healthy activities (and food) where they can play, have fun, go on field trips, and really let their hair down.

Also, this year my grade 9 son is coming back to volunteer so it not only benefits those kids currently in grades 6&7 but also those who have recently graduated to work on their leadership skills."

Alexis Bach, RCCS Coordinator

Alexis administers, manages staff, and oversees the program. In her view, the incredible value of this program is the support it offers for youth during a significant transition period - embarking on their teen years. *"As the students become the leaders of their elementary school, it is a natural time for testing boundaries & discovering new capacity for independence & exploring identity of self. Our amazing team creates a reliable safe space for these individuals to explore these new aspects. Giving opportunities for our youth to grow in themselves & come together in a social & inclusive way."*

Briar Hartwell, NA Coordinator 2019-present

"Students will shine when given the opportunity to highlight a skill or assume some leadership role." Briar witnesses that typical behaviour challenges and social coping mechanisms tend to not even surface for many of the kids who really struggle in the regular classroom setting.

Student Feedback – 2023 Participants

Mabel: "It's awesome, feels informal, like you can be yourself.. like you can have fun."

Mia: "We go down to the beach sometimes and that is always fun. I also like taking out the mats and building a fortress - it's really fun."

Hugh: "It's amazing having it be informal, it's a freestyle event."

Name of Organization Roberts Creek Community School Society
Date Created: 5-Nov-23
Budget Planning Year: 2024 (July 1 2024 - June 30 2025)

Budget	% Inflation	Financial Planning			
2024		2025	2026	2027	2028

NOTES:

REVENUE:

Local Government Request	Budget	% Inflation	2025	2026	2027	2028
SCRD	\$ 10,100.00	101%	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	\$ 10,510.10
Budget Proposal (if required)	-					
Total Request	\$ 10,100.00		\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	\$ 10,510.10

Grants

-						
Sub Total Grants	\$ -		\$ -	\$ -	\$ -	\$ -

Other Revenue

Roberts Creek Community School	\$ 800.00	101%	\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48
-						
Sub Total Other	\$ 800.00		\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48

2023 Year (Deficit) / Surplus

Total Revenue - Organization Generate	\$ 800.00	101%	\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48
TOTAL REVENUE	\$ 10,900.00		\$ 11,009.00	\$ 11,119.09	\$ 11,230.28	\$ 11,342.58

	2024	2025	2026	2027	2028
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EXPENSES:

Materials and Supplies

Equipment	\$ 200.00	101%	\$ 202.00	\$ 204.02	\$ 206.06	\$ 208.12
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Snacks	\$ 1,050.00	101%	\$ 1,060.50	\$ 1,071.11	\$ 1,081.82	\$ 1,092.63	30 weeks x \$35/wk = \$1050
-				\$ -	\$ -		
Sub Total	\$ 1,250.00		\$ 1,262.50	\$ 1,275.13	\$ 1,287.88	\$ 1,300.76	

Office / Equipment

Advertising & promotion	\$ 50.00	101%	\$ 50.50	\$ 51.01	\$ 51.52	\$ 52.03	
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	\$ 1,100.00		\$ 1,111.00	\$ 1,122.11	\$ 1,133.33	\$ 1,144.66	

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	\$ 1,100.00	101%	\$ 1,111.00	\$ 1,122.11	\$ 1,133.33	\$ 1,144.66	Mgment: \$35/hr x 1 hr/wk x 30 wks = \$1050
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	\$ 8,300.00		\$ 8,383.00	\$ 8,466.83	\$ 8,551.50	\$ 8,637.01	

Other Expenses

-							
Sub Total	\$ -		\$ -	\$ -	\$ -	\$ -	

Training / Development

Staff training	\$ 200.00	101%	\$ 202.00	\$ 204.02	\$ 206.06	\$ 208.12	
-		101%					
Sub Total	\$ 200.00		\$ 202.00	\$ 204.02	\$ 206.06	\$ 208.12	

TOTAL EXPENSES	\$ 10,900.00	\$ 11,009.00	\$ 11,119.09	\$ 11,230.28	\$ 11,342.58
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	Budget	% Variance	Financial Planning			
	Budget	Budget	2025	2026	2027	2028
CAPITAL REQUIREMENT						
Purchases:						
-		101%				
-		101%				
Subtotal Purchased	\$ -		\$ -	\$ -	\$ -	\$ -
Proposed Exenditures:						
-		101%				
-		101%				
Sub Total Proposed	\$ -		\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL	\$ -		\$ -	\$ -	\$ -	\$ -

TOTAL COMMITTED EXPENDITURES	\$ 10,900.00	101%	\$ 11,009.00	\$ 11,119.09	\$ 11,230.28	\$ 11,342.58
LESS PROPOSED EXPENDITURES	\$ -	101%	\$ -	\$ -	\$ -	\$ -
LESS ORGANIZATION REVENUE	\$ 800.00	101%	\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48
TOTAL TAX REQUISITION	\$ 10,100.00		\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	\$ 10,510.10

Budget Line	Budget	Actual Fall
Revenue		
SCRD funding - Nights Alive 2022	\$10,000.00	\$10,000.00
Internal Funding	\$700.00	\$18.11
Total Revenues	\$10,700.00	\$10,018.11
Expenses		
Materials and Supplies		
Equipment	\$300.00	\$80.00
Snacks	\$700.00	\$931.11
-		
Sub Total	\$1,000.00	\$1,011.11
Office / Equipment		
Advertising & promotion	\$300.00	\$50.00
Administration	\$1,000.00	\$1,000.00
Printing/Computers	\$50.00	\$50.00
-		
Sub Total	\$1,350.00	\$1,100.00
Facility / Utilities		
Repairs & maintenance	\$50.00	\$50.00
-		
Sub Total	\$50.00	\$50.00
Personnel		
Mangement & supervision	\$1,000.00	\$1,100.00
Staff wages	\$7,000.00	\$6,757.00
-		
Sub Total	\$8,000.00	\$7,857.00
Other Expenses		
-		
Sub Total	\$0.00	\$0.00
Training / Development		
Staff training	\$300.00	\$0.00
-		
Sub Total	\$300.00	\$0.00
TOTAL EXPENSES	\$10,700.00	\$10,018.11

Tara Crosby

To: Alexis Bach
Subject: RE: 2024 Budget - Information Session for Community Partners

From: Alexis Bach <alexis@rccssel.ca>
Sent: Tuesday, November 7, 2023 4:00 PM
To: Tara Crosby <Tara.Crosby@scrd.ca>; Tina Perreault <Tina.Perreault@scrd.ca>
Subject: Re: 2024 Budget - Information Session for Community Partners

External Message

Hello!

Please find attached the request for funding our Night's Alive program for 2024. Thank you in advance for your continued support of a unique & instrumental program to support our grade 6 & 7's on the coast.

I am curious as to how we can (if possible?) add garden programming to our SCRD Community Partners funding? The RC Legacy Garden, of which we are so grateful for the instrumental support from the SCRD, has reached its final phase of completion. We are now moving forward with planning active programming to connect our community with the space. We currently have in school programming held in the space, but are looking to expand this beginning with intergenerational programming and moving forward with other ways to connect our greater community with the garden. One question that comes to mind is: do we submit a second application for the garden specifically, or would we expand our current programming to have both Night's Alive & the Legacy Garden programs in one submission?

I am open to have a further conversation with you at your convenience, if you have the interest & capacity to discuss my request.

warmly,
Alexis

On Mon, Oct 30, 2023 at 10:45 AM Tara Crosby <Tara.Crosby@scrd.ca> wrote:

Further to this message – the 2024 Round 2 Budget Finance Committee Meeting dates have been amended to January 22-23, 2024.

This does not affect 2024 Round 1 Budget dates or both information submission dates.

Please contact me if you have any questions or concerns.

Thank you,

Tara Crosby

From: Tara Crosby
Sent: Wednesday, October 4, 2023 10:02 AM
Subject: RE: 2024 Budget - Information Session for Community Partners



GIBSONS AREA COMMUNITY SCHOOLS
Box 548-783 School Road
Gibsons BC, V0N 1V0
(604) 886-2621
(Gibsons Landing Community Society)

To whom it may concern,

Nov 8, 2023

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 of the children and youth in our community. These are a sampling of areas that may fall under your terms for funds.

KIDZ CLUB/Spring camp and Summer camp

- This licensed after school care runs Mon-Fri from 2:50-5:30pm as well as Professional Development days. We also offer a spring break camp and a full day summer camp with several recreational outings. We are a licensed facility and able to accommodate up to 20 children. During these times children partake in many activities including outdoor play and game each day. On occasion we have use of the school gym, go to the local pool or beaches.

Try a Trade (TaT)

- Located in the shop area of Elphinstone Secondary, this free program runs every Tuesday from 3:30-6pm. Volunteer tradesman from the community assist the students to understand the proper usage and techniques in various trades. If you can think it, chances are one of our awesome volunteer tradesmen can help you build it. This program is open to students from grade 6 – 12. A parent/guardian must accompany grade 6 students.

Langdale Family Fun Nights

- Langdale family fun nights is a free fun event that promotes healthy family relations in a fun all inclusive environment. Run in the Langdale Elementary gym, this event has a paid facilitator on hand to help things to run smoothly. Open to all families regardless of catchment area these are once a month during the school year. This program also involves foods created to match up with the theme of the evening.



GIBSONS AREA COMMUNITY SCHOOLS
Box 548-783 School Road
Gibsons BC, V0N 1V0
(604) 886-2621
(Gibsons Landing Community Society)

HOMEWORK CLUB (Elphinstone Secondary)

- The Gibsons Area Community Schools has been facilitating the “Homework Club” at Elphinstone Secondary for the past several years. This much needed program fills an important need in our school. A qualified instructor is on hand five days per week to offer help to those who are struggling to keep up or just need some extra help outside the classroom.

GARDEN CLUB

- With the help of one of our elementary teachers, students learn about nutrition, soil, planting, watering, cultivating, and taking care of a variety of vegetables and herbs. Making their own food source. This group meets during school time as well as school breaks to run year-round. As well as providing extras for their families they also bring fresh vegetables and extras to the local food banks.

Sue Wilson

Sue Wilson

Coordinator
Gibsons Area Community Schools
604-886-2621

2023 Budget for Youth Programs

Gibsons & Langdale primarily but all schools invited

Kidz club (yr. round)	Budget	Actual
Staff	\$53,000.00	\$54,257.37
Facility Rental	\$600.00	\$540.75
Food	\$250.00	\$560.00
Supplies	\$2,000.00	\$1,862.52
Admin	\$2,050.00	\$3,500.00
Total	\$57,900.00	\$60,720.64

Elphinstone Secondary primarily

Try a Trade	Budget	Actual
Materials	\$2,000.00	\$1,850.00
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
Total	\$2,366.00	\$2,216.00

Langdale Elementary primarily

Family Fun Nights	Budget	Actual
Staff	\$800.00	\$450.00
Facility Rental	\$16.00	\$16.00
Supplies	\$300.00	\$239.94
Admin	\$350.00	\$350.00
Total	\$1,466.00	\$1,055.94

Elphinstone Secondary & GES

Homework Club	Budget	Actual
Staff	\$8,250.00	\$8,395.20
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
Total	\$8,616.00	\$8,761.20

Gibsons Elementary primarily

Garden Club	Budget	Actual
Supplies	\$1,000.00	\$872.81
Admin	\$100.00	\$100.00
Total	\$1,100.00	\$972.81

<i>Budgeted</i>	<i>Ttl. Actual</i>
<i>\$71,448.00</i>	<i>\$73,726.59</i>

Difference	<u>- \$2,278.59</u>
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Finacial plan 2024-2029 (future budget)

Try a Trade (formerly cool school)

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$1,600.00
SCRD	\$2,000.00

Total Income	\$3,600.00
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EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$3,234.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$3,600.00
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FAMILY FUN NIGHTS

INCOME

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

Total Income	\$1,191.00
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EXPENSES

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

Total Exp.	\$1,191.00
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HOMEWORK CLUB

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$6,500.00
SCRD	\$2,000.00
PAC	\$2,000.00

Total Income	\$10,500.00
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EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$10,134.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$10,500.00
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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

Total Income	\$66,365.00
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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

Total Exp.	\$66,365.00
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GARDEN CLUB

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$2,000.00
SCRD	\$750.00

Total Income	\$2,750.00
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EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$2,400.00
Admin	\$350.00

Total Exp.	\$2,750.00
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PENDER HARBOUR & DISTRICT
CHAMBER OF COMMERCE

*Pender
Harbour
Spirit*

2024 BUDGET SUBMISSION TO SUNSHINE COAST REGIONAL DISTRICT

Date: November 5, 2023

2023 Actuals vs Budget

Preliminary 2024 budget (including SCRD requested funding)

Summary of 2024 programs and services

Longer term plans – beyond 2024

Prepared by: David Blaiklock
Treasurer Pender Harbour & District Chamber of Commerce
email: davidblaiklock@gmail.com
Cell phone: 604-961-7036

**Pender Harbour & District Chamber of Commerce
Statement of Operations**

	<u>January 1 to October 31, 2023</u>			Projected 2023 Annual	Preliminary 2024 Budget
	2023 Annual Budget	Budget	Actual		
REVENUE					
Brochure Racking Fees - current	1,150	1,150	950	950	950
Chamber Group Insurance Plan Comm	1,100	917	354	425	450
Donations and community fundraising	1,000	1,000	833	833	
Interest and GST rebates	1,200	1,000	7	7	200
Marquee tent rental	200	200	0	0	
Membership Dues - Current	9,500	9,500	9,425	9,425	9,500
Sandwich Board Fees	250	250	50	50	50
SCRD - Economic Development Funding (Note 1)	2,500	2,500	2,500	2,500	2,500
SCRD - Sanitation Grant (Note 1)	3,000	3,000	3,000	3,000	2,300
Service Grants - Other	42,500	42,500	24,465	34,465	1,000
Signage fees	6,500	6,500	7,225	7,225	7,500
Visitor Information Center					
Summer Jobs grant	6,000	6,000	0	0	5,000
SCRD grant - VIB Ambassadors (Note 1)	11,500	11,500	11,500	11,500	12,200
SCRD grant - W/R Maintenance (Note 1)	11,000	11,000	11,000	11,000	11,000
Washroom Subsidy	2,500	2,500	1,860	1,860	1,860
Total Revenue	99,900	99,517	73,169	83,240	54,510
EXPENSES					
Bad Debts	0	0	2,000	2,000	0
Bank Service Charges	600	500	86	103	120
Computer and Internet Expenses	800	667	1,200	1,440	1,440
Credit card fees			77	77	80
Dues and Subscriptions	1,200	1,000	1,815	2,132	2,200
Insurance Expense	600	600	605	605	650
Marketing, Advertising & Promotion Expense	2,800	2,800	2,421	2,700	2,500
Meeting Expense	350	292	0	200	100
Office Expense	400	333	0	0	100
Payroll Expenses					
Payroll Expenses	0	0	62	62	50
Taxes	1,500	1,250	1,307	1,700	1,600
Wages - Youth Employment	6,000	6,000	6,351	6,351	8,280
Wages - Executive Director / Manager	18,000	15,000	13,884	16,700	17,000
Total Payroll Expenses	25,500	22,250	21,604	24,812	26,930
Postage and Delivery	0	0	47	47	50
SCRD - Economic Development Initiatives	600	600	0	0	
SCRD - Portable Toilet Expenses	2,800	2,800	2,160	2,160	2,300
Sign & VIB Centre Maintenance	42,500	42,500	24,465	29,465	2,000
Trail Booklet Expense	100	100	0	0	0
Travel			126	200	150
Visitor Information Centre					
Cleaning	9,025	8,000	5,420	7,500	8,200
Maintenance of VIC & Washrooms	175	146	0	0	1,000
Office Supplies	1,500	1,250	152	152	200
Telephone Expense	1,800	1,500	930	1,239	1,440
Utilities	2,000	1,667	0	700	800
Washroom Supplies	2,500	2,083	2,616	2,900	3,200
Total Visitor Information Centre	17,000	14,646	9,117	12,492	14,840
Website & Social Media	2,100	2,100	4,954	4,954	1,000
Worksafe BC	75	75	0	0	50
Total Expenses	97,425	91,263	70,677	83,387	54,510
NET INCOME (LOSS)	2,475	8,254	2,491	-148	0
Note 1 - Total SCRD Funding	28,000	28,000	28,000	28,000	28,000

Pender Harbour & District Chamber of Commerce

Balance Sheet

As of October 31, 2023

	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	901.00
BEA Funds	76.11
Class B Equity Shares	62.59
Class C Equity Shares	19,694.43
Operating account	19,694.43
Total Cash and Cash Equivalent	\$20,734.13
Accounts Receivable (A/R)	
Accounts Receivable	1.00
Total Accounts Receivable (A/R)	\$1.00
Growth Zone A/R	4,470.00
Total Current Assets	\$25,205.13
Total Assets	\$25,205.13
<hr/>	
Liabilities and Equity	
Liabilities	
Current Liabilities	
GST/HST Payable	-2,020.87
Payroll Liabilities	0.00
Federal Taxes	229.61
Vacation Pay	2,148.00
Total Payroll Liabilities	2,377.61
Unearned Revenue	18,035.46
Total Current Liabilities	\$18,392.20
Total Liabilities	\$18,392.20
Equity	
Retained Earnings	4,321.37
Profit for the year	2,491.56
Total Equity	\$6,812.93
Total Liabilities and Equity	\$25,205.13

Pender Harbour & District Chamber of Commerce 2024 budget submission to SCRD

SUMMARY OF 2024 PROGRAMS AND SERVICES

The following report will provide details of the programs and services Pender Harbour & District Chamber of Commerce plans to offer in 2024. **In 2023 we received \$28,000 in grants from SCRD and we are requesting the same amount of funding in 2024.**

The boards of directors of the three chambers of commerce on the lower Sunshine Coast (Gibsons & District Chamber of Commerce, Sechelt & District Chamber of Commerce and Pender Harbour & District Chamber of Commerce) have signed a letter of intent to merge their organizations to form the Sunshine Coast Chamber of Commerce. Members of the three chambers will meet separately on November 7 / 8, 2023 to consider the proposal and, if thought fit, resolve to dissolve their chamber. If the votes are favourable, it is expected that each of the chambers will dissolve by December 31, 2023, after which they will form a temporary board of directors and develop the constitution and rules of operation of the merged entity. It is currently expected that an initial general meeting of members will be held by the end of the first quarter of 2024 to, amongst other things, appoint a board of directors and ratify the constitution, after which the Sunshine Coast Chamber of Commerce will commence operations.

Whether the merger materializes or not is unlikely to impact the programs and services outlined in this report, since they are considered “baseline” programs and services for the Pender Harbour business community and area residents. If anything, a successful merger is expected to result in the need to provide additional programs and services.

This report is based on the Pender Harbour & District Chamber of Commerce (the “Chamber”) interim financial results to date in 2023 and our 2024 preliminary 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 brochure racking fees. Our paid executive director organizes and runs specific programs and services and our Board of Directors oversees our strategic direction and annual objectives.

We have four ongoing programs that were supported by SCRD grants totaling \$28,000 in 2023 and we are requesting the same amount of funding for 2024. Ongoing programs are the Visitor Information Booth (VIB), Visitor Information Center washrooms (VIC washrooms), Tourism Sanitation Services, and Economic Development.

Other popular chamber sponsored events/activities, which greatly encourage community spirit, are “Light up the Harbour” and the “Christmas in Pender Harbour”.

Year-to-date to October 31, 2023, we have net income of approximately \$2,500 and we expect to end the year with a small deficit. One of the reasons for the deficit is that we had budgeted to receive a grant under the Canada Summer Jobs program to fund a student to work in our VIB but in May, after we had already committed to hire the student, Service Canada advised us that we would not be receiving a

**Pender Harbour & District Chamber of Commerce
2024 budget submission to SCRD**

grant in 2023 due to the program being significantly oversubscribed. We have set a preliminary 2024 budget for revenue and expenses to breakeven.

Our membership continues to be supportive and local businesses appreciate the Chamber’s services and community presence.

The following table shows actual SCRD grants received for 2022 and 2023 and our requested grant for 2024, which we are proposing to remain at the same level as 2023, however, with a slightly modified allocation of funding.

	2022	2023	2024
	Actual	Actual	Plan
Tourism sanitation services	2,700	3,000	2,300
Visitor Information Centre washrooms	9,500	11,000	11,000
Visitor Information Booth	10,000	11,500	12,200
Economic development	2,500	2,500	2,500
Total program cost	24,700	28,000	28,000

Tourism sanitation services 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 VIC washrooms and the Harbour Association opening and closing hours of their Madeira Park washrooms allowed us to remove the portable washrooms at Millennium Park.

During 2022, we operated one year-round and one summer-months-only portable washroom at Hospital Bay. We had originally planned to offer the same services in 2023, but ended up eliminating the summer-months-only portable washroom, which resulted in a reduction of costs. Our grant request for 2024 will continue to allow for one year-round portable washroom.

	2022	2023	2024
	Actual	Projected	Plan
SCRD grant	2,700	3,000	2,300
Total revenue	2,700	3,000	2,300
Portable toilet servicing	2,704	2,160	2,300
Total expenses	2,704	2,160	2,300

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 to be constructed at the current location of the portable toilets back in 2016/17. The death of a principal in one of the neighboring businesses

**Pender Harbour & District Chamber of Commerce
2024 budget submission to SCRD**

and the sale of a second neighbouring business delayed the completion of that project. The difficulty in securing a low-cost septic treatment connection remains, however, negotiations are continuing with a solution still possible.

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). The VIC is located in downtown Madeira Park. The Chamber is responsible for the operation and overall management of the VIC washrooms.

In 2014, we upgraded the VIC washrooms, which allowed us to have consistent open and closing times, extend our hours during the summer months and ultimately respond to local business' requests for longer opening hours each day. Automated locks were installed, which improved security and ease of management.

Ongoing operations are financed by grants from the SCRD and voluntary contributions from merchants in the immediate area.

The VIC washrooms are very much depended on by our local community, the businesses and of course the tourists who visit our area. All of this puts pressure on the facilities and warrants their ongoing maintenance and upgrading.

We anticipate that expenses will increase in 2024. Recently, the washrooms have begun to be used by addicts consuming drugs, which is a problem in many communities across the country. Since we want to ensure that the facilities remain open to allow for their intended use, we plan to deal with the problem by installing some security devices and closer monitoring by staff and volunteers. We have also budgeted for increased cleaning and additional washroom supplies.

	2022	2023	2024
	Actual	Projected	Plan
SCRD grant	9,500	11,000	11,000
Local business' subsidy	2,640	1,860	1,860
Total revenue	12,140	12,860	12,860
Cleaning	8,665	7,500	8,200
Washroom supplies	2,523	2,900	3,200
Utilities	615	700	800
Repairs and maintenance	54	0	1,000
Total expenses	11,857	11,100	13,200

Visitor Information Booth (VIB)

**Pender Harbour & District Chamber of Commerce
2024 budget submission to SCRD**

Visitor Information services are provided at our main location, which is a building housing our Visitor Information Booth (VIB) and associated VIC washrooms, located in downtown Madeira Park.

The Chamber is responsible for the staffing, operation and overall management of the VIB. 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.

Ongoing operations of our VIB are financed by a combination of grants from the SCRD and Chamber funding. Tourism is an important business driver in Pender Harbour and we are frequently reminded that AREA A is the “Gem” of the south coast and as such we value the economic benefits that accompany this tourism business.

The COVID pandemic impacted tourism in Pender Harbour, as it did elsewhere in Canada and across the world. As a result of the pandemic, the VIB could not be opened in 2020. During 2021, we employed two students at the VIB throughout the summer months (June to September), mainly through funding under the Canada Summer Jobs (“CSJ”) program, but for 2022 the funding was cut in half and we could only hire one student. The Chamber applied for a CSJ grant for 2023 and budgeted to receive \$6,000 in funding for one student. In May 2023, after we had already committed to hire the student, Service Canada advised us that we would not receive any funding in 2023 because the program had been over-subscribed. In response to this disappointing news, we found the student alternative part-time employment with one of our local merchants and cut back her hours by almost 50%. With the help of volunteers and our executive director, we were able to keep the VIB open and operating successfully during the peak summer tourism season.

We will apply for a CSJ grant for 2024 to fund a portion of the wages of one student. Eligibility for funding under the CSJ program requires that the student works full-time (30 – 40 hours per week) for a duration of six to 16 consecutive weeks, earning at least the minimum wage. Our 2024 preliminary budget includes \$8,280 for the cost of hiring one student for 30 hours per week, for 16 weeks at a wage of \$17.25 per hour. We are cognizant that funding could be denied altogether (as it was in 2023) or it could be cut back. We have preliminarily budgeted to receive a grant of \$5,000. If we are unsuccessful, we will take action similar to the action we took in 2023.

	2022	2023	2024
	Actual	Projected	Plan
SCRD grant	10,000	11,500	12,200
CSJ grant	3,557	0	5,000
Chamber funding	15,197	14,641	11,320
Total revenue	28,754	26,141	28,520
Wages of executive director and summer student	25,958	24,750	26,880
Phone and internet	1,610	1,239	1,440
VIB supplies	1,186	152	200
Total expenses	28,754	26,141	28,520

Historically we have reported various statistics related to traffic at the VIB to Tourism BC, including parties visiting the VIB and total visitors. Each party or visitor could have been a single person making a

**Pender Harbour & District Chamber of Commerce
2024 budget submission to SCR D**

single enquiry, a single person making multiple enquiries or a group of people making multiple enquiries. Statistics, which cover the 16-week period from mid-May to the beginning of September, are shown in the table below. The conclusion that can be reached is that we are still recovering from the COVID pandemic, but Pender Harbour is a vibrant destination that we can expect to continue to attract tourists and businesses.

	2023	2022	2021	2020	2019
Average parties per hour	2.05	2.76	1.83	-	2.38
Total parties	830	929	1,194	-	1,286
Total visitors	1,786	1,850	2,137	-	3,520
Phone calls, mail, social media	152	154	243	-	Not tracked

For 2024 our plan is to operate the VIB in Madeira Park with one or two paid staff and to recruit volunteers for peak times and to fill in gaps in personal schedules of staff. Our aim, as in previous years, will be to provide the best service so as to respond to all visitor enquiries from both land and water, as well as virtually (i.e., telephone, social media email etc).

Economic Development

Our Economic Development activities for the past several years 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 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 and 2023, we received a grant from SCR D of \$2,500, which allowed us to fund the activities described above and we are requesting the same level of funding in 2024. In 2023, we invested \$4,500 to “modernize” and upgrade our website and we are committed to making ongoing improvements to this important “face” of the Pender Harbour community. 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.

	2022	2023	2024
	Actual	Projected	Plan
SCR D grant	2,500	2,500	2,500
Chamber funding	2,295	5,154	1,000
Total revenue	4,795	7,654	3,500
Marketing, advertising and promotion	2,699	2,700	2,500
Website and social media	2,096	4,954	1,000
Total expenses	4,795	7,654	3,500

Pender Harbour & District Chamber of Commerce 2024 budget submission to SCRD

In 2022, we received a \$50,000 grant from Sunshine Coast Tourism to renovate the Visitor Information Centre space, including renovating the VIC washrooms (to make them more accessible for people with disabilities and to add security and safety fixtures) and constructing a significant new display structure providing information about the Pender Harbour area and its heritage. This “West Coast Style” signage was constructed in 2023 and is a prominent feature in Madeira Park. The demand by local and regional businesses to promote their services on the structure has exceeded the supply of space.

LONGER TERM PLANS - BEYOND 2024

The Chamber’s plans beyond 2024 will depend upon whether it merges with the Gibsons and Sechelt chambers of commerce to form the Sunshine Coast Chamber of Commerce. As mentioned above, the members of each chamber will vote on November 7 / 8, 2023 to approve the merger and vote to dissolve their chamber. Based on community feedback at the time of writing this report, it is expected that each of the three chambers will vote in favour of the merger. Even if the three chambers vote to dissolve, it is possible (though unlikely) that they will be unable to agree on the constitution, terms of reference, relative power sharing and responsibilities of the merged entities, in which case the status quo will prevail.

We anticipate that 2025 and beyond will see a continuing recovery from the COVID pandemic, population growth in the lower Sunshine Coast and increased tourism, all of which will benefit the businesses in the area. Local chambers of commerce, whether it be one or three, will need to continue to provide their current programs and services and expand them to meet expected higher demand.

The Visitor Information Centre in Madeira Park is an important amenity in Pender Harbour; it will continue to operate for many years and our vision is that it will transition to become part of a larger visitor information system or network. A successful merger will likely speed up this transition. We continue to feel strongly about the need to upgrade our Visitor Information Centre and to provide an attractive rest area for travelers – drivers, boaters, cyclists, and campers. We will continue 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.

Our economic development plan is designed to complement and support a coast-wide marketing campaign, Regional Economic Development Office, signage and branding. We will also continue to work with service clubs and voluntary groups to promote the festivals and events that make us an attractive destination for visitors. We will continue to work with Sunshine Coast Tourism (tourist attraction and retention) and SCREDO (business attraction and retention) to promote the Sunshine Coast for residents, businesses and visitors and continue to update our systems and processes to provide a seamless interface to their systems and on-line information.



November 9, 2023

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 Sunshine Coast Tourism Support Program
BC Ferry's Travel Ambassador Program & Sunshine Coast Visitor Information Park
Support Funding Request 2024**

Please accept this granting request for 2024. Apologies for delay. We are currently in the process of activities relating to the merger of the three current Sunshine Coast Chambers of Commerce into a singular, all inclusive and stronger organization to represent the Sunshine Coast Business Sector. As the time of this will actually complete in mid 2024, we still have our programs planned that require the much-needed financial support of the SCRD.

The following funding request is to request continued support of the 2024 Sunshine Coast Visitors & Tourism Information Program that the Gibsons & District Chamber of Commerce provides through BC Ferries Travel Ambassador Program and the Visitor Information Park, Gateway to the Sunshine Coast (top of by-pass on Stewart Road).

The year 2023 continued to show progress as the significant increase in tourism/visitor traffic to the Sunshine Coast that is still recovering from the impact of the pandemic and the subsequent economic inflationary downturn towards small business and tourism. Vaccination success has eased the concerns about people travelling. However, the economic impact is still a drawback.

Continued efforts of all businesses and community support organizations to roll out the welcome mat has had tremendous positive results. However, these efforts come with costs. The same is true with our (Gibsons & District Chamber of Commerce) and the financial requirements to support our Travel Ambassador program and the Visitor Information Park, (Gateway to the Sunshine Coast).

Our 20+ year partnership with BC Ferries, Route 3 continues to strength as their own costs to support On Board Visitor Information becomes more and more difficult. This is where they welcome and strongly endorse the allocation of Travel Ambassadors that lessen the demand on their staffing to meet the increasing level of inquiries.

In 2023 the Travel Ambassador program engaged with over 18,000 visitor inquiries. The significant time saved for the BC Ferries the Steward's Office and their Crew Members to focus more on their own many challenges of safe sailing and security of the passengers, was a major positive.

Addressing the thousands of inquiries from Tourists, Visitors and even Residents directly and personally adds to the "welcoming" that starts of every Sunshine Coast visit on a "Sunny" note.

A key element, not to be understated, is that the T/A program compliments the local Visitor Information Centres in Gibsons, Sechelt and Pender Harbour during the busiest time of the year in our "prime time" travel season. Along with our (Gibsons Chamber of Commerce) added support of the Visitor Information Kiosk at the Visitor Information Park – The Gateway to the Sunshine Coast – during the heavy travel times, we can promote, direct, support and advise about our local businesses, attractions, locations, travel times, schedules and even provide a rest spot while the heavy traffic flow thins out.

In 2023 as the tourism/visitor traffic continues to increase, stoppage at the VIP also increases. 5,000 direct engagements through June to September and another estimated 6,000 vehicles that pull off the highway to rest, use the washrooms, give their pets a break, get orientated (our large maps) and even recognize some of the major businesses who create their strong Brand Awareness with Visitor Park Ad Panels.

Until the Chambers of Commerce on the Sunshine Coast complete the move forward towards merging as stronger voice for the business sector later in 2024, the Gibsons & District Chamber of Commerce mandate is to support our 200+ business members that range over the entire Sunshine Coast. In addition, we provide business news, tools, and local updates to over 2,500 SC businesses who subscribe to our newsletter and social media feeds. We collaborate with SCREDO and the other Chambers of Commerce to support their agendas Coast Wide. As we emerge as a unified Sunshine Coast Chamber of Commerce, we will only be stronger in our support.

As we enter the 25th year of Travel Ambassador support and welcome the 13th year of the Visitor Information Park, the ongoing administration and maintenance costs of the programs continue. With limited funding based on membership levels only for the Gibsons Chamber your financial support becomes more critical.

SCRD Support Request - see financial statement attached.

	2021 Actual	2022 Actual	2023 Request	2024 Request
Visitor Services – Gibsons/Areas D, E & F (Visitor Information Park Kiosk, Wayfinding Map Info and Rest Stop)	\$5,200	\$5,700	\$6,000	\$6,000
BC Ferries Travel Ambassador Program	\$2,500	\$2,800	\$3,000	\$3,000
Total Allocation & New Request	\$7,700	\$8,500	\$9,000	\$9,000

Of special note to consider is that with the 13th year of operating the Visitor Information Park, continued challenges with garbage maintenance (increased to weekly pickup), servicing of the Portable Washrooms (supplementary service during peak period), increasing grounds maintenance – even keeping the weeds down during drought weather – plus the upkeep of the map/sign structure requires on going vigilance.

Most, if not all of this is a result of increase traffic and visits to the Sunshine Coastnot a bad thing.

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

With our Travel Ambassador and Visitor Information Park programs we continue to and ensure the Visitor’s experience and their first impressions are a positive Sunshine Coast welcome – whether engage with the Travel Ambassadors, Visitor Information Park, or Visitor Centres in Gibsons, Sechelt, and Pender Harbour.

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.

We look forward to addressing any questions or comments.

Best Regards,



Chris Nicholls
Executive Director



Deb Mowbray
Chair

Gibsons & District Chamber of Commerce		Draft 2024 Tourism Services Budget			
Tourism Services / Economic Recovery	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Forecast
Sources of Cash / Revenue					
Grants CAN Summer Jobs - \$16.75 minimum / MERCS	4,500.00	4,600.00	4,600.00	5,214.00	5,300.00
Magazine/Map Distribution - Vital Signs - Glacier Media	-				
SCRD - T/A Admin Fee	2,500.00	2,800.00	3,000.00	3,000.00	3,000.00
SCRD - VIP Admin /Maintenance Fee	5,200.00	5,700.00	6,000.00	6,000.00	6,000.00
VIP Advertising*	7,800.00	7,700.00	5,500.00	2,500.00	7,800.00
Town of Gibsons - Tourism (Kiosk Rental)	-				
Total Sources (Total Cash In)	20,000.00	20,800.00	19,100.00	16,714.00	22,100.00
	2022 Budget	2022 Actual	2023 Forecast	2023 Actual	2023 Forecast
Administrative Expenses					
Administration	4,000.00	4,000.00	4,000.00	5,000.00	5,000.00
Copier & Copies	600.00	600.00	600.00	700.00	500.00
Insurance Commercial Liability, Theft, Comprehensive	1,500.00	1,740.00	1,800.00	1,800.00	1,900.00
Mobile KIOSK Insue, License, Transport	300.00	300.00	700.00	700.00	700.00
Staff Recognition	200.00	200.00	200.00	100.00	100.00
*VIP Maintenance / Repair / Garbage / Rebuild / Safety	6,000.00	7,000.00	7,000.00	2,500.00	5,000.00
VIP Advertising Production	1,000.00	1,100.00	800.00	1,000.00	1,600.00
Tourism Kiosk Staff	5,500.00	5,500.00	6,000.00	7,000.00	7,000.00
Volunteer Recognition	1,500.00	2,000.00	2,000.00	2,800.00	2,500.00
Total Administration Expenses	20,600.00	22,440.00	23,100.00	21,600.00	24,300.00
Tourism and Economic Recovery Net	- 600.00	- 1,640.00	- 4,000.00	- 4,886.00	- 2,200.00
*Note - Four renewals scheduled for 2024, risk is non renewal deflates revenues					

Sunshine Coast Search and Rescue Association
SCRD Funding Application 2024



SUMMARY

We are an enthusiastic and committed volunteer search and rescue team providing service to a fairly large and technically challenging geographical area. Our task volume has shown significant increase the past few years. Access to mutual aid from other SAR teams is reduced or slowed because of no road connection with other areas. All this, combined with ever more rigorous provincial operating guidelines for safety and technical rescue means our team must invest significantly in training and equipment to maintain response capabilities and safety standards. There are ongoing costs to maintain our building and vehicles as well.

- We are the only provincially-mandated Ground SAR group serving the SCR D area; organized search and rescue services for shoreline, land, and inland waters would not exist without our organization.
- Our Search and Rescue services are delivered by volunteers to all people free of charge.
- We provide First Aid services at no charge for various community events throughout the year.
- Our services are accessible to all.
- Sunshine Coast SAR is a non-profit society in BC and a registered charity with Canada Revenue. It has strong leadership and administration. Our organization existed for 20 years before becoming a society, celebrating 46 years of service to our community in 2022.
- We have broad community support.

THE ORGANIZATION

Sunshine Coast SAR has been a registered non-profit society in BC since 1995 and a registered charity with the Canada Revenue Agency since 2004. We are a 100% volunteer organization with no paid employees.

We are normally tasked by the RCMP, BC Ambulance Service (BCEHS), local Volunteer Fire Departments, the Coroner or local government (Sunshine Coast Regional District) and operate within the provincial SAR structure outlined by Emergency Management and Climate Readiness BC (EMCR, formerly EMBC). We have a very good working relationship with our local RCMP detachment, the three local Ambulance units, and the six Volunteer Fire Departments as well as with the three Marine SAR (RCM SAR) groups in our area.

AREA OF OPERATIONS

We respond 24/7 to requests from tasking agencies for searches, rescues, recoveries and local emergencies within the Sunshine Coast Regional District (SCRD). The area covered by our team is the entire Regional District, with a land area of 3,800 square kilometers including to the top of Ikw'emin (Jervis Inlet) with significant rugged wilderness areas. Our bordering SAR teams are qathet SAR (formerly Powell River SAR) and Squamish SAR. All inland waters and offshore islands (Gambier, Keats and Thormanby being the best known) are also covered. Mountains rise sharply from the coast and there are many forestry roads requiring 4x4 to access them. Many lakes, two cross country ski areas, a vast trail network and two large provincial

parks encourage significant backcountry activity, often at high elevations. We are a tourist and recreation destination for the lower mainland both summer and winter.

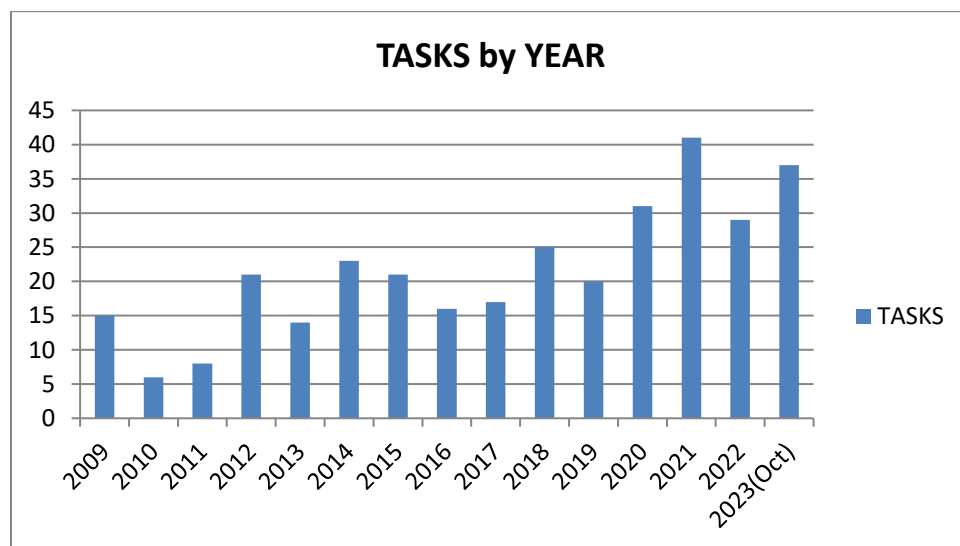
As a provincially mandated SAR team, we can also be tasked to assist in any other area of the province for larger incidents. It is normal for us to assist teams in the Fraser Valley, Howe Sound/Whistler, Vancouver Island and qathet areas. Similarly, for larger incidents in our own area, we can, and do, call on other teams to provide assistance here.

ACTIVITY

The primary activities are divided into two categories: Operational Response/Preparedness (including tasks and training) and Admin/Community. This table shows these and the number of recorded volunteer hours our members contributed to each during the 2022 and 2023 calendar years.

Activity	Volunteer Hours 2022	Volunteer Hours 2023 (to date)
Operational Response/Preparedness	4,167	6,121
Administration/Community	1,148	1,227
TOTAL	5,315	7,348
Approximate In-Kind value All hours valued at \$25/hr	\$132,872	\$183,700

In the first 10 months of calendar year 2023 we responded to 37 incidents. The chart below shows that, despite fluctuations, there is a clear trend of increasing task volume over the past 15 years. It is reasonable to expect this to continue due to increasing population and recreational opportunities in our area.



EQUIPMENT AND TRAINING REQUIREMENTS

The increasing number of tasks and the isolation which results in delayed access to mutual aid from other teams, requires us to acquire and maintain as many response capabilities as possible to be able to respond when needed. Besides basic Ground SAR capability, our team has specialized training for rope rescue, swiftwater rescue, search dog, avalanche, tracking, first aid and helicopter operations.

Course fees and travel costs for training are substantial. The team must pay for members to travel off-coast by ferry and pay for accommodation and meals for almost all courses.

During Fall/Winter 2022/23 we trained a group of 14 new members. We do this every 2 or 3 years. It is a significant commitment of both member time and team funds. Our process for selecting new candidates is rigorous and continues to be refined. The result is a high retention rate for new members (about 80% after 3 years) and a strong membership commitment.

New members require appropriate PPE and equipment. Our standard PPE includes Kask helmets and Arc'teryx Goretex jackets and pants with substantial reflective patches for visibility and safety. Approximate cost for PPE alone is over \$1,000 for each new member. Equipment for each is another \$800-\$1,000.

Equipment must keep pace with training and skills. We have two specialized rescue trucks, two rescue boats, a side-by-side (UTV) and four e-bikes. Specialty teams require extra gear: for example each individual rope team member requires over \$1,200 of equipment to outfit adequately; each swiftwater member over \$3,500 of equipment. Most of this must be replaced every 5 years.

Managing any incident also requires a command center equipped with computers, communications (radio, cellular and satellite), printers, mapping software, etc. Maintaining our mobile command is vital to our success and safety when responding.

FINANCIAL OVERVIEW

INCOME

We have 5 main potential sources of income:

1. BC SAR Association (BCSARA)
BCSARA receives a lump sum grant from the province each year. These funds are distributed by BCSARA amongst all 79 SAR teams in the province based on the capabilities and qualifications of each team. This has been in place since 2016.
2. EMCR (Emergency Management and Climate Readiness; formerly EMBC/PEP).
SAR teams receive reimbursement for expenses when tasked out.
3. SCRD
The SCRD has provided stable annual funding to Sunshine Coast SAR since the 1990s. The current amount of \$19,000 has not changed since 2012.
4. Donations
As a registered charity, Sunshine Coast SAR receives donations from individuals and local businesses.

5. BC Gaming Corporation grants (BCGC)

In the past these grants were a fairly reliable source of operational funds. Because we feel the need to maintain an adequate contingency fund, current BCGC regulations have made us ineligible for these grants since 2020. To maintain our current capabilities, we anticipate having to draw on those contingency funds over the next few years due to projected deficits. This may permit applying for BCGC funding once again.

EXPENSES

We have 5 general categories of expenses:

1. Equipment
2. Training
3. Vehicle and Hall Maintenance
4. Task/Incident related expenses (including Operational Readiness)
5. Administration

Sunshine Coast SAR
Budgets 2023/24 to 2027/28
 Fiscal year May through April


	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
Income					
43400 · Donations					
43410 · Donations received					
43420 · Donations via other charities					
Total 43400 · Donations	10,000.00	10,000.00	12,000.00	12,000.00	12,000.00
44400 · Federal Funding (SARVAC)	3,000.00	2,600.00	2,700.00	2,800.00	2,900.00
44500 · Provincial Funding					
44540 · BCSARA funding	63,100.00	61,000.00	61,000.00	61,000.00	61,000.00
44560 · EMBC task reimbursement	30,000.00	35,000.00	37,000.00	39,000.00	41,000.00
Total 44500 · Provincial Funding	93,100.00	96,000.00	98,000.00	100,000.00	102,000.00
44600 · SCR D Grant in Aid	19,000.00	21,000.00	22,000.00	23,000.00	24,000.00
44620 · BCGC Program Grant		25,000.00	30,000.00	35,000.00	35,000.00
45030 · Interest-Savings, Short-term CD	3,700.00	2,000.00	2,000.00	2,000.00	2,000.00
Total Income	128,800.00	156,600.00	166,700.00	174,800.00	177,900.00
Gross Profit	128,800.00	156,600.00	166,700.00	174,800.00	177,900.00
Expense					
60200 · Annual Dinner	4,500.00	4,000.00	4,250.00	4,500.00	4,500.00
60400 · Advertising & Promotion	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
60750 · Fundraising Expenses	50.00	350.00	400.00	450.00	450.00
60800 · Donations to other Charities	2,000.00	400.00	400.00	400.00	400.00
61800 · Bank Charges and Fees					
61810 · stale uncashed cheques					
61800 · Bank Charges and Fees - Other	200.00	400.00	400.00	400.00	400.00
Total 61800 · Bank Charges and Fees	200.00	400.00	400.00	400.00	400.00
62000 · Building and Facilities					
62030 · Building Insurance	3,000.00	3,100.00	3,300.00	3,500.00	3,700.00
62050 · Building Maintenance & Repairs	500.00	1,000.00	1,000.00	1,000.00	1,000.00
Total 62000 · Building and Facilities	3,500.00	4,100.00	4,300.00	4,500.00	4,700.00
62200 · Professional Fees					
62220 · Accounting Fees	4,000.00	5,000.00	5,500.00	5,500.00	5,500.00
Total 62200 · Professional Fees	4,000.00	5,000.00	5,500.00	5,500.00	5,500.00
65000 · Operations					
65010 · General Liability Insurance	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
65020 · Postage, Mailing Service	50.00	100.00	100.00	100.00	100.00
65030 · Travel (Admin)	150.00	150.00	150.00	150.00	150.00
65040 · Supplies, Office	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
65060 · Fees and Licences	1,000.00	1,250.00	1,500.00	1,500.00	1,500.00
65070 · Communications - cell	1,500.00	1,700.00	1,900.00	2,100.00	2,300.00
65074 · Communications-satellite	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
65080 · Software & Apps	2,000.00	2,400.00	2,600.00	2,800.00	3,000.00
Total 65000 · Operations	10,700.00	11,600.00	12,250.00	12,650.00	13,050.00
65100 · Equipment purchase and maint					
65120 · Equipment Insurance	5,500.00	5,250.00	5,500.00	5,750.00	5,750.00
65130 · Electronic Equipment	2,200.00	2,400.00	2,600.00	3,000.00	3,000.00
65140 · First Aid Equip & Supplies	2,150.00	500.00	500.00	500.00	500.00
65150 · Avalanche Equip & Supplies	0.00	2,000.00	2,000.00	2,000.00	2,000.00
65160 · Rope Equipment & Supplies	10,000.00	12,000.00	12,000.00	14,000.00	16,000.00
65170 · Swiftwater Equip & Supplies	1,000.00	4,000.00	4,000.00	2,000.00	2,000.00
65180 · Clothing - PPE	21,025.00	15,000.00	22,000.00	12,500.00	12,500.00
65190 · Equipment & Supplies-other	12,200.00	15,000.00	15,000.00	15,000.00	15,000.00
Total 65100 · Equipment purchase and maint	54,075.00	56,150.00	63,600.00	54,750.00	56,750.00
65300 · Mobile Equipment Purchase/Maint					
65310 · Command Truck (MCU)					
65312 · Command truck fuel	450.00	600.00	700.00	800.00	900.00
65316 · Command truck maint	500.00	1,500.00	1,750.00	2,000.00	2,000.00
65310 · Command Truck (MCU) - Other					
Total 65310 · Command Truck (MCU)	950.00	2,100.00	2,450.00	2,800.00	2,900.00
65330 · HARRVe (F350)					
65334 · HARRVe fuel	400.00	600.00	800.00	1,000.00	1,200.00
65336 · HARRVe maint	500.00	1,000.00	1,000.00	1,200.00	1,200.00
Total 65330 · HARRVe (F350)	900.00	1,600.00	1,800.00	2,200.00	2,400.00
65350 · UTV/ATV Expenses					
65356 · UTV/ATV maint	500.00	500.00	500.00	500.00	500.00
65350 · UTV/ATV Expenses - Other					
Total 65350 · UTV Expenses	500.00	500.00	500.00	500.00	500.00
65370 · Boat expenses					

Sunshine Coast SAR
Budgets 2023/24 to 2027/28
 Fiscal year May through April

	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
65374 · Jerrycan/Boat fuel	200.00	200.00	250.00	250.00	250.00
65370 · Boat expenses - Other	500.00	600.00	600.00	700.00	700.00
Total 65370 · Boat expenses	700.00	800.00	850.00	950.00	950.00
65390 · ICBC Fleet Insurance	3,000.00	3,200.00	3,400.00	3,600.00	3,600.00
Total 65300 · Mobile Equipment Purchase/Maint	5,150.00	6,600.00	7,200.00	7,850.00	7,950.00
65500 · Training Expenses					
65520 · Course fees	30,000.00	30,000.00	32,000.00	34,000.00	34,000.00
65530 · Travel for Training	11,000.00	12,000.00	13,000.00	14,000.00	14,000.00
65500 · Training Expenses - Other					
Total 65500 · Training Expenses	41,000.00	42,000.00	45,000.00	48,000.00	48,000.00
66000 · Task Expenses (member reimbursement)					
66110 · Mileage & Meals (tasks)					
66120 · Travel & accommodation (tasks)					
66130 · Comms expenses (tasks)					
66150 · SAR Dog (tasks)					
66160 · Boats (task)					
66190 · Equip & Misc expenses (tasks)					
Total 66000 · Task Expenses	20,000.00	22,500.00	25,000.00	27,500.00	30,000.00
69800 · Uncategorized Expenses					
70000 · New Assets					
70100 · Mobile Equip Additions					
70110 · ATV & ebike purchase		20,000.00	20,000.00		
70200 · Trailer (new)		5,000.00			
Total 70100 · Mobile Equip Additions		25,000.00	20,000.00		
Total 70000 · New Assets		25,000.00	20,000.00		
Total Expense	146,175.00	179,100.00	189,300.00	167,500.00	172,700.00
Net Income	-17,375.00	-22,500.00	-22,600.00	7,300.00	5,200.00

Sunshine Coast SAR
Balance Sheet
 As of 30 April 2023

	<u>30 Apr 23</u>
ASSETS	
Current Assets	
Chequing/Savings	
10300 · Chequing Acct	
10320 · General Chequing	4,977.62
Total 10300 · Chequing Acct	<u>4,977.62</u>
10400 · Savings	
10420 · General Savings	35,550.42
10450 · Eileen bequest (restricted)	8,102.49
Total 10400 · Savings	<u>43,652.91</u>
11100 · Long Term Assets	
11120 · SCCU Equity Shares (restricted)	96.13
11100 · Long Term Assets - Other	100,000.00
Total 11100 · Long Term Assets	<u>100,096.13</u>
Total Chequing/Savings	148,726.66
Accounts Receivable	
10800 · Accounts Receivable	
10820 · EMCR receivable	4,126.44
Total 10800 · Accounts Receivable	<u>4,126.44</u>
Total Accounts Receivable	4,126.44
Other Current Assets	
12100 · GST rebate to be invoiced	1,122.60
Total Other Current Assets	<u>1,122.60</u>
Total Current Assets	<u>153,975.70</u>
Other Assets	
12200 · Prepaid Expense	3,959.25
Total Other Assets	<u>3,959.25</u>
TOTAL ASSETS	<u><u>157,934.95</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	2,672.87
Total Accounts Payable	<u>2,672.87</u>
Total Current Liabilities	<u>2,672.87</u>
Total Liabilities	2,672.87
Equity	
32000 · Opening Balance/Retained Earn	142,411.01
Net Income	12,851.07
Total Equity	<u>155,262.08</u>
TOTAL LIABILITIES & EQUITY	<u><u>157,934.95</u></u>


 Alec Tebbutt, President
 2023-05-23


 May 23 2023
 Michelle Peterson, Treasurer


4:57 PM


2023-05-22

Accrual Basis

Sunshine Coast SAR
Profit & Loss
 May 2022 through April 2023

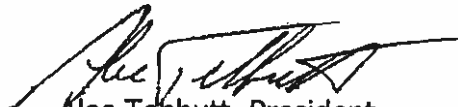
	May '22 - Apr 23
Income	
43400 · Donations	
43410 · Donations receipted	2,000.00
43420 · Donations via other charities	5,915.83
43450 · Donations - No Receipt	1,655.00
	9,570.83
Total 43400 · Donations	9,570.83
44400 · Federal Funding - SARVAC	2,913.00
44500 · Provincial Funding	
44540 · BCSARA funding	62,400.00
44560 · EMCR task reimbursement	30,935.09
	93,335.09
Total 44500 · Provincial Funding	93,335.09
44600 · SCRD Grant in Aid	20,572.90
45030 · Interest-Savings, Short-term CD	1,016.32
	127,408.14
Total Income	127,408.14
Gross Profit	127,408.14
Expense	
60200 · Annual Dinner	4,287.50
60400 · Advertising & Promotion	1,921.26
60750 · Fundraising Expenses	39.03
60800 · Donations to other Charities	5,200.00
61800 · Bank Charges and Fees	
61810 · stale uncashed cheques	-45.00
61800 · Bank Charges and Fees - Other	163.58
	118.58
Total 61800 · Bank Charges and Fees	118.58
62000 · Building and Facilities	
62030 · Building Insurance	2,838.75
62050 · Building Maintenance & Repairs	11,712.63
	14,551.38
Total 62000 · Building and Facilities	14,551.38
62200 · Professional Fees	
62220 · Accounting Fees	4,725.08
	4,725.08
Total 62200 · Professional Fees	4,725.08
65000 · Operations	
65010 · General Liability Insurance	2,754.65
65020 · Postage, Mailing Service	41.34
65030 · Travel (Admin)	153.15
65040 · Supplies, Office	532.80
65060 · Fees and Licences	974.90
65070 · Communications - cell	2,172.29
65074 · Communications-satellite	1,253.61
65080 · Software & Apps	1,769.76
	9,652.50
Total 65000 · Operations	9,652.50
65100 · Equipment purchase and maint	
65120 · Equipment Insurance	4,921.36
65130 · Electronic Equipment	11,695.40
65140 · First Aid Equip & Supplies	4,980.39
65160 · Rope Equipment & Supplies	3,225.71
65180 · Clothing - PPE	4,704.60
65190 · Equipment & Supplies-other	3,951.67
	33,479.13
Total 65100 · Equipment purchase and maint	33,479.13



 Alec Tebbutt, President
 2023-05-23


 May 23 2023
 Michelle Peterson, Treasurer

Sunshine Coast SAR
Profit & Loss
 May 2022 through April 2023

	May '22 - Apr 23
65300 · Mobile Equipment Purchase/Maint	
65310 · Command Truck (MCU)	
65312 · Command truck fuel	331.48
65316 · Command truck maint	1,460.29
Total 65310 · Command Truck (MCU)	1,791.77
65330 · HARRVe (F350)	
65334 · HARRVe fuel	360.70
65336 · HARRVe maint	77.01
Total 65330 · HARRVe (F350)	437.71
65350 · UTV Expenses	
65356 · UTV maint	51.99
65350 · UTV Expenses - Other	27.42
Total 65350 · UTV Expenses	79.41
65390 · ICBC Fleet Insurance	1,943.45
Total 65300 · Mobile Equipment Purchase/Maint	4,252.34
65500 · Training Expenses	
65520 · Course / Instructor fees	19,063.55
65530 · Travel for Training	5,618.21
65500 · Training Expenses - Other	168.61
Total 65500 · Training Expenses	24,850.37
66000 · Task Expenses	
66110 · Mileage & Meals (tasks)	9,172.46
66120 · Travel & accommodation (tasks)	77.35
66130 · Comms expenses (tasks)	664.24
66150 · SAR Dog (tasks)	650.00
66190 · Equip & Misc expenses (tasks)	447.63
Total 66000 · Task Expenses	11,011.68
69800 · Miscellaneous Expenses	468.22
Total Expense	114,557.07
Net Income	12,851.07


 Alec Tebbutt, President
 2023-05-23


 May 23 2023
 Michelle Peterson, Treasurer

Sunshine Coast Search and Rescue Association

YTD Profit & Loss Actual vs. Budget

2023-11-12

Accrual Basis

1 May through 12 November 2023

	1 May - 12 Nov 23	Budget	\$ Over Budget
Income			
43400 · Donations	4,998.75	5,333.35	-334.60
44400 · Federal Funding - SARVAC	3,263.00	3,000.00	263.00
44500 · Provincial Funding	95,458.06	79,100.00	16,358.06
44600 · SCRD Grant in Aid	18,050.66	19,000.00	-949.34
44620 · BCGC Program Grant	0.00	0.00	0.00
44800 · Receiver General GST rebate	0.00	0.00	0.00
45030 · Interest-Savings, Short-term CD	416.91	512.00	-95.09
46410 · Fees for sponsored courses	200.00	0.00	200.00
46430 · Miscellaneous Revenue	0.00	0.00	0.00
Total Income	122,387.38	106,945.35	15,442.03
Cost of Goods Sold			
50000 · Cost of Goods Sold	0.00	0.00	0.00
Total COGS	0.00	0.00	0.00
Gross Profit	122,387.38	106,945.35	15,442.03
Expense			
60200 · Annual Dinner	250.00	0.00	250.00
60400 · Advertising & Promotion	218.58	533.35	-314.77
60750 · Fundraising Expenses	7.69	26.65	-18.96
60800 · Donations to other Charities	700.00	1,032.75	-332.75
61800 · Bank Charges and Fees	167.41	106.65	60.76
62000 · Building and Facilities	2,399.21	1,866.65	532.56
62200 · Professional Fees	241.12	2,133.35	-1,892.23
65000 · Operations	4,858.98	5,706.65	-847.67
65100 · Equipment purchase and maint	14,972.43	27,061.81	-12,089.38
65300 · Mobile Equipment Purchase/Maint	3,180.64	2,526.70	653.94
65500 · Training Expenses	31,189.09	28,266.65	2,922.44
66000 · Task Expenses	13,216.52	6,400.00	6,816.52
69800 · Miscellaneous Expenses	0.00	0.00	0.00
70000 · New Assets	0.00	0.00	0.00
73000 · JHS Expansion	0.00	0.00	0.00
Total Expense	71,401.67	75,661.21	-4,259.54
Net Income	50,985.71	31,284.14	19,701.57

Attachment 11

**Pender Harbour & District Marine Rescue Society
Royal Canadian Marine Search & Rescue Unit #61
SCRD Grant Application 2024**

SAR #61 provides marine search and rescue services for the Pender Harbour area, Malaspina Strait and through Jervis Inlet and Hotham Sound:

- Search, rescue and recovery for persons and vessels in distress
- Emergency transport of paramedic personnel to water-only access communities on Nelson and Texada Islands
- Transport of fire dept personnel and equipment to fires on vessels within Pender Harbour
- Safety support for marine community events
- Marine safety education
- Kids Don't Float lifejacket program



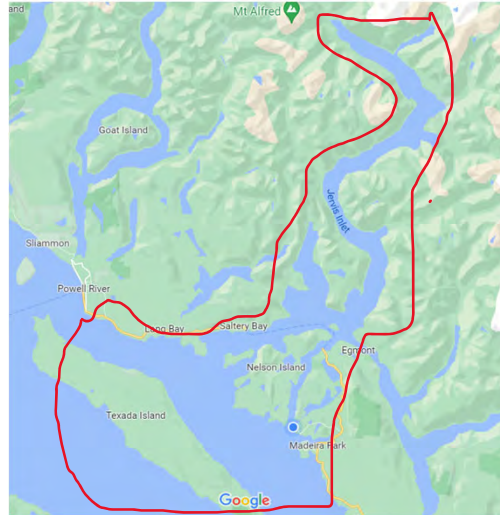
1

**Pender Harbour & District Marine Rescue Society
RCMSAR Unit #61
Personnel, Missions and Training**

- 20 active volunteers
- 5 missions in last year (average response time 12:48 mins)
- 17 on-the-water training exercises in last year
- 64 hours total training

2

Pender Harbour & District Marine Rescue Society
RCMSAR Unit #61
Area Served



3

Pender Harbour & District Marine Rescue Society
RCMSAR Unit #61
Grant Request 2024

\$5,100 funding towards:

- Improved heavy weather clothing for crew. Current uniforms are not sufficiently warm and waterproof for winter and more extreme other season conditions.

4

Pender Harbour & District Marine Rescue Society
2023 Budget vs Actual and 2024 Budget

	<i>2023 Budget</i>	<i>2023 Actual</i>	<i>2024 Budget</i>	<i>Notes ref.</i>
	\$	\$	\$	
	<i>Dec 31</i>	<i>Dec 31</i>	<i>Dec 31</i>	
	<i>(Act to Oct 31 + estim)</i>			
Revenue				
Coast Guard Reimbursement	15,000	17,000	17,000	
Private Donations	2,500	300	500	
Local Fundraising	1,000	-	-	
GST Refund (incl in cash flow though not revenue)	500	-	500	
Gaming Grant	25,000	-	25,000	#2
SCRD Grant	5,000	5,100	5,100	#1
Miscellaneous and interest	1,000	3,000	3,000	
Total Revenue	50,000	25,400	51,100	
Accounting, legal, bank	3,200	77	3,200	
Advertising, promotion, fundraising	1,000	472	1,000	
Fuel	15,000	6,000	6,600	
Insurance	650	535	650	
Meals and entertainment	500		500	
Office	500		500	
Repairs and maintenance (incl replace/upgrades)	18,000	19,500	27,500	#3
Supplies and safety equipment	5,000	7,790	2,500	
Communications and Utilities	3,500	1,450	1,500	
Training	5,000	2,500	3,500	
Travel	2,000		2,000	
Uniforms	2,000	2,080	7,000	#1
Kids Don't Float Project	500	500	500	
Total operational expenses	56,850	40,904	56,950	
Excess/(deficit)	(6,850)	(15,504)	(5,850)	
Net Assets				
Restricted funds included in bank accounts:	140,000	140,000		#4
Cash available for operations:	23,053	7,549		
Total cash in bank accounts	163,053	147,549		
Vessel and Equipment (net of depreciation)	131,994	131,994		
Current Assets (GST rebate)	674	1,000		
Total net assets December 31	295,721	280,543		

Notes:

#1: SCR D 2022 grant used in 2023 for hands-free communication headsets (included in supplies and safety equip above).

2023 request is for improved heavy weather protective clothing

#2: PH&DMRS was not eligible for BC Gaming Grant in 2023 but is expected to receive funds in 2024

#3: Maintenance expenditures are expected to increase in 2024 due to work on engines and for external cabin refurbishment.

#4: The Society maintains a balance of restricted funds intended for major vessel refurbishment during the coming years

Pender Harbour & District Marine Rescue Society (RCMSAR Unit#61)

Long term financial forecast

	2023	2024	2025	2026	2027	2028
	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
Revenues:						
SCRD and other grants	5100	5100	5000	5500	5500	5500
HQ reimbursement	17000	17000	17500	18000	19000	19000
Donations	300	500	3000	3000	3000	3000
BC Community Gaming Grant		25000		25000		25000
Investment interest	3000	3000	4456	4270	4336	4000
Total Revenues:	\$ 25,400	\$ 50,600	\$ 29,956	\$ 55,770	\$ 31,836	\$ 56,500
Expenses:						
Accounting, legal, bank	77	3200	3200	3500	3500	3600
Advertising, promo, fundraising	472	1000	1200	1200	1200	1400
Fuel	6000	6600	7260	7986	8785	9663
Insurance	650	1000	1000	1000	1000	1200
General repairs and Maintenance	18887	7500	8000	8000	8000	8500
Supplies and safety equipment	7790	2500	2500	2500	2500	2500
Utilities	1450	1500	1500	1500	1500	1500
Training	2500	3500	4000	4000	4000	4000
Uniforms	2080	7000	2500	2500	2500	2500
Travel		2000				
KDF	500	500	500	500	500	500
Other	500	500	500	500	500	500
Major non-regular expenditures		20000		40000		100000
Total Expenses:	\$ 40,357	\$ 56,800	\$ 27,760	\$ 68,486	\$ 29,285	\$ 130,863
Revenues less expenses:	-\$ 14,957	-\$ 6,200	\$ 2,196	-\$ 12,716	\$ 2,552	-\$ 74,363
Total Cash and Investments Jan 1	\$ 163,503	\$ 148,546	\$ 142,346	\$ 144,542	\$ 131,827	\$ 134,378
Net Revenues less Expenses for year	- 14,957	- 6,200	2,196	- 12,716	2,552	- 74,363
Total Cash and Investments Dec 31	\$ 148,546	\$ 142,346	\$ 144,542	\$ 131,827	\$ 134,378	\$ 60,015
Restricted Funds in above	140,000	140,000	140,000	140,000	110,000	50,000
Cash available for regular operations	8,546	2,346	4,542	8,173	24,378	10,015
	\$ 148,546	\$ 142,346	\$ 144,542	\$ 131,827	\$ 134,378	\$ 60,015



ROYAL CANADIAN MARINE SEARCH & RESCUE

STATION 14, GIBSONS

Grant of Assistance application:

By: **Gibsons Marine Rescue Society**

on Behalf of **RCM SAR 14**

for the operating year 2023-2024

The financial year for the GMRS who administer and fundraise for RCM SAR14 is August 1st to July 31st.

Per the terms of the Funding Agreement 2022 dated the 7th of July 2022

I have included our financial Statements for the year:

1st August 2022-July 31 2023 and **1st August 2022 to the present**

RCM SAR Activities:

Over the past operating season, we have been faced with many challenges both operational and financial. We were tasked on over 22 missions – these included missing kayaker, kayakers in distress, transporting Land SAR and BCAS medical teams. Numerous vessels in distress for a multitude of reasons.

Financially with increased fuel prices, and vessel maintenance costs we have been challenged financially, a hull repaint cost us over \$15,000, currently we are faced with engine replacement estimated to be \$80,000 plus and a refit of our isolation cage estimated to be \$27,000. These are definite challenges for a volunteer group who have a small area in which to fundraise but service over 600 sq. km.


SAVING LIVES ON THE WATER IS PRICELESS



1




2




Background:

- 14 – A long history of saving lives on the Water
- RCM SAR 14 has been in operation since 1976
- Originally governed by the Elphinstone Marine Rescue Society now known as the Gibsons Marine Rescue Society
- Lifeboat 14 on the Titanic was the only lifeboat that returned to the debris field after the Titanic sank and picked up 21 survivors




Royal Canadian Marine Search & Rescue

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Operating Area:



Royal Canadian Marine Search and Rescue Station 14 is on call and ready to respond to marine emergencies 365 days a year, 24 hours a day.

Our operations serve an area of almost 600 square kilometres in the coastal waters of communities from Anvil Island to Davis Bay and out to the middle of the Salish Sea.

Royal Canadian Marine Search & Rescue

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Crew and Members

- Currently we have a crew of 20
 - 5 Coxswains
 - 15 crew
- Board is currently 6 members
- All board and crew members are volunteers



Royal Canadian Marine Search & Rescue


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Missions

Royal Canadian Marine Search & Rescue

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Unit 14 Missions

From the 1st August 2023
to the present we have had
7 missions and over 22 since our
Last report

- Number one
- No matter what they tell you
the mission is –
IT IS ANYTHING BUT

Royal Canadian Marine Search & Rescue

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Power boat broken down towed to safe haven



Royal Canadian Marine Search & Rescue


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RESCUE INJURED HIKER OFF GAMBIER ISLAND


- Crew tasked to recover and injured hiker off Gambier Island
- Another mission to Gambier was to transport a BCAS crew to a person in medical distress and then transport patient and BCAS team to waiting ambulance on shore



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Royal Canadian Marine Search & Rescue

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Sailboat in distress

- new sailboat owner had issues controlling his vessel in heavy seas – the engine was not working properly, and he could not get his main sail down

The vessel was assisted in getting the sail down and towing the vessel into Gibsons Harbour -- one of our crew was able to get his engine working for him

This was one of many vessels that required our assistance over the past year.




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Royal Canadian Marine Search & Rescue



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 **White Islet**

- We have recovered several vessels from this area – including one that broke off it's mooring drifted out the gap and up to the White Islet. We are now dealing with VOC to have this sailboat removed from the marine environment.

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Community Presence



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- Crash the Coast /Fill the Boot --
Saturday the 2th of Dec 2023



Over the past 6 years RCM SAR has raised over \$32,000 for the Elves Club

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Generosity in Gibsons

Elves Club		Crash the Coast -- RCM SAR Fill the Boot					
		2017	2018	2019	2020	2021	2022
Gibsons Fire Department			12,860.00	15,001.83	10,617.00	16,300.00	\$17,430.00
Sechelt Fire				1,000.00		758.00	\$1,549.00
Egmont			1,049.00			1,213.00	
Egmont Fire Department and Station 61 combine				1,319.39			\$889.00
Land Sar Sechelt Claytons					1,533.79		\$665.00
Roberts Creek			1,675.00		2,024.48		\$1,649.52
combine with Land sar this year				3,389.50			
Land Sar			2,334.00		4,601.36	4,239.00	
							\$3,665.00
RCM-SAR							
Station 14		4,323.45	4,591.15	4,174.65	6,987.50	6,729.20	\$5,468.75
Station 61			89.00		475.70	1,213.70	
Station 12			579.00	1,120.60	604.15	552.50	\$1,275.00
		18,000.00	23,177.15	26,005.97	26,843.98	31,005.40	\$32,591.27

Royal Canadian Marine Search & Rescue

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Engagement with youth

- SAR 14 with the sponsorship of the SCCU – Junior Program we have trained 5 members over the past four years






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Kids don't Float





- Elementary School – water safety and RCM SAR Orientation



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GPM – Night Market

- For the three night markets we provided first aid in a booth shared with the Howe Sound Forum and UNESCO biosphere



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Joint Training

- Other RCM SAR units and Coast Guard



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RCM SAR and Land SAR

COMMUNITY VOLUNTEERS IN TRAINING




Station 14 • Gibsons

is conducting a simulated training session with



PLEASE KEEP BACK

These volunteers are training to save lives in our community. We rely on your support.



Royal Canadian Marine Search & Rescue

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Highlights

- August 2016 we received our new Vessel
- 4 years of fundraising \$385,000 to purchase Titan type 1
- Huge shout out to BC Gaming for their support




Royal Canadian Marine Search & Rescue

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2022 purpose build boat house


- includes boat storage – gear and equipment storage and classroom





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2022-2023 Boathouse upgrades

- We added additional insulation to the stationhouse and classroom portions of our new boat house and closed in the walls and painted them – all this work was done by our crew

Royal Canadian Marine Search & Rescue

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New Boat house interior



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Support others

- We work with CCG Vessels of concern
- GLHA
- Local salvagers
- Town of Gibsons to dispose of derelict vessels



Royal Canadian Marine Search & Rescue

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Annual Goals

- Attrition of members
- We are always having to recruit new members
- Ultimate financial stability self sufficiency
- Member of Sunshine Coast Community Foundation --


Royal Canadian Marine Search & Rescue

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Examples of Cost

Add it all up and it is close to \$7310 to equip one member this does not include Dry suits at \$1400 each we only have 8 of them

Helmet with coms \$2500		VHF Radio \$325
Jacket no flotation \$185		Jacket with flotation \$385
PFD \$375		Gear vest \$275
Gear in vest \$275		Floater pants \$345
		Boots \$185


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Past SCRD Funding

- Engine repairs that exceeded estimate SCRD funding prevented us going into a deficit
- Ice cage and engine repair in
- 2020 (\$5893)
- 2021 engine servicing,
- SVOP Courses
- (\$5336)



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Additional projects

- Ice cage refurbishment \$27,000
- Anti fouling hull repaint completed \$15,000
- Engine replacement \$80,000+

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Questions???

Royal Canadian Marine Search & Rescue

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THE ACCOUNTANT OFFICE
4 – 818 Kiwanis Way, Gibsons, BC, V0N1V9
October 14, 2023

David Croal
Gibsons Marine Rescue Society
Email: David.Croal@rcmsar14.ca

Dear David,

I have attached the following FINAL Year-End financial statements, as of July 31, 2023:

- Balance sheet
- Profit & Loss by Class (Fund)
- Budget & Actual by Class
- Profit & Loss by Month
- SCCU bank balance reports

On the basis of information provided by you, I have compiled the above financial reports.

I have not performed an audit, nor a review engagement in respect of these financial statements and, accordingly I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Please note the following:

- RE: the SC Foundation report – I will send as soon as I receive it (apparently the person in charge is way until late October, 2023)
- The net values of the capital assets, after accumulated depreciation, per management, are equal to, or less than the actual saleable values; in this case there has been no depreciation expensed.

The Accountant Office
Don Brewster

	BALANCE	Transactions	BALANCE TODAY	Balance wcc
Gaming Account -- per last report				
BALANCE OPENING	\$2,077.89			
Revenue				
BC Ferries Raffle Sales				
Transfer from other accounts				
Cheques and E-trans repaid to New Boat House Account		\$562.50		
BALANCE CLOSING			\$1,515.39	
Balance with all cheques cleared				\$1,515.39
RCMSAR PACIFIC 002				
BALANCE OPENING	\$2,906.08			
Revenue		\$3,326.99		
Transfer to Gaming Account				
BALANCE CLOSING				\$6,233.07
RCMSAR 001				
BALANCE OPENING	\$22,162.94			
Revenue				
Employees union donation				
Cheques				
BALANCE CLOSING			\$22,162.94	
Outstanding Cheques				\$22,162.94
New Boat House				
Revenue	\$863.32			
Cheques per attached		\$253.00		
BALANCE CLOSING				\$610.32
CAD Long Term Redeemable 5y				
Engine Replacement Fund	\$50,400.00			\$50,400.00
	\$65,000.00			\$65,000.00
CLOSING BALANCE 2023-11-08			\$145,921.72	

Notes: Re the Financials

Upcoming expensens	Ice Cage re fit	estimate	\$27,000.00	\$118,921.72
New engines cost to replace	engines		\$49,961.71	\$68,960.01
New Engine install	101	estimate	\$6,800.00	\$62,160.01
Quote from 101	engines and install plus tax		\$72,958.00	

Gibsons Marine Rescue Society

Balance Sheet - UNaudited - See Notes, & attached letter

As of July 31, 2023

	TOTAL	
	AS OF JUL. 31, 2023	AS OF JUL. 31, 2022 (PY)
Assets		
Current Assets		
Cash and Cash Equivalent		
1105 1105 Gaming Comm a/c #10707059	13,700.49	3,396.88
1110 1110 Gen Operating #10704858	12,419.94	15,488.27
1113 SCCU GIC ST Investmets		
11131 GIC - Engine replace - 4.45% Feb 24/2024	65,000.00	
11132 GIC - Boathouse acct-1.85%-Due Mar 21 2024	0.00	0.00
11133 GIC New Boathouse - 4.45% Due Feb 18 2024	50,400.00	50,000.00
Total 1113 SCCU GIC ST Investmets	115,400.00	50,000.00
1117 SCCU Boathouse Bank acct	8,568.79	37,165.86
1120 1120 Pacific - Deposit acct	13,243.82	25,186.86
1121 SCCU Shares #1 Acct 44934	37.14	36.07
1122 SCCU Shares #2 acct 32876	93.41	90.71
Total Cash and Cash Equivalent	\$163,463.59	\$131,364.65
Accounts Receivable (A/R)		
1200 1200 Accounts receivable	0.00	0.00
Total Accounts Receivable (A/R)	\$0.00	\$0.00
Uncategorized Asset		
	0.00	0.00
Total Current Assets	\$163,463.59	\$131,364.65
Non-current Assets		
Property, plant and equipment		
2100 2100 CAPITAL ASSETS - General		
2105 2105 Station	0.00	0.00
2107 Boathouse	0.00	0.00
2108 Boathouse Accumulated Amortization	0.00	0.00
2110 New Boat House 2023	161,872.53	159,949.52
Total 2100 2100 CAPITAL ASSETS - General	161,872.53	159,949.52
2200 CAPITAL ASSETS - Gaming		
2210 Gaming Rescue Vessel	350,000.00	350,696.51
2211 Game rescue vessel - Accumulated Amortization	-52,500.00	-52,500.00
2215 Specialized rescue equipment	15,040.00	15,040.00
2216 Game specialized rescue equip - Accumulated Amortization	-3,000.00	-3,000.00
2220 Personal safety equipment	35,622.00	35,622.00
2221 Game Personal safety equip - Accumulated Amortization	-14,000.00	-14,000.00
Total 2200 CAPITAL ASSETS - Gaming	331,162.00	331,858.51
Total Property, plant and equipment	\$493,034.53	\$491,808.03
Total Non Current Assets	\$493,034.53	\$491,808.03
Total Assets	\$656,498.12	\$623,172.68
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable (A/P)		
2515 2515 Security Deposits Asset	0.00	0.00
3210 3210 Accrued Expenses	0.00	0.00

	TOTAL	
	AS OF JUL. 31, 2023	AS OF JUL. 31, 2022 (PY)
Total Accounts Payable (A/P)	\$0.00	\$0.00
3405 3405 GST/HST Payable	0.00	0.00
GST/HST Payable (50% recoverable)	35.69	28.33
GST/HST Suspense (Jan 31 & July 31)	42.81	-4,292.11
Total Current Liabilities	\$78.50	\$ -4,263.78
Non-current Liabilities		
4200 4200 Other Liabilities		
4315 Inter Dept Clearing acct	0.00	
Total 4200 4200 Other Liabilities	0.00	
4305 General Operations - due to/from Gaming Op's	-970.42	0.00
4310 Gaming Operations - due to/from General Op's	970.42	0.00
Total Non-current Liabilities	\$0.00	\$0.00
Total Liabilities	\$78.50	\$ -4,263.78
Equity		
5105 Unrestricted General Fund	127,712.90	83,370.25
5110 General - invested in capital assets	155,100.00	155,100.00
5205 5205 Opening Balance Equity	0.00	0.00
5305 Gaming - invested in capital assets	331,162.00	331,162.00
5310 Unrestricted Gaming fund	13,461.56	36,644.59
Retained Earnings	0.00	0.00
Profit for the year	28,983.16	21,159.62
Total Equity	\$656,419.62	\$627,436.46
Total Liabilities and Equity	\$656,498.12	\$623,172.68

Note

UNAUDITED ! See attached letter

Gibsons Marine Rescue Society

Budget vs. Actuals by Class - UNaudited - See Notes, & attached letter

August 2022 - July 2023

	GAMING		GENERAL OPERATIONS		NEW BOAT HOUSE		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
Income								
7100 7100 Direct Public Support							\$0.00	\$0.00
7115 7115 RCMSAR reimbursement			21,042.73		9,370.53		\$30,413.26	\$0.00
7120 7120 Corporate Contributions			18,650.00				\$18,650.00	\$0.00
7125 7125 General fund raising			4.29				\$4.29	\$0.00
7128 7128 Art auction			4,541.02				\$4,541.02	\$0.00
Total 7125 7125 General fund raising			4,545.31				\$4,545.31	\$0.00
7135 7135 Private Donations			2,593.22				\$2,593.22	\$0.00
7140 7140 Regional District			5,100.00				\$5,100.00	\$0.00
7145 7145 Gaming Commission Grants	44,700.00	44,700.00					\$44,700.00	\$44,700.00
Total 7100 7100 Direct Public Support	44,700.00	44,700.00	51,931.26		9,370.53		\$106,001.79	\$44,700.00
7200 7200 Indirect Public Support			61.22				\$61.22	\$0.00
7300 7300 Investments							\$0.00	\$0.00
7305 7305 Interest, dividends, GIC			403.77		84.38		\$488.15	\$0.00
Total 7300 7300 Investments			403.77		84.38		\$488.15	\$0.00
Total Income	\$44,700.00	\$44,700.00	\$52,396.25	\$0.00	\$9,454.91	\$0.00	\$106,551.16	\$44,700.00
GROSS PROFIT	\$44,700.00	\$44,700.00	\$52,396.25	\$0.00	\$9,454.91	\$0.00	\$106,551.16	\$44,700.00
Expenses								
8000 8000 EXPENSES			698.73		20.13		\$718.86	\$0.00
8200 8200 ADMINISTRATION					42.86		\$42.86	\$0.00
8205 8205 Misc			2,535.00		20.00		\$2,555.00	\$0.00
8210 8210 Accounting Fees		3,500.00	1,950.00		1,400.00		\$3,350.00	\$3,500.00
8215 8215 Bank charges	49.50	300.00	37.50		63.00		\$150.00	\$300.00
8220 8220 Books, fees, licenses					95.00		\$95.00	\$0.00
8225 8225 Fund raising expenses			2,441.01		1,042.00		\$3,483.01	\$0.00
8228 8228 Fundraising - Cunard			16.05				\$16.05	\$0.00
8229 8229 Fundraising - Tim Trees			84.48				\$84.48	\$0.00
Total 8225 8225 Fund raising expenses			2,541.54		1,042.00		\$3,583.54	\$0.00
8235 8235 Insurance	8,548.12	6,500.00	980.00				\$9,528.12	\$6,500.00
8250 8250 New Boathouse expense					9,840.82		\$9,840.82	\$0.00
8255 8255 Postage, Mailing Service	396.30		293.73		372.27		\$1,062.30	\$0.00

	GAMING		GENERAL OPERATIONS		NEW BOAT HOUSE		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
8260 8260 Printing and Copying	18.72	250.00	460.27		76.62		\$555.61	\$250.00
8265 8265 Regalia		350.00	1,364.33		534.01		\$1,898.34	\$350.00
8270 8270 Station maintenance		350.00					\$0.00	\$350.00
8280 8280 Supplies	138.16		410.76				\$548.92	\$0.00
8285 8285 Telephone, Telecommunicate	1,257.51	1,800.00					\$1,257.51	\$1,800.00
8290 8290 Travel & meals	641.73	3,500.00	5,205.22		1,376.12		\$7,223.07	\$3,500.00
8291 8291 tips			425.00				\$425.00	\$0.00
8293 Unclaimable GST 50%	503.91		885.20				\$1,389.11	\$0.00
8295 8295 Utilities	1,701.00	1,800.00					\$1,701.00	\$1,800.00
Total 8200 8200	13,254.95	18,350.00	17,088.55		14,862.70		\$45,206.20	\$18,350.00
ADMINISTRATION								
8300 8300 CREW SAFETY							\$0.00	\$0.00
8310 8310 Boots		200.00	975.04				\$975.04	\$200.00
8320 8320 Helmets		200.00					\$0.00	\$200.00
8325 8325 Jackets	2,000.00		349.01				\$2,349.01	\$0.00
8330 8330 PFD's		2,000.00			1,389.51		\$1,389.51	\$2,000.00
8335 8335 Safety equipment	1,073.43	2,000.00	581.91		876.49		\$2,531.83	\$2,000.00
8340 8340 Suits		2,500.00	3,054.50		823.69		\$3,878.19	\$2,500.00
8350 8350 First aid equipment & supplies	42.95	500.00	77.09				\$120.04	\$500.00
Total 8300 8300 CREW SAFETY	3,116.38	7,400.00	5,037.55		3,089.69		\$11,243.62	\$7,400.00
8350 First aid equipment & supplies0	160.87						\$160.87	\$0.00
8400 8400 TRAINING							\$0.00	\$0.00
8405 8405 Advanced first aid (MEDA3)SDV-BS	1,652.00						\$1,652.00	\$0.00
8410 8410 Egress training		150.00					\$0.00	\$150.00
8415 8415 First Responder first aid	200.00	1,500.00					\$200.00	\$1,500.00
8420 8420 Fuel - additional training	4,385.33		572.50		0.00		\$4,957.83	\$0.00
8425 8425 Jt exercise w/ other units		150.00	250.00				\$250.00	\$150.00
8430 8430 Radio certificate	240.00	500.00					\$240.00	\$500.00
8435 8435 Ridgid hull inflatbl optor	690.70	1,500.00					\$690.70	\$1,500.00
8440 8440 CL II B navigation training	201.13	500.00					\$201.13	\$500.00
8450 8450 Sml vessel operator permit	3,585.88	150.00					\$3,585.88	\$150.00
8460 8460 - Training hall rental		1,000.00					\$0.00	\$1,000.00
Total 8400 8400 TRAINING	10,955.04	5,450.00	822.50		0.00		\$11,777.54	\$5,450.00
8500 8500 VESSEL READINESS							\$0.00	\$0.00
8515 8515 Fuel		2,000.00					\$0.00	\$2,000.00
8520 8520 Maintenance & repair	6,879.53	10,000.00					\$6,879.53	\$10,000.00
8525 8525 Vessel & SAR equipment	458.62				1,122.76		\$1,581.38	\$0.00

	GAMING		GENERAL OPERATIONS		NEW BOAT HOUSE		TOTAL	
	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
8530 8530 Medical		1,500.00					\$0.00	\$1,500.00
Total 8500 8500 VESSEL READINESS	7,338.15	13,500.00			1,122.76		\$8,460.91	\$13,500.00
Total Expenses	\$34,825.39	\$44,700.00	\$23,647.33	\$0.00	\$19,095.28	\$0.00	\$77,568.00	\$44,700.00
NET OPERATING INCOME	\$9,874.61	\$0.00	\$28,748.92	\$0.00	\$ - 9,640.37	\$0.00	\$28,983.16	\$0.00
NET INCOME	\$9,874.61	\$0.00	\$28,748.92	\$0.00	\$ - 9,640.37	\$0.00	\$28,983.16	\$0.00

Gibsons Marine Rescue Society

Profit and Loss by Class - UNaudited - See Notes, & attached letter

August 2022 - July 2023

	GAMING	GENERAL OPERATIONS	NEW BOAT HOUSE	TOTAL
INCOME				
7100 7100 Direct Public Support				\$0.00
7115 7115 RCMSAR reimbursement		21,042.73	9,370.53	\$30,413.26
7120 7120 Corporate Contributions		18,650.00		\$18,650.00
7125 7125 General fund raising		4.29		\$4.29
7128 7128 Art auction		4,541.02		\$4,541.02
Total 7125 7125 General fund raising		4,545.31		\$4,545.31
7135 7135 Private Donations		2,593.22		\$2,593.22
7140 7140 Regional District		5,100.00		\$5,100.00
7145 7145 Gaming Commission Grants	44,700.00			\$44,700.00
Total 7100 7100 Direct Public Support	44,700.00	51,931.26	9,370.53	\$106,001.79
7200 7200 Indirect Public Support		61.22		\$61.22
7300 7300 Investments				\$0.00
7305 7305 Interest, dividends, GIC		403.77	84.38	\$488.15
Total 7300 7300 Investments		403.77	84.38	\$488.15
Total Income	\$44,700.00	\$52,396.25	\$9,454.91	\$106,551.16
GROSS PROFIT	\$44,700.00	\$52,396.25	\$9,454.91	\$106,551.16
EXPENSES				
8000 8000 EXPENSES		698.73	20.13	\$718.86
8200 8200 ADMINISTRATION			42.86	\$42.86
8205 8205 Misc		2,535.00	20.00	\$2,555.00
8210 8210 Accounting Fees		1,950.00	1,400.00	\$3,350.00
8215 8215 Bank charges	49.50	37.50	63.00	\$150.00
8220 8220 Books, fees, licenses			95.00	\$95.00
8225 8225 Fund raising expenses		2,441.01	1,042.00	\$3,483.01
8228 8228 Fundraising - Cunard		16.05		\$16.05
8229 8229 Fundraising - Tim Trees		84.48		\$84.48
Total 8225 8225 Fund raising expenses		2,541.54	1,042.00	\$3,583.54
8235 8235 Insurance	8,548.12	980.00		\$9,528.12
8250 8250 New Boathouse expense			9,840.82	\$9,840.82
8255 8255 Postage, Mailing Service	396.30	293.73	372.27	\$1,062.30
8260 8260 Printing and Copying	18.72	460.27	76.62	\$555.61
8265 8265 Regalia		1,364.33	534.01	\$1,898.34
8280 8280 Supplies	138.16	410.76		\$548.92
8285 8285 Telephone, Telecommunicate	1,257.51			\$1,257.51
8290 8290 Travel & meals	641.73	5,205.22	1,376.12	\$7,223.07
8291 8291 tips		425.00		\$425.00
8293 Unclaimable GST 50%	503.91	885.20		\$1,389.11
8295 8295 Utilities	1,701.00			\$1,701.00
Total 8200 8200 ADMINISTRATION	13,254.95	17,088.55	14,862.70	\$45,206.20
8300 8300 CREW SAFETY				\$0.00
8310 8310 Boots		975.04		\$975.04
8325 8325 Jackets	2,000.00	349.01		\$2,349.01
8330 8330 PFD's			1,389.51	\$1,389.51
8335 8335 Safety equipment	1,073.43	581.91	876.49	\$2,531.83
8340 8340 Suits		3,054.50	823.69	\$3,878.19
8350 8350 First aid equipment & supplies	42.95	77.09		\$120.04

	GAMING	GENERAL OPERATIONS	NEW BOAT HOUSE	TOTAL
Total 8300 8300 CREW SAFETY	3,116.38	5,037.55	3,089.69	\$11,243.62
8350 First aid equipment & supplies0	160.87			\$160.87
8400 8400 TRAINING				\$0.00
8405 8405 Advanced first aid (MEDA3)SDV-BS	1,652.00			\$1,652.00
8415 8415 First Responder first aid	200.00			\$200.00
8420 8420 Fuel - additional training	4,385.33	572.50	0.00	\$4,957.83
8425 8425 Jt exercise w/ other units		250.00		\$250.00
8430 8430 Radio certificate	240.00			\$240.00
8435 8435 Ridgid hull inflatbl optor	690.70			\$690.70
8440 8440 CL II B navigation training	201.13			\$201.13
8450 8450 Sml vessel operator permit	3,585.88			\$3,585.88
Total 8400 8400 TRAINING	10,955.04	822.50	0.00	\$11,777.54
8500 8500 VESSEL READINESS				\$0.00
8520 8520 Maintenance & repair	6,879.53			\$6,879.53
8525 8525 Vessel & SAR equipment	458.62		1,122.76	\$1,581.38
Total 8500 8500 VESSEL READINESS	7,338.15		1,122.76	\$8,460.91
Total Expenses	\$34,825.39	\$23,647.33	\$19,095.28	\$77,568.00
PROFIT	\$9,874.61	\$28,748.92	\$ -9,640.37	\$28,983.16

Note

UNaudited ! See attached letter

Gibsons Marine Rescue Society

Profit and Loss by Month - UNaudited - See Notes, & attached letter

August 2022 - July 2023

	AUG. 2022	SEP. 2022	OCT. 2022	NOV. 2022	DEC. 2022	JAN. 2023	FEB. 2023	MAR. 2023	APR. 2023	MAY 2023	JUN. 2023	JUL. 2023	TOTAL
INCOME													
7100 7100 Direct Public Support													\$0.00
7115 7115 RCMSAR reimbursement		918.75	8,393.08		1,953.17		874.20	3,000.00	281.25	2,500.00	10,471.03	2,021.78	\$30,413.26
7120 7120 Corporate Contributions	5,000.00			2,650.00	5,500.00	2,000.00			2,000.00			1,500.00	\$18,650.00
7125 7125 General fund raising	4.29												\$4.29
7128 7128 Art auction		4,541.02											\$4,541.02
Total 7125 7125 General fund raising	4.29	4,541.02											\$4,545.31
7135 7135 Private Donations						1,000.00				1,580.00		13.22	\$2,593.22
7140 7140 Regional District				5,100.00									\$5,100.00
7145 7145 Gaming Commission Grants						44,700.00							\$44,700.00
Total 7100 7100 Direct Public Support	5,004.29	5,459.77	8,393.08	7,750.00	7,453.17	47,700.00	874.20	3,000.00	2,281.25	4,080.00	10,471.03	3,535.00	\$106,001.79
7200 7200 Indirect Public Support					61.22								\$61.22
7300 7300 Investments													\$0.00
7305 7305 Interest, dividends, GIC		32.32			29.79	3.77	400.00	18.64			3.63		\$488.15
Total 7300 7300 Investments		32.32			29.79	3.77	400.00	18.64			3.63		\$488.15
Total Income	\$5,004.29	\$5,492.09	\$8,393.08	\$7,750.00	\$7,544.18	\$47,703.77	\$1,274.20	\$3,018.64	\$2,281.25	\$4,080.00	\$10,474.66	\$3,535.00	\$106,551.16
GROSS PROFIT													
	\$5,004.29	\$5,492.09	\$8,393.08	\$7,750.00	\$7,544.18	\$47,703.77	\$1,274.20	\$3,018.64	\$2,281.25	\$4,080.00	\$10,474.66	\$3,535.00	\$106,551.16
EXPENSES													
8000 8000 EXPENSES								20.13		698.73			\$718.86
8200 8200 ADMINISTRATION				42.86									\$42.86
8205 8205 Misc		2,535.00						20.00					\$2,555.00
8210 8210 Accounting Fees	600.00			750.00		600.00			1,000.00		400.00		\$3,350.00
8215 8215 Bank charges	10.50	10.50	15.75	12.75	6.00	17.25	11.25	16.50	15.00	12.00	9.00	13.50	\$150.00
8220 8220 Books, fees, licenses								95.00					\$95.00
8225 8225 Fund raising expenses	750.00							42.00		544.24	1,000.00	1,146.77	\$3,483.01
8228 8228 Fundraising - Cunard												16.05	\$16.05
8229 8229 Fundraising - Tim Trees			84.48										\$84.48
Total 8225 8225 Fund raising expenses	750.00		84.48					42.00		544.24	1,000.00	1,162.82	\$3,583.54
8235 8235 Insurance		872.73		560.70	926.84	563.85	-115.00			2,001.00		4,718.00	\$9,528.12
8250 8250 New Boathouse expense	997.43		277.69	1,118.72	582.90	772.20	3,586.00	411.14	905.75	726.13	168.38	294.48	\$9,840.82
8255 8255 Postage, Mailing Service								372.27	396.30	293.73			\$1,062.30
8260 8260 Printing and Copying	178.67		191.31						18.72			166.91	\$555.61
8265 8265 Regalia	888.10		68.02			468.21		353.10				120.91	\$1,898.34
8280 8280 Supplies		138.16				289.40						121.36	\$548.92
8285 8285 Telephone, Telecommunicate	373.17			348.67			270.18			265.49			\$1,257.51
8290 8290 Travel & meals			236.17	488.26	2,273.42		61.80	43.69	29.60	429.91	2,389.59	1,270.63	\$7,223.07
8291 8291 tips					425.00								\$425.00
8293 8293 Unclaimable GST 50%				-11.54								1,400.65	\$1,389.11
8295 8295 Utilities	567.00								567.00			567.00	\$1,701.00
Total 8200 8200 ADMINISTRATION	4,364.87	3,556.39	873.42	3,310.42	4,214.16	2,710.91	3,814.23	1,000.60	3,285.47	4,272.50	3,966.97	9,836.26	\$45,206.20
8300 8300 CREW SAFETY													\$0.00
8310 8310 Boots						975.04							\$975.04
8325 8325 Jackets	500.00					349.01		1,500.00					\$2,349.01
8330 8330 PFD's								682.13			707.38		\$1,389.51
8335 8335 Safety equipment	520.62				78.25	581.91	166.66	965.88	41.46	10.69	166.36		\$2,531.83
8340 8340 Suits						3,054.50			823.69				\$3,878.19
8350 8350 First aid equipment & supplies			77.09									42.95	\$120.04
Total 8300 8300 CREW SAFETY	1,020.62		77.09		78.25	4,960.46	166.66	3,148.01	865.15	10.69	166.36	750.33	\$11,243.62
8350 First aid equipment & supplies0												160.87	\$160.87
8400 8400 TRAINING													\$0.00
8405 8405 Advanced first aid (MEDA3)SDV-BS	170.00				1,482.00								\$1,652.00
8415 8415 First Responder first aid				200.00									\$200.00
8420 8420 Fuel - additional training			572.50			1,073.82		1,393.27			1,918.24		\$4,957.83
8425 8425 Jt exercise w/ other units											250.00		\$250.00
8430 8430 Radio certificate		240.00											\$240.00
8435 8435 Ridgid hull inflatbl optor		182.92	165.00		342.78								\$690.70
8440 8440 CL II B navigation training									201.13				\$201.13
8450 8450 Sml vessel operator permit		1,585.00	835.00	859.82		306.06			0.00				\$3,585.88
Total 8400 8400 TRAINING	170.00	2,007.92	1,572.50	1,059.82	1,824.78	1,379.88		1,393.27	201.13		2,168.24		\$11,777.54
8500 8500 VESSEL READINESS													\$0.00
8520 8520 Maintenance & repair			3,515.94						171.85	3,191.74			\$6,879.53
8525 8525 Vessel & SAR equipment							1,122.76					458.62	\$1,581.38
Total 8500 8500 VESSEL READINESS			3,515.94				1,122.76		171.85	3,191.74		458.62	\$8,460.91
Total Expenses	\$5,555.49	\$5,564.31	\$6,038.95	\$4,370.24	\$6,117.19	\$9,051.25	\$5,103.65	\$5,562.01	\$4,523.60	\$8,173.66	\$6,301.57	\$11,206.08	\$77,568.00
PROFIT	\$-551.20	\$-72.22	\$2,354.13	\$3,379.76	\$1,426.99	\$38,652.52	\$-	\$-	\$-	\$-	\$4,173.09	\$-	\$28,983.16
							3,829.45	2,543.37	2,242.35	4,093.66		7,671.08	

Note

UNaudited ! See attached letter

Gibsons Marine Rescue Society

Profit and Loss Comparison - UNaudited - See Notes & attached letter

August 2022 - July 2023

	TOTAL
INCOME	
7100 7100 Direct Public Support	
7115 7115 RCMSAR reimbursement	30,413.26
7120 7120 Corporate Contributions	18,650.00
7125 7125 General fund raising	4.29
7128 7128 Art auction	4,541.02
Total 7125 7125 General fund raising	4,545.31
7135 7135 Private Donations	2,593.22
7140 7140 Regional District	5,100.00
7145 7145 Gaming Commission Grants	44,700.00
Total 7100 7100 Direct Public Support	106,001.79
7200 7200 Indirect Public Support	61.22
7300 7300 Investments	
7305 7305 Interest, dividends, GIC	488.15
Total 7300 7300 Investments	488.15
Total Income	\$106,551.16
GROSS PROFIT	\$106,551.16
EXPENSES	
8000 8000 EXPENSES	718.86
8200 8200 ADMINISTRATION	42.86
8205 8205 Misc	2,555.00
8210 8210 Accounting Fees	3,350.00
8215 8215 Bank charges	150.00
8220 8220 Books, fees, licenses	95.00
8225 8225 Fund raising expenses	3,483.01
8228 8228 Fundraising - Cunard	16.05
8229 8229 Fundraising - Tim Trees	84.48
Total 8225 8225 Fund raising expenses	3,583.54
8235 8235 Insurance	9,528.12
8250 8250 New Boathouse expense	9,840.82
8255 8255 Postage, Mailing Service	1,062.30
8260 8260 Printing and Copying	555.61
8265 8265 Regalia	1,898.34
8280 8280 Supplies	548.92
8285 8285 Telephone, Telecommunicate	1,257.51
8290 8290 Travel & meals	7,223.07
8291 8291 tips	425.00
8293 Unclaimable GST 50%	1,389.11
8295 8295 Utilities	1,701.00
Total 8200 8200 ADMINISTRATION	45,206.20
8300 8300 CREW SAFETY	
8310 8310 Boots	975.04
8325 8325 Jackets	2,349.01
8330 8330 PFD's	1,389.51
8335 8335 Safety equipment	2,531.83
8340 8340 Suits	3,878.19
8350 8350 First aid equipment & supplies	120.04

	TOTAL
Total 8300 8300 CREW SAFETY	11,243.62
8350 First aid equipment & supplies0	160.87
8400 8400 TRAINING	
8405 8405 Advanced first aid (MEDA3)SDV-BS	1,652.00
8415 8415 First Responder first aid	200.00
8420 8420 Fuel - additional training	4,957.83
8425 8425 Jt exercise w/ other units	250.00
8430 8430 Radio certificate	240.00
8435 8435 Ridgid hull inflatbl optor	690.70
8440 8440 CL II B navigation training	201.13
8450 8450 Sml vessel operator permit	3,585.88
Total 8400 8400 TRAINING	11,777.54
8500 8500 VESSEL READINESS	
8520 8520 Maintenance & repair	6,879.53
8525 8525 Vessel & SAR equipment	1,581.38
Total 8500 8500 VESSEL READINESS	8,460.91
Total Expenses	\$77,568.00
PROFIT	\$28,983.16

Note

UNaudited ! See attached letter



101 Marine Repair Ltd

Shop: 969 Keith Road, Gibsons, BC, V0N 1V7

Mailing: 3501 Plant Road, Roberts Creek

BC V0N 2W1

7784622080

kerrie@101marinerepair.com

GST/HST Registration No.: 716397518RT0001

PST BC Registration No.: 11341003

ESTIMATE

ADDRESS

GIBSONS MARINE RESCUE SOCIETY

ESTIMATE

DATE

ESTIMATE

15/05/2023

DATE	DESCRIPTION	DESCRIPTION	QTY	RATE	AMOUNT
	Labour	- Strip down to bare metal - 6 coats of EPOXY - 2 coats of Anti-foul	1	15,000.00	15,000.00

		SUBTOTAL			15,000.00
		GST @ 5%			750.00
		PST (BC) @ 7%			1,050.00

		TOTAL			CAD 16,800.00

Accepted By

Accepted Date



101 Marine Repair Ltd

Shop: 969 Keith Road, Gibsons, BC, V0N 1V7

Mailing: 3501 Plant Road, Roberts Creek

BC V0N 2W1

7784622080

kerrie@101marinerepair.com

GST/HST Registration No.: 716397518RT0001

PST BC Registration No.: 11341003

Invoice

BILL TO
GIBSONS MARINE RESCUE SOCIETY

INVOICE
DATE 1399
23/08/2023

DATE	CATEGORY	DESCRIPTION	QTY	RATE	AMOUNT	TAX
08/08/2023	BOAT HAUL	- Haul to shop - Haul to water	2	250.00	500.00	GST
14/08/2023	Labour	BOTTOM PAINT	1	15,000.00	15,000.00	GST/PST BC
16/08/2023	Labour	(9) - Pull port leg - Remove impeller - Drain oils - Fill leg oil	3	150.00	450.00	GST/PST BC
16/08/2023	Labour	(2) - Pulled leg off for EXH leak & raw water impeller - Drain oil - Took off filter - Changed leg oil	4	150.00	600.00	GST/PST BC
17/08/2023	Labour	(2) - Made EHT part for leg - Put raw water pump on - Put leg on - Put oil Gas filters - Put leg covers on - Changed fuel water separators	5	150.00	750.00	GST/PST BC
17/08/2023	Labour	(9) - Changed out water pump impellers and seals - Install lower unit on port and STRBD engines - Run up motors and check oil levels - Load boat onto trailer	6	150.00	900.00	GST/PST BC
	PARTS & MATERIALS	ELEMENT ASSY OIL 69J134400400	2	35.06	70.12	GST/PST BC
	PARTS & MATERIALS	FUEL FILTER 6P3WS24A0200	2	42.49	84.98	GST/PST BC
	PARTS & MATERIALS	WATERPUMP REPAIR 6CEW00780100	2	351.56	703.12	GST/PST BC
	PARTS &	GASKET	4	2.95	11.80	GST/PST BC

Please make cheques payable to:

101 Marine Repair and mail to:

3501 Plant Road, Roberts Creek, V0N2W1. We also accept e-transfers to gary@101marinerepair.com, and all major credit cards. (Please note that there is a 3% surcharge applied to all invoices over \$3000 paid by credit card).

Call our office at 778.462.2080 if you have any questions.

Page 1 of 2

MATERIALS	904300800300				
PARTS & MATERIALS	LUB V8 OB GEAR ACCGLUBEHDQT	3	17.99	53.97	GST/PST BC
PARTS & MATERIALS	TRIM SENDER 69J836721200	1	256.24	256.24	GST/PST BC
PARTS & MATERIALS	ZINC YAMAHA OUTBOARD 6G54525101Z	2	77.25	154.50	GST/PST BC
PARTS & MATERIALS	HULL ANODE DD6X12	1	78.32	78.32	GST/PST BC
Labour	(2) - Change steering hose - Change zincs	1	150.00	150.00	GST/PST BC
PARTS & MATERIALS	STEERING HOSE	1	110.99	110.99	GST/PST BC
PARTS & MATERIALS	RACOR FILTERS	2	76.59	153.18	GST/PST BC
Additional Parts	Shop Supplies	1	121.50	121.50	GST/PST BC
SHIPPING		1	50.00	50.00	GST

SUBTOTAL	20,198.72
GST @ 5%	1,009.96
PST (BC) @ 7%	1,375.43
TOTAL	22,584.11
PAYMENT	22,584.11

BALANCE DUE	CAD 0.00
	PAID

Please make cheques payable to:

101 Marine Repair and mail to:

3501 Plant Road, Roberts Creek, V0N2W1. We also accept e-transfers to gary@101marinerepair.com, and all major credit cards. (Please note that there is a 3% surcharge applied to all invoices over \$3000 paid by credit card).

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Page 2 of 2

Sunshine Coast Marine Rescue Society Operating Budget 23/24	
	23/24 Budget
Revenues	
Coast Guard Training & Mission Reimbursement	20,000
Donations	5,000
Disposition of Assets	100
Fundraising	10,000
Interest	100
SCRD Emergency Services	5,100
Miscellaneous	
Grant Funds available	
Gaming Grant (Jul/Aug)	30,000
HQ PPE Grant	
Sunshine Coast Community Foundation ?	
Sechelt District CIP	5,000
Sechelt Community Forest	
SCCU Grant Nov/Dec	
Total	
Expenses	
Administration: Supplies, Shipping, Misc.	500
Bank Charges*	250
Communications*	1,000
Crew Consumables*	100
PPE	5,000
First Aid / Oxygen*	500
Fundraising Costs	1,000
Insurance ** (D&O) not operating)	8,500
KM Fuel*	3,500
KM Maintenance*	55,000

<i>LM Fuel*</i>	5,000	
<i>LM Maintenance*</i>	45,000	
<i>KM Moorage / Rental of Shack*</i>	5,000	
<i>Maintenance - Trailer/Other*</i>	1,000	
<i>Public Relations / Advertising</i>	2,000	
<i>Training*</i>	4,000	
<i>Travel*</i>		
<i>Unit Activities / Recognition</i>	1,000	
<i>Vessel Checks-Surveys / Public Education</i>	500	
<i>Website</i>	500	
<i>Miscellaneous</i>	100	
Total	139,450	
Net Contribution	(139,450)	

Sunshine Coast Marine Rescue Society Operating Budget

2022/2023			22/23 Budget	22/23 Actual	23/24 Budget
Revenues	Society	Grants			
Coast Guard Training & Mission Reimbur:	23,559		18,000	23,559	20,000
Donations	14,085		5,000	14,085	5,000
Disposition of Assets	2,000		100	2,000	100
Fundraising	6,845		23,100	6,845	10,000
Interest	228		100	228	100
SCRD Emergency Services	10,200			10,200	5,100
Miscellaneous	-			-	
Grant Funds available				-	
Gaming Grant		126,791		126,791	
HQ PPE Grant		-		-	
Sunshine Coast Community Foundation		6,222		6,222	
Sechelt District CIP		4,230		4,230	
Sechelt Community Forest		1,850		1,850	
SCCU Grant		5,000		5,000	
Total	56,917	144,093	46,300	201,010	
Expenses					
Administration: Supplies, Shipping, Misc.	357		500	357	500
Bank Charges*	369	93	250	462	250
Communications*	1,004	503	800	1,506	1,000
Crew Consumables*	126			126	100
PPE		16,736		16,736	5,000
First Aid / Oxygen*	-	641	500	641	500
Fundraising Costs	1,432		100	1,432	1,000
Insurance ** (D&O) not operating)	8,479		5,500	8,479	8,500
KM Fuel*	1,025	1,050	7,500	2,075	3,500
KM Maintenance*	-	913	5,000	913	55,000
LM Fuel*	222	1,909	5,000	2,131	5,000
LM Maintenance*	870	11,101	5,000	11,971	45,000
KM Moorage / Rental of Shack*	955	5,188	5,000	6,143	5,000
Maintenance - Trailer/Other*	1,353		1,000	1,353	1,000
Public Relations / Advertising	1,211		750	1,211	1,000
Training*	-			-	5,000
Travel*		111		111	
Unit Activities / Recognition	-		500	-	500
Vessel Checks-Surveys / Public Education	-		500	-	500
Website	667		500	667	500
Miscellaneous	-		100	-	100
Total	18,070	38,245	38,500	56,315	138,950
Net Contribution	38,847	105,849	7,800	144,696	(138,950)

Grant Reconciliation and Cash Balances - 2022/23

Restricted Funds	FUNDING		EXPENDITURES													TOTAL Exp	GST Paid	Balance
	Opening	Added	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March				
Gaming Grant	360	126,791	(18)	2	2	566	879	5,299	1,035	560	184	777	1,300	(8)	10,580	494	116,077	11,074
Gaming Grant - Boat Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
HQ PPE Grant	9,400	-	-	4,358	-	-	4,372	-	2,911	461	2,631	-	2,002	-	16,736	-	(7,335)	-
Sunshine Coast Community Foundation	0	6,222	-	-	-	-	-	-	3,895	-	-	2,136	-	-	6,031	282	(90)	-
Sechelt District CIP	2,622	4,230	-	-	-	-	-	-	-	-	-	-	503	-	503	23	6,326	-
Sechelt Community Forest	894	1,850	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,744	-
SCCU Grant	0	5,000	-	-	-	-	-	-	3,938	-	-	-	-	-	3,938	184	877	-
SIB/SIGD Grant	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	13,278	144,093	(18)	4,361	2	566	5,252	5,299	11,779	1,022	2,815	2,913	3,804	(8)	37,788	983	118,600	-

3549.77

Cash and Other Assets

	Opening Bal	30-Apr	31-May	30-Jun	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	28-Feb	31-Mar
Cash on Hand	45,456	48,080	46,807	62,657	63,424	62,541	64,152	63,049	62,649	62,005	64,738	64,749	75,318
Long Term Savings (Internally Restricted)	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524
Gaming (Restricted)	345	363	360	40,358	39,765	38,844	33,282	32,198	31,611	31,419	63,605	116,036	116,039
GIC (Internally Restricted)	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383
GST Asset Account (50% Rebateable)	3,425	3,480	3,825	3,876	3,934	1,200	1,037	1,634	1,682	1,822	1,938	2,168	2,176
Total	224,133	226,830	225,899	281,798	282,030	277,492	273,378	271,788	270,850	270,153	305,188	357,860	368,441

GST Rebate

Sept 2019 - \$565.32	\$565.32
Mar 2020 - \$467.18	\$467.18
Sept 2020 - \$423.49	\$423.49
Mar 2021 - \$445.78	445.78
Sept 2021 - \$546.07	\$546.07
Mar 2022 - \$977.24	\$977.24

\$3,425.08

-2,388.13

1,139.14

GST On Gaming

Gaming Account Reconciled	378	375	373	(193)	(1,073)	(6,372)	(7,407)	1,778
Gaming Bank Balance	363	360	40,358	39,765	38,844	33,282	32,198	31,611
Difference	15	15	(39,985)	(39,958)	(39,917)	(39,654)	(39,605)	(29,833)

2929.07 73.42

\$0 \$70

\$2,929 \$3

#DIV/0! 4.676%

GST

Open	1901.75	1,946.58	2,125.81	2,248.75	2,334.04	2,348.03	2,993.90	3,393.93	3,551.44	3,647.44	3,944.18	4,174.31	4,948.38
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1,092.15

546.08

1,954.48 Net Change

977.24 50%

Operating Budget 2022/23

Revenues	April	May	June	July	August	Sept	October	November	December	January	February	March	Actual Year to Date	12 Month Budget	Remaining Budget
Coast Guard Training & Mission Reimburs	530	2,687	2,718	1,345		1,653	5,340		2,189	195	750	6,151	23,559	18,000	5,559
Donations	1,628	10,000		97	293		850	145	1,000			72	14,085	5,000	9,085
Disposition of Assets					500							1,500	2,000	100	1,900
Fundraising											3,631	3,213	6,845	1,000	5,845
Interest				228									228	100	128
SCRD Emergency Services			5,100				5,100						10,200		10,200
Miscellaneous													-		0
Total	2,158	12,687	7,818	1,670	793	1,653	11,290	145	3,189	195	4,381	10,937	56,917	24,200	32,717
Expenses															
Administration: Supplies, Shipping, Misc.		79			40		177			6	25	30	357	500	143
Bank Charges	12	9	6	9	9	9	108	62	12	12	62	59	369	250	(119)
Communications*	193			197			200			200	214		1,004	800	(204)
Crew Consumables*				56					54			16	126	-	(126)
First Aid / Oxygen*													-	500	500
Fundraising Costs											1,200	232	1,432	100	(1,332)
GST (Net of Rebate)													-	2,000	2,000
Insurance ** (D&O) not operating)		7,392	200						887				8,479	5,500	(2,979)
KM Fuel*		1,025											1,025	7,500	6,475
KM Maintenance*													-	5,000	5,000
LM Fuel*			222										222	5,000	4,778
LM Maintenance*	33	778					50					9	870	5,000	4,130
KM Moorage / Rental of Shack*	875	80											955	5,000	4,045
Maintenance - Trailer/Other*													-	1,000	1,000
Public Relations / Advertising			870	382	30				71				1,353	750	(603)
Training*	200	965							46				1,211	5,000	3,789
Travel*													-	500	500
Unit Activities / Recognition													-	500	500
Vessel Checks-Surveys / Public Education													-	500	500
Website	16					410					225	16	667	500	(167)
Miscellaneous													-	100	100
Total	1,329	10,328	1,298	644	79	469	485	62	1,070	217	1,726	363	18,070	46,000	27,930
Net Contribution	830	2,359	6,520	1,026	714	1,184	10,805	83	2,119	(22)	2,655	10,574	38,847	(21,800)	

Operating Budget 2022/23

Revenue	-	22/23 Budget	22/23 Actual	22/23 Actual	22/23 TOTAL	23/24 Budget
Coast Guard Training & Mission Reimbursements		18,000	23,559			
Donations		5,000	14,085			
Disposition of Assets		100	2,000			
Fundraising		1,000	6,845			
Interest		100	228			
SCRD Emergency Services			10,200			
Miscellaneous			-			
Total Revenue		24,200	56,917			
Expenses						
Administration: Supplies, Shipping, Misc.		500	357			
Bank Charges		250	369			
Communications		800	1,004			
Crew Consumables		-	126			
First Aid / Oxygen		500	-			
Fundraising Costs		100	1,432			
GST (Net of Rebate)		2,000	-			
Insurance		5,500	8,479			
KM Fuel		7,500	1,025			
KM Maintenance		5,000	-			
LM Fuel		5,000	222			
LM Maintenance		5,000	870			
KM Moorage / Rental of Shack		5,000	955			
Maintenance - Trailer/Other		1,000	-			
Public Relations / Advertising		750	1,353			
Training		5,000	1,211			
Travel		500	-			
Unit Activities / Recognition		500	-			
Vessel Checks-Surveys / Public Education		500	-			
Website		500	667			
Miscellaneous		100	-			
			-			
Total Expenses		46,000	18,070			
			-			
Net Contribution (Deficit)		(21,800)	38,847			
			-			

Sunshine Coast Marine Rescue Society

Balance Sheet

As of March 31, 2023

	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	
BC Gaming - Bank	44,666.33
Restricted for Engine Replacement**	71,373.00
Total BC Gaming - Bank	116,039.33
Chequing	75,318.62
Savings	11,201.93
Restricted for vessel replacement*	100,549.78
Total Savings	111,751.71
Total Cash and Cash Equivalent	\$303,109.66
Uncategorized Asset	0.00
Total Current Assets	\$303,109.66
Non-current Assets	
Restricted For Vessel Replacement*	63,383.22
Total Non Current Assets	\$63,383.22
Total Assets	\$366,492.88
Liabilities and Equity	
Liabilities	
Current Liabilities	
GST/HST Payable	-2,176.26
GST/HST Suspense	0.00
Total Current Liabilities	\$ -2,176.26
Total Liabilities	\$ -2,176.26
Equity	
Opening Balance Equity	78,015.78
Retained Earnings	146,117.36
Profit for the year	144,536.00
Total Equity	\$368,669.14
Total Liabilities and Equity	\$366,492.88

Note
 * \$163,933 Restricted by board for vessell replacement 3/30/2023 Split(\$63,383.22 Invested / \$100549.78 Savings)

** \$71373 Restricted by board for engine replacements 3/30/2023

Sunshine Coast Marine Rescue Society (SCMRS)

Annual General Meeting - May 29, 2023

SCMRS President's Report

Introduction

The Sunshine Coast Marine Rescue Society is a non-profit organization established in accordance with the Societies Act of British Columbia whose purpose is the financial support of RCMSAR Station 12, Halfmoon Bay. SCMRS exists to enable RCMSAR, Station 12 realize its objective of *"Saving Lives on the Water"*. Activities of the Society include fundraising, donor management and recognition, asset management (funds), risk management (insurance) and disbursement of funds and payment of expenses. This report covers the period of time from June 1, 2022 to May 29, 2023

Our Challenges, Our Successes

- COVID – though the pandemic has impacted all of us individually and organizationally and is receding as a day-to-day worry, we remain vigilant and continue to practice good safety protocols.
- Training/Recruiting – Our Coxswains were very creative with on-the-water training, dockside training and virtual training opportunities. Though our annual recruiting campaign was cancelled for the third year in a row, we now have 3 individuals who are at different levels of new crew training and planning has begun to co-host a recruitment open house in September 2023.
- Station and Board leadership – Adam H., Station Leader and Coxswain, has continued to provide solid leadership to Station 12 operations. John H., Deputy Station Leader and Coxswain, consistently steps up to lead a training exercise or respond to a rescue mission. At the Board Level we welcomed Robin M., a valued addition to our Board. The Board wants to add to its number of Directors as we have one individual retiring (Nic W.) which will leave us as a 5-member board. We would like to add 2 new directors. We have done some recruiting through word-of-mouth and reaching out to individuals and more needs to be done to be successful in recruiting.
- Insurance – The Board is diligent in its review of our existing insurance to ensure that our coverage provides the Station and Society with a comprehensive insurance portfolio. In the coming months we will review our portfolio and determine if we need to purchase further coverage in the form of a Commercial General Liability insurance policy.
- Fundraising – For the first time since November 2019, we held a Beer and Burger pub night, in February of this year at the Batch 44 Pub and Brewery. The event sold out and was a great step in re-establishing this fundraising event as one of our key ways to raise funds. Erin H. and Robin M. provided leadership (and hard work) in the planning and implementation of the event. We were again reminded of how generous our community is when stepping up to support our marine rescue efforts. The list of businesses and individuals is impressive and we will be thanking them through an ad in our local newspaper.
- Vessel refit update and new engine acquisitions - As reported last year, Station 12 moved away from the goal of purchasing a new vessel to undertaking refits on our 2 vessels. We completed the refit on the Ken Moore last fiscal year. We were fortunate to receive 2 grants (see below) for the electronic refit of the Lewis-McPhee which was recently completed. We have started the process of purchasing 4 new engines for our vessels. Funding has been secured through a Capital Grant from the BC Gaming Branch and with restricted funds that the SCMRS has invested.

- *Kid's Don't Float (KDF)*: Promoting safety on the water, the *Royal Canadian Marine Search and Rescue's KDF Program* provides free access to personal floatation devices (PFDs) for infants, children and youth. This past year, with materials donated from *Rona Sechelt*, and construction and installation done by Tonya Ste M. and Amber C., a kiosk was erected on the parking lot of the Porpoise Bay Government Warf. The PFDs were purchased with funds donated in memory of *Peter Koch*.

Our People

Our active crew numbers include: 4 coxswains, John H., Tonya Ste. M., Erin H., and Adam H., 3 advanced crew, Amber C., Mike M., Ron K., 6 crew, Kevin W., Martine D., Frank C., Duncan S., Joel P-S and John M. and 3 new crew, Leah A-C, Wade C, and Mode G. We welcomed back Dave B. who will be our 5th Coxswain. We have 3 supporting members who are board members, Nic W., Gordy F., and Robin M. Amy E. is a supporting member who helps the Station Leadership. Whether active crew or supporting member, this small group of people are committed to the challenges of being involved in marine search and rescue. Thank you to each of them for their hard work and their dedication to *"Saving Lives on the Water"*.

Station 12 is part of a larger search and rescue family. In British Columbia RCMSAR includes 31 Stations and the Provincial Headquarters in Sooke, BC. Through virtual meetings, email and telephone contact, HQ has provided a wide range of training, information sharing and consultation to both the Station and the Society.

Our Gratitude

Without the help of many organizations and individuals it would not be possible for us to provide 24/7 marine rescue services. It is with gratitude that we acknowledge the following sponsors and donors:

- *District of Sechelt – Community Investment Program – 3-year funding agreement*
- *Government of British Columbia – Community Gaming Grants Branch, Operating and Capital funding*
- *RCMSAR HQ – Personal Protection Equipment Grant*
- *Sunshine Coast Regional District (SCRD) – 3-year funding agreement*
- *Sunshine Coast Foundation, grant for electronic refit on the Lewis McPhee*
- *Sunshine Coast Credit Union, grant for electronic refit on the Lewis McPhee*
- *Royal Canadian Legion, Branch #140*

As well, thank you to the many individuals who have supported us through their personal donations. It has been another exceptional year for individual and business donations. We rely on different grants and individual donations to maintain and repair our 2 vessels, buy fuel and, importantly, upgrade our training, equipment and facilities, enabling our crews to learn new skills, get to scenes faster, and save lives. Financial support from local and government organizations and individuals helps us immensely and we are grateful for the support.

Respectfully submitted,

John P. Maddalozzo, President,
Sunshine Coast Marine Rescue Society
RCMSAR Station 12, Halfmoon Bay

Sunshine Coast Marine Rescue Society (SCMRS)

Annual General Meeting - May 29, 2023

RCMSAR Station 12, Halfmoon Bay

Station Leader's Report

This past has been nothing short of stellar for RCMSAR Station 12. Garnering attention in Local and National News for the amazing work our crew performs we have brought many new eyes on our Station and RCMSAR as whole. This exposure has translated into a high number of individuals reaching out to inquire how they can volunteer with our Station.

Station 12 responded to 15 calls for emergency assistance this past year. With the Lewis McPhee (LM) receiving 9 calls and 6 for the Ken Moore (KM). Station 12 is credited with assisting 6 people in danger and saving 4 lives all while preserving over \$15,200.00 in property. We elected not have a recruit intake in the fall of 2022, instead the Station focused on training up existing crew members. We have seen great progress in the 2021 recruits as they move through their sign offs to achieve Crew status. One training highlight from this past year was sending Advanced Crew member Amber Cottle off to RHIOT School, where she unsurprisingly excelled. We are excited for Amber to continue to hone her already impressive skills on her journey to becoming a Coxswain with the Station.

I am excited to announce that though we did not host a recruitment this past year we did welcome back a long time Station 12 member Dave Brown. Once Dave gets his hour up, he will be returning to his previous status as a Coxswain. We are all very excited to have Dave back as he brings a wealth of local and RCMSAR Knowledge.

We continue to face a few challenges as a Station with response time to KM calls still cresting the 30-minute mark. Solutions to reduce this time are still being explored though nothing overly impactful is in the immediate future.

Another challenge we saw was the ability to stay in service full time. Our Coxswain group of four does their absolute best to keep the Station in service, but work and home life commitments do sometimes require that we standdown the Station for a period of time. We are working towards getting more crew who are interested in becoming a Coxswain trained up to that level but ultimately it takes time.

It is no different for our crew, availability and fatigue impacts our ability to respond. With only 7 active crew, available most the year crew fatigue and availability were challenging at times. Service disruption was minimized through good use of crew coverage notifications and we were only stood down a few times for not having adequate numbers. Fortunately, we have received eleven messages from potential new recruits for this fall.

Some other highlights of the past year:

LM and KM refit with new Raymarine electronic navigation systems

LM and KM self-righting system recertified by Zodiac

New Engines ordered for both the LM and KM

In closing I want to want to thank two individuals whose time with Station 12 has come to an end. First, I want to thank Frank Cloutier for his 6.5 year of service to our Station. During his time with the Station Frank took part in 27 SAR Missions and volunteered over 600 hours. He along with his wife Lexa Pomfret, were constant fixtures on training nights and Frank was always game to be a patient for First Aid Training nights. Thank you for your dedication and service Frank.

The second person is Coxswain Erin Heeney. Erin joined our station in October 2015, during her time with Station 12 Erin has been a Coxswain, Training Officer and held a position on our Board of Directors. Erin has also assisted in countless support activities, from Beer and Burger Nights to writing grants for all the things we need to keep our Station afloat. I think everyone will agree that Erin's true passion shines through when talking about and teaching Coll Regs. All kidding asides Erin has played a key role in the development of every current member in our Station. She has volunteered over 1909 hours to our Station and the Sunshine Coast boating community, and I am positive that number is low.

Erin has done such a great job that HQ has come knocking and has hired Erin as the Coordinator of Training and Development for all of RCMSAR. Though we will miss having Erin as a member of the Station we are incredibly happy for her and her new adventure. All of RCMSAR will be better for this. Congratulations Erin, we will undoubtedly see you soon.

I want to thank all of our Coxswains, Crew and Supporting Members for their work this past year. 2023 is already off to a great start with some big things on the horizon. Thank you all for coming tonight.

Adam Hoult
Station Leader

Coast Cultural Alliance

November 5, 2023

SUMMARY OF PROGRAMS AND SERVICES TO BE OFFERED IN 2024 INCLUDING ASSUMPTIONS FOR 2024. (i.e., cost of living increases, etc.).

The 2023/24 yearly **Purple Banner Studio & Gallery Tour Guide**; the increase in the size of the brochure with a larger map and space for more participants has been successful. We held a launch party again this year which brings participants and community together and creates a greater awareness of this long-standing and well-used marketing tool. We will continue to build on these successes for the 2024/25 brochure.

We will continue to present the annual **Sunshine Coast Art Crawl**. The Crawl was very successful in 2023 as we faced a very challenging economy; we expect it to be strong again in 2024. We will again hire skilled contractors to maintain and expand this program, with awareness of participation capacity; our goal is to keep the Crawl sustainable and of excellent quality. Inflation costs of materials and services were very noticeable this year. Our sponsorship for this project remains strong and we are now receiving 'financial donations' back from participating venue artists to help secure its sustainability.

The **Arts and Culture Calendar** on-line version and weekly e-newsletter, in its new format, continues to grow with increased subscribers and community entering more events and workshops. We have secured a sponsor for this project which will enable us to hire a part-time admin to keep it sustainable.

The new Spring series called '**Peer 2 Peer**' for Artist's mentoring Artists was a success in 2023. We are again partnering with the Sunshine Coast Arts Council as we continue this series in 2024 with 2 events in the series being held in person at the Sunshine Coast Arts Centre.

The '**Artesia Coffee House**' held at the Sunshine Coast Arts Centre was a big success in the spring of 2023 with sold out houses for each event. We will again be partnering with the Sunshine Coast Arts Council to present the 2024 series.

The consistent look of our branding of the Coast Cultural Alliance has resulted in stronger awareness of who we are and what we do. The website URL, **coastculture.com** is clear and easily recognized. The streamlining of all our social media to @coastculturalalliance is consistent and our hired social media specialist has increased our following to over 4400 on instagram.

The **interactive website** with the community calendar of events, workshops, artist opportunities and community activities continue to evolve. With its robust new format and its mobile compatibility, we can extend the possibilities. The member artists' personal log-in option allows members to enhance and edit their own personal listings as well as renew and pay their memberships directly online. We are researching funds for an upgrade of the website in 2024-2025 and continuing to build our reserve funds to help achieve this goal.

Our budget includes a core funding model and reflects the necessary increase in increments over the next few years to ensure a strong succession plan.

Tara Crosby

To: Linda Williams; Tina Perreault
Cc: Kandice Keith
Subject: RE: CCA Community Partner Information / application

From: Linda Williams <barlin@dccnet.com>
Sent: Wednesday, November 8, 2023 12:57 PM
To: Tara Crosby <Tara.Crosby@scrd.ca>; Tina Perreault <Tina.Perreault@scrd.ca>
Cc: Kandice Keith <kandice@kandicekeith.ca>
Subject: CCA Community Partner Information / application

External Message

Hello Tara,

Items attached as requested from SCRD

- Current 2023 financial statements, including a Statement of Operations (budget versus actuals) (to Sept 30, 2023)
- Proposed 2024 Budget – showing the requested finance resources from the SCRD within the Revenue Section
- 5-year financial planning if available (2024-2028) or as many years as available; (ours are to 2026)
- A summary of programs and services to be offered in 2024 including assumptions for 2024 (i.e. cost of living increases, etc.)

As per the new multi-year service:

The Coast Cultural Alliance is requesting the annual funding amount provided by the Sunshine Coast Regional District to be written into a multi-year service agreement. Our current grant of \$8,000 remain the same with a small increase in 2026. Let me know if we need to do anything to make this happen.

If you need anything else or have any questions, please let me know. Also, Kandice Keith, copied here is the CCA treasurer.

I will have the 2023 Art Crawl Final Report by tomorrow and will send you a copy for your/our records. It was very successful again this year with so many happy people moving about, and purchasing art, filling the restaurants, accommodations and other businesses, in our community.

Thank you in advance,

Linda Williams
Coast Cultural Alliance
www.coastculture.com
www.sunshinecoastartcrawl.com
www.purplebannertour.com

2024 COAST CULTURAL ALLIANCE Draft Budget		
	2024 Budget	% 2024 Budget
Revenue		
Art Crawl	\$45,000.00	42.45%
A&C Calendar (digital version)	\$8,000.00	7.55%
Purple Banner Guide	\$15,000.00	14.15%
Membership	\$18,000.00	16.98%
Sponsorship/Donations	\$20,000.00	18.87%
Total Revenue	\$106,000.00	100.00%
Expenses		
Art Crawl	\$40,000.00	37.74%
A&C Calendar including online	\$7,500.00	7.08%
Purple Banner Guide	\$19,600.00	18.49%
Bookkeeping	\$2,300.00	2.17%
Contractual Expenses	\$13,000.00	12.26%
Credit Card Charges	\$1,500.00	1.42%
Website Maintenance/Design	\$2,300.00	2.17%
Web Hosting and URL	\$5,000.00	4.72%
Advertising/Marketing	\$500.00	0.47%
Professional Fees	\$2,000.00	1.89%
Dues/Memberships	\$600.00	0.57%
Meeting Expenses	\$360.00	0.34%
Insurance	\$1,150.00	1.08%
Office / Postage / Courier	\$500.00	0.47%
Social Media	\$9,500.00	8.96%
Telephone	\$120.00	0.11%
Bank Charges	\$70.00	0.07%
Bank Charges	\$106,000.00	100.00%
Total Expenses		
INCLUDED IN REVENUE		
SIGD	\$1,000.00	0.94%
SCRD	\$8,000.00	7.55%
DOS	\$5,000.00	4.72%
TOG	\$2,500.00	2.36%
Powell River AC	\$700.00	0.66%
	-	
	\$17,200.00	16.23%

2023 COAST CULTURAL ALLIANCE Draft Budget 2023 - 2026

	2024 Budget	% 2024 Budget	2025 Budget	% 2025 Budget	2026 Budget	% 2026 Budget
Revenue						
Art Crawl	\$45,000.00	42.45%	\$47,500.00	42.79%	\$48,500.00	42.17%
A&C Calendar (digital version)	\$8,000.00	7.55%	\$8,500.00	7.66%	\$9,000.00	7.83%
Purple Banner Guide	\$15,000.00	14.15%	\$16,000.00	14.41%	\$17,500.00	15.22%
Membership	\$18,000.00	16.98%	\$18,500.00	16.67%	\$19,000.00	16.52%
Sponsorship/Donations	\$20,000.00	18.87%	\$20,500.00	18.47%	\$21,000.00	18.26%
Total Revenue	\$106,000.00	100.00%	\$111,000.00	100.00%	\$115,000.00	100.00%
Expenses						
Art Crawl	\$40,000.00	37.74%	\$41,000.00	36.94%	\$41,500.00	36.09%
A&C Calendar including online	\$7,500.00	7.08%	\$9,000.00	8.11%	\$9,500.00	8.26%
Purple Banner Guide	\$19,600.00	18.49%	\$19,500.00	17.57%	\$19,800.00	17.22%
Bookkeeping	\$2,300.00	2.17%	\$2,400.00	2.16%	\$2,400.00	2.09%
Contractual Expenses	\$13,000.00	12.26%	\$13,900.00	12.52%	\$14,900.00	12.96%
Credit Card Charges	\$1,500.00	1.42%	\$1,700.00	1.53%	\$1,800.00	1.57%
Website Maintenance/Design	\$2,300.00	2.17%	\$2,500.00	2.25%	\$2,500.00	2.17%
Web Hosting and URL	\$5,000.00	4.72%	\$5,500.00	4.95%	\$6,000.00	5.22%
Advertising/Marketing	\$500.00	0.47%	\$500.00	0.45%	\$500.00	0.43%
Professional Fees	\$2,000.00	1.89%	\$2,000.00	1.80%	\$2,500.00	2.17%
Dues/Memberships	\$600.00	0.57%	\$650.00	0.59%	\$650.00	0.57%
Meeting Expenses	\$360.00	0.34%	\$460.00	0.41%	\$460.00	0.40%
Insurance	\$1,150.00	1.08%	\$1,200.00	1.08%	\$1,300.00	1.13%
Office / Postage / Courier	\$500.00	0.47%	\$500.00	0.45%	\$500.00	0.43%
Social Media	\$9,500.00	8.96%	\$10,000.00	9.01%	\$10,500.00	9.13%
Telephone	\$120.00	0.11%	\$120.00	0.11%	\$120.00	0.10%
Bank Charges	\$70.00	0.07%	\$70.00	0.06%	\$70.00	0.06%
Bank Charges	\$106,000.00	100.00%	\$111,000.00	100.00%	\$115,000.00	100.00%
Total Expenses						
INCLUDED IN REVENUE						
SIGD	\$1,000.00	0.94%	\$1,000.00	0.90%	\$1,000.00	0.87%
SCRD	\$8,000.00	7.55%	\$8,000.00	7.21%	\$8,500.00	7.39%
DOS	\$5,000.00	4.72%	\$5,000.00	4.50%	\$5,000.00	4.35%
TOG	\$2,500.00	2.36%	\$2,500.00	2.25%	\$2,500.00	2.17%
Powell River AC	\$700.00	0.66%	\$700.00	0.63%	\$750.00	0.65%
	\$17,200.00	16.23%	\$17,200.00	15.50%	\$17,750.00	15.43%

2023 COAST CULTURAL ALLIANCE Budget vs Actuals to Sept 30, 2023

	2023 Budget	2024 Actuals to Sept 30
Revenue		
Art Crawl	\$43,500.00	\$ 36,185.00
A&C Calendar (digital version)	\$7,000.00	\$ 5,500.00
Purple Banner Guide	\$14,000.00	\$ 13,430.00
Membership	\$18,000.00	\$ 17,494.00
Sponsorship / Donations	\$14,500.00	\$ 5,700.00
General Income		\$ 7,245.00
Total Revenue	\$97,000.00	\$ 85,554.00
Expenses		
Art Crawl	\$36,000.00	\$ 22,964.78
A&C Calendar including online	\$6,500.00	\$ 4,000.00
Purple Banner Guide	\$20,000.00	\$ 16,331.88
Bookkeeping	\$1,200.00	\$ 524.66
Contractual Expenses	\$12,000.00	\$ 8,000.00
Credit Card Charges	\$1,300.00	\$ 1,109.18
Website Maintenance/Design	\$1,700.00	\$ 2,173.00
Web Hosting and URL	\$4,400.00	\$ 3,835.08
Advertising/Marketing	\$470.00	\$ 115.50
Professional Fees	\$2,000.00	\$ 675.00
Dues/Memberships	\$500.00	\$ 244.99
Meeting Expenses	\$300.00	\$ -
Insurance	\$1,000.00	\$ 910.00
Office Supplies / Postage	\$450.00	\$ 42.62
Social Media	\$9,000.00	\$ 3,375.00
Telephone	\$120.00	\$ 178.84
Bank Charges	\$60.00	\$ 115.63
Total Expenses	\$97,000.00	\$ 64,596.16
INCLUDED IN REVENUE		
SCRD	\$8,000.00	\$ 8,000.00
DOS	\$3,500.00	\$ 3,500.00
TOG	\$2,500.00	\$ 2,000.00
Powell River AC	\$700.00	
SIGD	\$1,000.00	
	\$15,700.00	\$ 13,500.00

COAST CULTURAL ALLIANCE
Profit & Loss
 January through December 2022

	Jan - Dec 22
Ordinary Income/Expense	
Income	
4900 · Donations	
4910 · General Donations	911.00
4902 · Art Crawl	6,392.00
Total 4900 · Donations	7,303.00
4800 · Sponsors	
4807 · General Sponsors	750.00
4806 · Purple Banner	3,500.00
4802 · Art Crawl	7,500.00
Total 4800 · Sponsors	11,750.00
4300 · Art Crawl	
4340 · Participants	23,900.80
4310 · Advertisers	3,120.00
Total 4300 · Art Crawl	27,020.80
4400 · Purple Banner Revenue	
4425 · Flags	430.99
4410 · Advertisers	2,426.00
4420 · Event ads	930.00
4430 · Participants	8,877.36
Total 4400 · Purple Banner Revenue	12,664.35
4100 · Membership	
4140 · Website income	25.99
4110 · Business	3,463.00
4130 · Non-profit organization	1,800.00
4120 · Individual	12,289.00
Total 4100 · Membership	17,577.99
4600 · Grants	
4699 · Grants - other	5,000.00
4621 · PRCA - Art Crawl	600.00
4612 · SCR D Ec Dev - Art Crawl	4,300.00
4611 · SCR D Ec Dev - A&C	3,200.00
4606 · DOS - Art Crawl	2,000.00
4680 · Town of Gibsons - A&C Calendar	1,000.00
4681 · Town of Gibsons - Art Crawl	1,000.00
4605 · DOS - A&C Calendar	1,500.00
Total 4600 · Grants	18,600.00
Total Income	94,916.14
Cost of Goods Sold	
50000 · Cost of Goods Sold	0.00
Total COGS	0.00
Gross Profit	94,916.14
Expense	
6800 · General Expenses	
6811 · Social Media	7,049.00
6995 · Website Maintenance & Design	1,730.00
6994 · Web Hosting and URL	4,596.00
6890 · Telephone	112.00
6880 · Professional Fees	5,125.00
6865 · Postage and Courier	106.31
6860 · Office Supplies	216.16
6850 · Meeting Expense	-250.00
6840 · Insurance	910.00
6835 · Graphic Design/Layout	375.00
6830 · Dues and Memberships	449.80
6820 · Credit Card Charges	1,239.28
6818 · Bookkeeping	1,014.01

COAST CULTURAL ALLIANCE
Profit & Loss
 January through December 2022

	Jan - Dec 22
6816 · Bank charges	78.13
6812 · Administration	11,400.00
6810 · Advertising	111.30
Total 6800 · General Expenses	34,261.99
6200 · Art Crawl Expenses	
6291 · Social Media Marketing	49.00
6294 · Web Hosting and URL	327.95
6225 · Signage	821.90
6250 · Launch	456.06
6260 · Marketing	1,414.00
6290 · Project Management	9,000.00
6240 · Graphic Design	2,818.75
6280 · Printing	9,182.20
6270 · Merchandise	646.27
6220 · Advertising	12,720.60
Total 6200 · Art Crawl Expenses	37,436.73
6500 · Purple Banner Expenses	
6545 · Launch expenses	1,327.19
6520 · Distribution Costs	1,193.35
6530 · Flags and poles	699.41
6510 · Advertising	4,225.64
6550 · Printing	5,358.06
6560 · Project Management	4,500.00
6540 · Graphic Design	2,295.75
Total 6500 · Purple Banner Expenses	19,599.40
6100 · A & C Calender expenses	
6110 · Project Management	5,000.00
Total 6100 · A & C Calender expenses	5,000.00
Total Expense	96,298.12
Net Ordinary Income	-1,381.98
Net Income	-1,381.98



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SUNSHINE COAST TOURISM 2024 FUNDING REQUEST TO SCRD

TO: Sunshine Coast Regional District - Special Corporate and Administrative Services Committee

DATE: November 8, 2023

AUTHOR: Annie Wise, Executive Director, Sunshine Coast Tourism

annie@sunshinecoastcanada.com 604-330-3203

SUBJECT: Re: 2024 SCRD Budget Request - Community Partners & Stakeholders

Introduction

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 also engage all levels of government to advocate and support sustainable destination development and infrastructure projects that enhance both our communities and the overall visitor experience.

2023 Key Learnings - Summary

The Sunshine Coast offers diverse and captivating travel experiences centred on the concept of ‘nature as the magnet.’

The region’s attractions and hidden gems, combined with a strong visitor base of BC residents and a growing remote work trend, have bolstered tourism revenues in the wake of the COVID-19 pandemic. Key tourism product experiences include Indigenous cultural tourism, outdoor activities, and culinary experiences.

Long-term challenges persist

Locally, significant transportation issues, limited commercial accommodation options, labour constraints, service quality, extreme weather events, and a changing landscape for short-term rentals creates challenges for the Sunshine Coast's tourism industry. Additionally, global pressures, including the rising cost of goods, inflation, climate change, and the post-pandemic hypercompetitive marketplace for international travel, continue to impact visitation trends in our region.

A continued focus on sustainability

In response to these challenges, Sunshine Coast Tourism has undertaken various internal initiatives to improve its digital presence, secure funding for active transportation planning, support local trail development, foster partnerships, and educate visitors on sustainability, responsible travel behaviours and regenerative travel.

2023 Key Learnings - Details

The Sunshine Coast's commitment to sustainable tourism, partnership development, and data-driven marketing positions it to further mature as a premier destination in British Columbia while maintaining the values of its residents.

The Sunshine Coast has the proven potential to position itself as a premier destination within British Columbia. While the province is not short on stunning landscapes and recreational offerings, very few places can offer such a breadth of travel-motivating experiences perfectly suited to support the idea of "nature as the magnet." Iconic attractions such as the Skookumchuck Narrows, Desolation Sound, and Princess Louisa Inlet meet with tucked-away trails, secret coves, mountain peaks, and unique communities that speak to the emotional core of our travellers. The Sunshine Coast is a place where visitors can find their wild within.

Overall, accommodation room revenues have rebounded since the beginning of the COVID-19 pandemic, but 2023 year-to-date revenues show stagnation (-0.1% compared to 2022 year-to-date). Room revenues are still highly seasonal. In 2019, revenues from Q2 & Q3 represented 70% of the annual total. Currently, that number decreased to 65%, meaning that the shoulder season (Q1 and Q4) gained 5% of the annual share, but there is still much work to be done to encourage seasonal dispersion on the Sunshine Coast.

Traditional accommodations provide approximately 950 rooms on the Sunshine Coast. The region also has a large number of short-term rental accommodations, with an estimated additional 1,000 rooms available during peak season—but this is declining as enforcement of new bylaws from the Town of

Gibsons and District of Sechelt are underway. Additional provincial legislation in spring 2024 will likely have a significant impact in the reduction of overall short-term rental accommodation. While some travellers may shift to commercial accommodation offerings such as hotels and motels, it should be noted that those seeking whole-home vacation rentals are not a compatible exchange for a traditional double occupancy hotel room. Consumer preferences to travel with larger groups, such as 'ladies' getaways' and multi-generational travel groups (such as grandparents with their adult children and grandchildren all together) demand multi-bedroom suites and facilities that are limited in existing commercial accommodation offerings on the Sunshine Coast. The resulting impact of these regulations must be closely monitored - especially as it relates to spillover impacts to the rest of the tourism industry, including restaurants, tour operators, retail, etc.

Preliminary results (July-August travellers only) of the 2023 Sunshine Coast Visitor Study show:

- 92% of visitors are from Canada, 6% from USA and 2% from International. BC Residents are the largest market representing 93% of Canadian Visitors and 86% of all peak-season visitors. Of US Visitors, Washington counts for 40% of all US Visitors, Oregon at 11%, and California at 7%. Of all overseas visitors, Germany counts for 37%, New Zealand 17%, and the Netherlands 15%.
- 91% of visitors stayed overnight, 9% day trippers
- Average trip length while visiting the Sunshine Coast - 3.84 nights
- Most common community for overnight stays was Sechelt (25%), Powell River (23%), Pender Harbour & Egmont (20%), Gibsons 16% (respondants could select more than one if they stayed in multiple communities during their trip)
- 47% of visitors stayed with friends or family, 16% campground/RV park, 14% hotel/motel/resort, 13% vacation rental
- Overnight visitors spent an average of \$711.25 per person during their trip.
- 43% of all respondents had to modify their trip because no reservations were available on the ferry for their preferred sailing
- 24% of travellers were between ages 19-34; 39% between 35-54; 33% between 55-74; and 5% were 75+

Key challenges to the region include:

- Transportation barriers, specifically:
 - Frequent disruptions to BC Ferries service and confusion caused by BC Ferries messaging, fewer sailings but higher demand than in 2019, aging infrastructure resulting in breakdowns, delays, and cancellations
 - Limited availability of rental cars in a primarily drive market
 - Limited, infrequent, or in some parts of the Sunshine Coast, no options for taxis and public transportation
 - Inadequate and poorly maintained Highway 101 with no alternate route in most cases, leading to high congestion and even complete closures at times. Cycling tourism opportunities are also limited with infrequent shoulder sweeping/maintenance and stretches with narrow or non-existent shoulders.
- lack of meeting and accommodation space (specifically in the high season),
- limited year-round guided activities,
- labour constraints including limited skill sets, housing (staff & resident), and workforce transportation. Many of these labour constraints are being felt throughout the province, and the Sunshine Coast is no exception.
- lower quality service levels, a challenge often intertwined with labour constraints, as mentioned above. Many businesses struggle to attract and retain staff; therefore, the quality of service declines with staff turnover, shortages, or lower-skilled hires,
- extreme weather events, including drought continue to negatively impact visitor perception of the destination and drive negative resident sentiment towards tourism. While the Sunshine Coast was not majorly impacted by forest fires in 2023, international visitors are often unaware of geography and distances between areas of the province, leading many to the assumption that all of BC is 'on fire'.

Current Financial Position: 2023/24 Budget vs. Actuals

CURRENT FISCAL (May 2023- Apr 2024)	BUDGET	ACTUAL YTD As of Oct 31, 2023
Deferrals & carryover from previous fiscal	\$349,272	\$349,272
Revenues		
Stakeholder Investment*	\$50,000	\$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	\$2,000
- City of Powell River	\$28,000	\$28,000
Grants (Federal, Provincial)**	\$221,045	\$195,681
Destination BC Co-Op Marketing Program (Matched Funds)	\$150,000	\$142,500
Traditional MRDT	\$603,200	\$329,112
OAP MRDT***	\$350,000	\$170,713
Visitor Services	\$155,750	\$91,308
Other Projects/Misc. (Interest, GST Rebate, etc)	\$6,588	\$4,434
TOTAL REVENUES + DEFERRAL/CARRYOVER	\$1,965,855	\$1,357,820
Expenses		
Destination Marketing	\$757,300	\$247,421
Visitor Services	\$166,264	\$108,458
Destination Development Projects**	\$290,172	\$96,898
OAP Affordable Housing Distributions***	\$210,000	\$0
Board & Committee, Industry Training & Events	\$31,500	\$4,637
Payroll/HR, Contractor Fees, Prof Dev/Training	\$476,929	\$254,050
Office/Admin	\$33,690	\$18,421
TOTAL EXPENSES	\$1,965,855	\$729,885
Gain/Loss	\$-	\$627,935

*Stakeholder programs are not invoiced until January

**Grant funding received for Destination Development Projects is often for longer-term, multi-year plans. Some revenues are carryovers from previous fiscal years as long-term deferrals, and related expenses are recorded within the fiscal year they were spent.

***OAP MRDT is held in a reserve account until a full-year accumulation and then recorded as revenue. Therefore the current fiscal budget OAP revenues are based on amounts that accumulated the previous year. Distributions occur at the end of our fiscal year.

Proposed 2024 Budget & 5-Year Financial Plans

	2024	2025	2026	2027	2028
Revenues					
Stakeholder Investment	35,000	\$8,000	\$35,000	\$8,000	\$36,000
Sunshine Coast Regional District	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
qathet Regional District	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
District of Sechelt	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800
Town of Gibsons	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200
City of Powell River	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
shíshálh Nation	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Tla'amin Nation	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Grants (Federal, Provincial)*	\$60,000	\$75,000	\$80,000	\$85,000	\$90,000
Destination BC (Matched Funds)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Traditional MRDT	\$560,000	598,000	\$621,920	\$646,797	\$672,669
OAP MRDT**	\$300,000	\$200,000	\$185,000	\$185,000	\$185,000
Visitor Services	\$165,000	\$169,950	\$175,049	\$180,300	\$185,709
Other Projects/Misc.	\$20,000	\$20,000	\$20,000	\$20,000	20,000
TOTAL REVENUES	\$1,372,000	\$1,302,950	\$1,348,969	\$1,357,097	\$1,421,378
Expenses					
Destination Marketing	\$531,000	\$506,200	\$542,164	\$530,926	\$574,520
Visitor Services	\$165,000	\$169,950	\$175,049	\$180,300	\$185,709
Destination Development Projects	\$60,000	\$75,000	\$80,000	\$85,000	\$185,709
OAP Affordable Housing Distributions	\$180,000	\$120,000	\$111,000	\$111,000	\$111,000
Board & Committee	\$16,000	\$12,000	\$12,000	\$12,000	\$12,000
Payroll/HR	\$390,000	\$397,800	\$405,756	\$413,871	\$422,149
Office/Admin	\$30,000	\$22,000	\$23,000	\$24,000	\$26,000
TOTAL EXPENSES	\$1,372,000	\$1,302,950	\$1,348,969	\$1,357,097	\$1,421,378
Gain/Loss	\$0	\$0	\$0	\$0	\$0

*Sunshine Coast Tourism is actively pursuing grant opportunities, especially for destination development projects. It is difficult to predict what will be available in future years, but both the Provincial and Federal governments are continuing to create programs to support the further development of the tourism industry

**OAP MRDT is expected to decrease in future years due to new provincial short-term rental regulation

Summary of Programs and Services for 2024

Our 5-Year Strategic Business Plan identified four goals for continued success:

1. Continue building awareness and regional brand equity.
2. Increase our Net Promoter Score to be in the top 5 in BC.
3. Continue to score in the Tourism Sentiment Index's high category for our competitive set (small waterfront communities).
4. Drive room revenues up 25% from pre-COVID-19 levels and then maintain a 4% annual growth rate thereafter

Key Strategic Pillars

1. Strength Through Alignment
 - a. Leverage the power of partnerships by aligning efforts with Destination BC and other tourism partners that have a similar target focus.
 - b. Tie marketing and media relations efforts to at least one of the Sunshine Coast's unique selling propositions as a destination
 - c. Address the need for geographic dispersion to less busy areas, especially during the summer months and seasonal dispersion to the quieter off-peak (October-April) months. Given COVID-19 impacts, put a renewed focus on off-season visitation.
2. A Data-Smart Destination
 - a. Leverage opportunities provided through Destination BC's marketing hub.
 - b. Leverage continued investments in data-driven marketing and analysis technologies to generate and manage leads and referrals to tourism partners.
 - c. Focus on channels and tools that provide the ability to measure performance as close to real-time as possible and that will build a better understanding of our visitors.
3. Sustainable Tourism Growth Management
 - a. Manage tourism growth on the Sunshine Coast to ensure positive visitor experiences are balanced with community capacity and protection of natural places and aligned with philosophies of Indigenous stewardship of the land.
 - b. Facilitate the development of programming and experiences that result in a more geographically dispersed visitor base during the peak summer period (to less busy areas) and an increase in visitation to the region during the quieter fall through the spring period.
 - c. Work with the provincial government and industry partners to influence BC Ferries to increase the frequency and volume of sailings from the Lower Mainland to Langdale.

- d. Align with provincial and local governments for infrastructure projects and access additional grant funding to develop a sense of place for the region,
 - e. Use the Visitor Centres as physical and digital hubs that can address the needs of a sustainably managed tourism industry through visitor communications before, during and after their trip.
4. Organizational Excellence
- a. Foster a staff culture of curiosity, learning and responsibility for decision-making.
 - b. Empower all staff to engage with visitors and assist them with their travel decisions.
 - c. Empower all staff to engage with the industry and make appropriate decisions.
 - d. Continuing operating as an inclusive stakeholder-based organization (vs. a paid membership model)

Sunshine Coast Tourism’s Programs and Services

Sunshine Coast Tourism delivers four program areas on behalf of the region and tourism stakeholders.



1. Destination Marketing

The Big Picture:

Our work in destination branding and promotion is often the first introduction a person sees to the Sunshine Coast. Promoting a community may seem less important than other issues we face - however, destination promotion really should be seen as the foundation of all the other work that local governments do. Why? Positioning your community as welcoming and attractive not only grows tourism and visitation, it's also the first step towards further economic development, resident attraction, and ultimately, building a thriving community with a strong commercial tax base. Put simply, **travel and tourism create jobs and generate tax revenue in our local communities, which in turn, helps pay for important public services.**

The Details:







The Sunshine Coast area includes the entirety of both the qathet and Sunshine Coast Regional Districts and the communities and islands within.

The purpose of the program is to bring these communities together under the regional brand of the “Sunshine Coast” to increase awareness and consideration of the Sunshine Coast as the premier travel destination in British Columbia, while deeply collaborating with Destination BC to support the provincial vision of making BC the most highly recommended destination in North America. The Sunshine Coast’s synergy of its rural, coastal communities is its strength, and the region is prime for touring and exploring.

Objectives of the program include:

- Increasing the total contribution of the visitor economy on the Sunshine Coast, creating both seasonal and geographic dispersion—growing the slower shoulder season (September to May) as well as supporting the lesser travelled areas in our region.
- Increasing private investment in our marketing efforts to help leverage public funds for maximum impact and ROI for tourism businesses on the Sunshine Coast.
- Continuing deep integration and alignment with the provincial brand essence “Wild at Heart” and “Super, Natural British Columbia” to strengthen brand equity. This includes supporting Destination BC’s Powerful Marketing Network, and ensuring the Sunshine Coast is ready, willing, and able to support data and content sharing, and continues to improve on digital readiness.
- Increasing awareness, consideration, and advocacy for the Sunshine Coast as a travel destination.
- Increasing the number of business referrals to local tourism stakeholders, primarily through our website.

Our marketing uses a variety of tactics to reach our target audiences:

 <h3>BRANDING</h3> <p>Develop, maintain, and grow the "Sunshine Coast, BC" brand</p> <p>See Our Brand Framework ></p>	 <h3>PAID ADVERTISING</h3> <p>Creating compelling advertising across both traditional and digital media to create an emotional urgency to visit the Sunshine Coast.</p>	 <h3>OWNED MEDIA</h3> <p>Our unique website, social media channels, promo videos, email newsletters, travel guides, maps, and brochures are content that we've created to provide helpful information, ideas, and opinions audiences may not find elsewhere.</p>
 <h3>EARNED MEDIA</h3> <p>We work with journalists, freelance writers, social influencers, editors, and broadcasters on travel-focused stories to build destination awareness in our top markets.</p>	 <h3>STRATEGIC PARTNERSHIPS</h3> <p>Collaborate with Destination BC and other local & regional tourism partners and sectors (ex: Coastal Circle Route, BC Ale Trail) to leverage funding & cooperatively market shared attractions.</p>	 <h3>CONSUMER SHOWS</h3> <p>Exhibit at consumer travel shows to speak face-to-face with potential visitors, promoting the Coast, its attractions and businesses</p>

2. Visitor Services

The Big Picture:

Sunshine Coast Tourism's primary goal is to have all the visitor services teams within the region work together to shape an exceptional visitor experience that makes visitors want to come back and recommend the Sunshine Coast as a great place to visit.

Visitor services are drastically changing. Visitors now expect a seamless omnichannel experience but are also increasingly expecting to be able to solve their problems on their own through self-service. Visitors also expect continuity and best-practice service between customer service channels throughout their travel experience from all businesses and destinations. The increasingly demanding desires and expectations of the consumer must be kept in mind at every step of their experience, from Googling the Sunshine Coast to walking into the visitor centre. The focus of visitor services and marketing needs to be on engaging with visitors how they want, when they want and where they want. Doing so will **support a longer length of stay, increased spending, and more sustainable-minded visitor practices.**

The Details:

SCT's ongoing vision is to help bring all of the visitor services teams within the Sunshine Coast region into brand alignment with SCT and to facilitate deeper collaboration amongst the information centres and marketing staff to ensure visitors get a consistent message that facilitates high-value engagement while travelling in the region. Visitor Services tactic implementation includes:

- Maintain fee-for-service contracts with Gibsons and Sechelt, delivering primary visitor services at Sechelt and Gibsons brick-and-mortar locations
- Continue to offer mobile/roaming services in Gibsons and Sechelt during the summer, using the electric Jeep (Sechelt) and the e-bike kiosk (Gibsons).
- Apply for federal summer employment funding
- Train up to 4 visitor centre summer students and staff
- Continue to build an end-to-end visitor experience through an integrated, innovative, and whole Sunshine Coast approach, including monitoring and acting on opportunities to manage other visitor services programs currently delivered by other organizations
- Sales growth for Sunshine Coast tourist merchandise/souvenirs
- Enhancement of visitor services in all channels including mobile and digital service
- Continue training for staff and industry to improve the visitor experience
- Work with the shíshálh, Skwxwú7mesh, and Tla'amin Nations to provide host Nation cultural training to Visitor Centre teams



Sunshine Coast Tourism's mobile visitor services team attends local events throughout the year

3. Destination Management and Development

The Big Picture:

No destination marketing or visitor services program would be complete without a full spectrum approach to destination management and facilitated development of the visitor experience. Effective destination management is the prerequisite for growing sustainable tourism on the Sunshine Coast. Stakeholder and resident feedback shows strong support for sustainable destination management and is a key pillar of our 5-year strategic plan. Effective management and strategic development will allow us to keep pace with tourism trends, innovate and adapt to consumer patterns, and be more resilient to challenges. The 10-Year Sunshine Coast Destination Development Strategy details strategic actions related to industry advocacy, experience enhancement, and business support, development, and training. Sunshine Coast Tourism needs to position itself as a leader in the implementation of that strategy.

The Details:

Sunshine Coast Tourism will continue to lead and partner on the implementation of the Sunshine Coast Destination Development Strategic Plan and its actions. Specifically, we will:

- Collect key research and information, including MRDT, hotel data, Visitor Centre statistics, BC Parks data, digital data (social media, Google Analytics), Net Promotor Score, tourism sentiment, and other data as deemed relevant by the Destination Development Strategy
- Continue to explore and adopt technologies to estimate visitor volume, tourism 'hot spots', and other geolocation based data
- Destination Development Strategy Action Item implementation
- Support the next steps of the Connect the Coast initiative, which aims to develop an active transportation pathway across the Sunshine Coast
- Maintain GreenStep Sustainable Tourism Certification and continuing implementing the associated 2-Year Action Plan
- Continue regular Destination Development Committee meetings
- Work with local government, community leaders, and stakeholders to share infrastructure and amenity plans; maximize partnership capacity to develop new products and experiences
- Work with community partners to identify infrastructure and funding opportunities
- Secure funding where possible to implement the actions of the Destination Development Strategy
- Facilitate and create a Sunshine Coast-wide festivals, events, and sport tourism strategy (pending funding approval from REDIP)
- Facilitate and create a Sunshine Coast-wide tourism signage strategy

Special note about our Water Conservation messaging for visitors:

Our staff will continue in 2023 to be actively engaged in communications to visitors about our water shortage. While these are just a few examples of the many ways we're working to educate visitors before they arrive, it's also important to know that tourists are not the cause of the water shortage, nor will they be the solution. We want to continue to work as a partner with local government and emergency operations staff to keep visitors in the know when important communications arise.



4. COMMUNITY ENGAGEMENT

The Big Picture:

Sunshine Coast Tourism plays a pivotal role in shaping the identity and future of our area's communities. It is imperative that as an organization, we engage on multiple fronts; with residents of our communities, local governments and First Nations, partner organizations, tourism businesses, and with provincial and federal partners and advocacy groups. As the region's economy continues to shift to a higher dependence on tourism, the expectation of our organization grows. We must continue to build relationships, regular two-way communication channels, and foster deep collaboration amongst these groups. We can grow as a conduit between local needs and policy and decision-makers while maintaining transparency and professionalism. In the end, our ultimate goal is **not just to inform our audiences, but also to develop them into advocates that actively support, promote, and champion tourism and the work of our organization.**

The Details:

Sunshine Coast Tourism must continue to lead a robust, cross-channel communications strategy, supported by regular reporting and direct engagement with stakeholders and the community, through the implementation of the following tactics:

- Maintain membership with industry associations, including the Tourism Industry Association of British Columbia (TIABC), Destinations International (DI), and the BC Destination Marketing Organization Association (BCDMOA).
- Attend industry events, ensuring the Sunshine Coast's tourism interests are represented
- Continue implementing SCT's 'Resident Engagement Strategy' under the 'Share the Shine' campaign, ensuring direct dialogue, input, and transparency with residents of the Sunshine Coast
- Support and host tourism industry training and workshops
- Engage First Nation communities on the Sunshine Coast, ensuring Indigenous tourism products and services are showcased and supported
- Maintain regular communications with tourism business stakeholders, all five local governments (Sunshine Coast Regional District, qathet Regional District, City of Powell River, District of Sechelt, and Town of Gibsons), First Nations, and partner organizations, including:
 - Monthly e-newsletters
 - Annual reports
 - North & South Sunshine Coast Tourism Advisory Committees
 - Share best practices, co-operative opportunities, and engagement opportunities
- Establish and/or maintain regular meetings with local First Nations leaders and members to develop a shared understanding for communication and protocols, destination development vision, infrastructure projects, language considerations, and marketing partnerships
- Develop an enhanced onboarding process for new members, utilizing the new online Partner Portal and direct outreach to tourism businesses and organizations

5. AFFORDABLE HOUSING

The Big Picture:

Provincial MRDT Legislation stipulates that MRDT revenues collected from “Online Accommodation Platforms” (OAP) such as AirBNB and VRBO may be used for local affordable housing projects.

Sunshine Coast Tourism created OAP Funding Guidelines to specify how OAP Funds would be distributed from Sunshine Coast Tourism to local government to spend on affordable housing projects, in alignment of the MRDT program and provincial legislation.

Sunshine Coast Tourism recognizes the importance of workforce housing and the need at identified by housing-focused groups and leaders throughout the Sunshine Coast.

The Details:

Our area’s two regional districts, the qathet Regional District and the Sunshine Coast Regional District must each submit an annual [Affordable Housing Plan - Appendix 1.8](#) to detail their affordable housing projects utilizing OAP funds for approval by Destination BC and provincial Ministries by November 30 each year (covering the coming calendar year). Similarly, they must also submit an [annual report - Appendix 2.4](#) by May 30 each year, detailing activities and funds spent in the previous calendar year. Sunshine Coast Tourism’s only role in delivering the two plans is to disseminate OAP funding following the guidelines and ensure annual plans and reporting are completed in accordance with the MRDT Program Guidelines.

Questions or Comments?

Annie Wise

Executive Director

Sunshine Coast Tourism

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SUNSHINE COAST TOURISM 2023 - REQUEST TO ENTER SERVICE AGREEMENT

TO: Sunshine Coast Regional District - Finance Committee

DATE: September 27, 2023

AUTHOR: Annie Wise, Executive Director, Sunshine Coast Tourism

CONTACT: email: annie@sunshinecoastcanada.com phone: 604-330-3203

SUBJECT: 2024-2026 Service Agreement Request

Our Request

Sunshine Coast Tourism is requesting the annual funding amount provided by the Sunshine Coast Regional District for destination marketing and tourism programs (\$20,000) to be written into a multi-year service agreement to coincide with the remainder of the approved MRDT period (2024-2026), for a total of \$60,000 over three years.

Background

Sunshine Coast Tourism (SCT) was incorporated as a non-profit society in 2008 as a destination marketing organization, serving the entirety of both the qathet and the Sunshine Coast Regional Districts. After many years of work, we successfully built strong partnerships with local stakeholders, including tourism businesses and organizations, festival and event organizers, visitor service providers, local government, Indigenous Nations, and regional and provincial partners.

In 2016, Sunshine Coast Tourism successfully applied to the provincial [Municipal and Regional District Tax program \(MRDT\)](#) to become a designated accommodation area, with signed letters of support from

- qathet Regional District,
- City of Powell River,
- Tla'amin Nation,
- Sunshine Coast Regional District,
- shíshálh Nation,
- District of Sechelt,
- Town of Gibsons,
- Skwxwú7mesh Nation, and
- An absolute majority of the local tourism accommodation providers.

In August 2016, all [eligible accommodations](#) within the Sunshine Coast (which geographically includes the entirety of both the qathet and Sunshine Coast Regional Districts) began collecting the 2% MRDT from their visiting guests, with Sunshine Coast

Tourism as the designated recipient of these funds to use on approved tourism marketing, programs, and projects. As per provincial legislation, the MRDT program is in place for five years. Then, a renewal application must be submitted, with the full support of all local governments and a majority of the local tourism accommodation providers. Sunshine Coast Tourism again succeeded in renewing the MRDT for a second term, which now sets the MRDT in place from August 2021 - August 2026.

A fundamental requirement of the MRDT legislation states,

Funds from the MRDT program should augment current funding and cannot be used to replace existing sources of tourism funding in a community. (Source: [MRDT Program Requirements section 4, Eligible Use of Funds](#))

Generally speaking, financial participation and commitment to the program from local government ensures balanced input and management in the program alongside the tourism industry.

As such, SCT has asked its local government partners to continue annual funding contributions as they were in 2016 and prior, which is as follows:

Northern Sunshine Coast		Southern Sunshine Coast	
City of Powell River	\$28,000	Sunshine Coast Regional District	\$20,000
Qathet Regional District	\$12,000	District of Sechelt	\$12,800
		Town of Gibsons	\$7,200
Sub-total: \$40,000		Sub-total: \$40,000	
Regional Partnership Total: \$80,000			

The amounts and distributions above ensure two things:

- 1) Each 'half' of the Sunshine Coast is equally contributing to the tourism marketing, programs, and projects that Sunshine Coast Tourism delivers equally for the region.

- 2) The distributions within each half of the Sunshine Coast are based on a population percentage share.

Each local government has consistently contributed the amounts above annually as the MRDT program requires. To date, Sunshine Coast Regional District's contribution has been granted annually through a grant-in-aid request. Sunshine Coast Tourism has not asked for any increase in funding commitments since the MRDT program began in our region.

A multi-year service agreement was originally discussed during a delegation presentation to the [Electoral Area Services Committee on May 18, 2023](#).

Rationale

A multi-year service agreement would provide SCT funding stability and certainty over the course of its already endorsed and approved MRDT plan, and minimize the administrative burden of going through the grant-in-aid process every year. In addition, this agreement would elevate the relationship between SCT and the SCRD, while ensuring ongoing cost transparency and accountability to the Regional District. Sunshine Coast Tourism already has a service agreement of this nature in place with the qathet Regional District.

Creating a service agreement is especially relevant given the changed nature of our relationship with the addition of the Affordable Housing funds. In late 2018, the MRDT legislation was updated to include small tourist accommodations (less than 4 units), such as those listed on Airbnb and VRBO, through an additional stream of MRDT, called the "Online Accommodation Platform" (OAP) MRDT. In addition to tourism marketing, programs, and projects, OAP MRDT can be used for affordable housing projects. As such, Sunshine Coast Tourism sends a portion of the OAP MRDT to the Sunshine Coast Regional District for its use on affordable housing projects. From 2018-2022, the SCRD's portion of OAP MRDT amounts to ~\$265,000.

In summary, the annual funding from the SCRD to SCT is an incredible springboard. SCT leverages this \$20,000 springboard, combined with the collaborative support of the \$60,000 from the other local governments, to effectively manage the MRDT program, resulting in a multi-million dollar return on investment for our community in the form of visitor spending and tourism-related economic development.

Additional Backgrounder Information Links

- [2023 Annual Tactical Plan](#) (provided at the May 18, 2023 Electoral Area Services Committee presentation)
- [Sunshine Coast Tourism Strategic Business Plan, 2021-2026](#)
- [Sunshine Coast Destination Development Strategy](#)
- [Sunshine Coast Regional Visitor Services Strategy](#)

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

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

SUBJECT: 2024-2028 FINANCIAL PLAN OUTLOOK

RECOMMENDATION(S)

THAT the report titled 2024-2028 Financial Plan Outlook be received for information.

BACKGROUND

Sections 374 and 375 of the *Local Government Act* require Regional Districts to complete a five-year Financial Plan and institute a public participation process to explain the plan.

The purpose of this report is to present preliminary budgetary information on factors which may affect the upcoming Financial Plan such as external and internal considerations, taxation, user rates, staff resourcing as well as items identified as Board focus areas from the new Strategic Plan. This information does not contain any impacts of assessment changes as the information is not available from BC Assessment until January 1, 2024, and will be presented as part of the Round 2 Budget deliberations scheduled for late January 2024.

All values are preliminary and are subject to change as items such as wage allocations, support service recoveries, contractual obligations, timing of new debt issuances, new Board approvals, and new projects are included through the Budget deliberations leading to the final Financial Plan Bylaw adoption scheduled for February 22, 2024.

DISCUSSION

Economic External Scan

One of the considerations in the financial planning process is to conduct an economic external scan. The Sunshine Coast Regional District (SCRD) is impacted by global geopolitical and economic events, which can impact trade, commodities, and supply chains. Based on current market data available at the time of this report, the following economic highlights have been provided:

- Bank of Canada rates have increased by 4.75% since March 2022, causing both financing and investment rates to rise.
- British Columbia's fiscal and economic update reveals a growing deficit due to increased program spending, wildfire fighting costs, and weakened revenues linked to a struggling economy and lower natural gas prices. This has resulted in Provincial Government debt reaching nearly \$71 billion, up 71 percent from 2016-17, and is set to hit almost \$100 billion by 2026, risking the province's fiscal reputation.

- Per-person GDP is projected to decline by at least four percent over 2023-24, threatening overall prosperity.
- Housing starts are expected to drop significantly in BC in 2024, hindering efforts to address housing supply and affordability issues.
- Canada's core inflation remains high, but the economy has cooled rapidly, with survey data indicating further weakening and potential interest rate cuts in 2024 to combat potential recession.
- At the end of September 2023, the unemployment rates for the Province were beginning to climb to 5.6% (Sept. 2022-4.8%) and 4.8% for the Vancouver Island/Coastal region ([Source: WorkBC- Labour market snapshots](#)). There are some job sectors seeing a decline in job activity, however the ones still in demand which affect the SCRD are the utility sector (water and wastewater), public administration, construction, professional and technical.
- The Vancouver Consumer Price Indices (CPI) at the end of October 2023, 12-month annual average percent change is up 4.77% over the past 12 months, with the Canadian average up 4.44% ([Source: BC Stats/Statistics Canada - October 2022](#)). Although CPI is one external economic indicator, generally local government spending does not align with consumer goods, therefore, other indices such as fuel, labour, construction, energy, and commodities are segments which are most relevant.
- The Municipal Finance Authority of BC's (MFA) long-term borrowing interest rates are increasing as Bank of Canada policy rates rise. Status of loans are as follows:

Year	Issue #	5 yr	10 yr	15 yr	20 yr
2023 Fall	160	4.73%	4.97%	4.97%	4.97%
2023 Spring	159	3.90%	4.15%	4.15%	4.15%
2022 Fall	158	3.82%	4.09%	4.09%	4.09%
2022 Spring	157	3.07%	3.36%	3.36%	3.36%
2021 Fall	156	1.25%	1.98%	1.98%	2.58%

MFA equipment financing and short-term daily floating rates have also increased to 5.62% (October 2023) from 4.14% at the same time last year.

SCRD Internal Scan

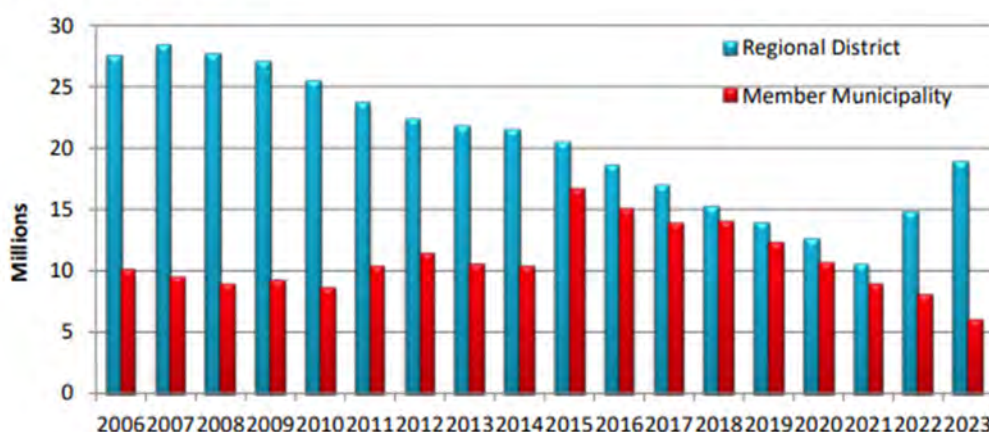
The total approved budget for 2023 was approximately \$58 million for operating and \$45 million capital. These values do not account for Financial Plan amendments throughout the year. Overall property tax increased 11.7% in 2023 (7.2%- 2022). The Budget for 2024 is expected to

exceed 2023 and below is a summary of current and emerging situation as we proceed with the Budget process for the Board’s consideration.

Amendments for wage and benefits based on the newly ratified Collective Agreement have been factored into the preliminary figures. Rates for 2024 are 6% and both the exempt management and Director remuneration Bylaws are planned for review by the Board to reflect the Vancouver CPI 12 month annual % average at October 31 which is noted above (4.77%).

The SCRD’s budgeted unissued debt for 2023 is estimated at \$16.84 million as [reported July 20, 2023](#) Finance Committee and is expected to climb for the foreseeable future as infrastructure needs increase.

Historical Debt Balances



Interest earned on investments ranges from 4% to 6.5% for short and long-term cash and reserves. Interest positively contributes toward funding operational and capital needs and reduces future tax burdens. For 2023, almost ¾ million of interest will be earned.

There are items which were previously approved by the Board which will impact (increase or decrease) the 2024-2028 Financial Plan as summarized below:

- New contract values approved prior to 2024 budget for Solid Waste services (\$181,000);
- The full year impact in 2024 of new hires approved in 2023 as they were pro-rated;
- Projects funded by taxation in 2023 which drop off in 2024 such as the Halfmoon Bay Volunteer Fire Department Firehall #2 project for \$250k;
- Support Services allocations - increases mostly due to wage increases;
- Debt servicing changes (principal and interest) such as first full year of Church Road Debt Servicing;
- Full cost of Planning Enhancement and OCP Harmonization as only a portion was taxed in 2023 (additional \$200,804 for 2024).

What-if' Taxation Scenarios

A preliminary 'what-if' property taxation scenario has been provided below if each category of the proposals were approved. New* this year, we have included the capital plans into the financial implications.

Items	Area A	Area B	Area D	Area E	Area F	sNGD	DoS	ToG	Total
Baselline 2024 Approved	2.53%	3.20%	2.53%	5.45%	3.53%	2.10%	3.18%	6.33%	3.66%
Salaries & Wages	3.76%	4.03%	3.57%	4.00%	3.81%	4.81%	4.79%	4.12%	4.07%
Community Partners	0.62%	0.26%	0.09%	0.46%	0.47%	0.13%	0.16%	0.61%	0.35%
Capital Plan Implications	0.00%	0.08%	0.10%	0.81%	0.38%	0.00%	0.00%	1.13%	0.30%
Mandatory (Regulatory)	0.37%	0.42%	0.39%	0.41%	0.43%	0.72%	0.79%	0.55%	0.50%
Mandatory (Safety)	0.62%	0.46%	0.60%	0.50%	0.50%	0.21%	0.20%	0.22%	0.42%
Strategic (Business Continuity)	3.11%	5.11%	5.53%	5.27%	4.83%	6.65%	7.34%	6.87%	5.56%
Strategic (Board Directive)	1.22%	1.00%	0.95%	0.99%	0.93%	1.17%	1.25%	0.87%	1.04%
Strategic Plan	2.60%	1.80%	1.73%	1.74%	2.12%	2.33%	2.84%	2.03%	2.17%
Discretionary	-0.03%	0.07%	0.07%	0.07%	0.08%	0.11%	0.14%	0.10%	0.08%
	14.79%	16.44%	15.56%	19.70%	17.09%	18.24%	20.69%	22.83%	18.16%

It should be noted that these values are preliminary and subject to change up until the final Budget is adopted in February 2024 and the 2024 BC Assessment roll is released January 1.

2024 user rate, parcel tax, and frontage fees for utilities was presented at a Special Committee of the Whole on November 10, 2024 with Bylaw approvals December 14, 2023. The rates that were presented are as follows:

Service	2023			2024		
	User	Frontage	Total	User	Frontage	Total
North Pender Harbour Water Service	\$ 918.12	\$ 385.33	\$ 1,303.45	965.00	440.00	\$ 1,405.00
South Pender Harbour Water Service	\$ 762.95	\$ 431.83	\$ 1,194.78	845.00	515.00	\$ 1,360.00
Regional Water Service	\$ 651.49	\$ 392.05	\$ 1,043.54	715.00	450.00	\$ 1,165.00
Greaves Road Waste Water Plant	\$ 627.81	\$ 450.00	\$ 1,077.81	763.61	500	\$ 1,263.61
Woodcreek Park Waste Water Plant	\$ 782.45	\$ 450.00	\$ 1,232.45	800.74	500	\$ 1,300.74
Sunnyside Waste Water Plant	\$ 767.59	\$ 402.00	\$ 1,169.59	790.62	502	\$ 1,292.62
Jolly Roger Waste Water Plant	\$ 986.54	\$ 202.00	\$ 1,188.54	986.54	252	\$ 1,238.54
Secret Cove Waste Water Plant	\$ 793.52	\$ 252.00	\$ 1,045.52	829.96	352	\$ 1,181.96
Lee Bay Waste Water Plant	\$ 487.67	\$ 252.00	\$ 739.67	487.67	302	\$ 789.67
Square Bay Waste Water Plant	\$ 1,281.02	\$ 267.00	\$ 1,548.02	1281.02	317	\$ 1,598.02
Langdale Waste Water Plant	\$ 1,427.22	\$ 450.00	\$ 1,877.22	1427.22	500	\$ 1,927.22
Canoe Road Waste Water Plant	\$ 985.31	\$ 474.00	\$ 1,459.31	985.31	524	\$ 1,509.31
Merrill Crescent Waste Water Plant	\$ 1,948.25	\$ 450.00	\$ 2,398.25	1948.25	500	\$ 2,448.25
Curran Road Waste Water Plant	\$ 668.38	\$ 303.00	\$ 971.38	742.68	353	\$ 1,095.68
Roberts Creek Cohousing Waste Water Plant	\$ 1,247.10	\$ 450.00	\$ 1,697.10	1307.48	500	\$ 1,807.48
Lily Lake Village Waste Water Plant	\$ 992.83	\$ 254.00	\$ 1,246.83	1143.48	304	\$ 1,447.48
Painted Boat Waste Water Plant	\$ 586.13	\$ 352.00	\$ 938.13	586.13	402	\$ 988.13
Sakinaw Ridge Waste Water Plant	\$ 1,323.63	\$ 862.18	\$ 2,185.81	1323.63	862.18	\$ 2,185.81

5 Year Historical Budget Data

Below is an updated five-year summary of taxes, full-time employee counts and inflation data.

Historical Budget Details	2020	2021	2022	2023	Cumulative Change 2020-2023	Preliminary 2024
Ad Valorem Taxation	21,168,636	24,449,191	26,262,456	29,339,169	8,170,533	30,407,040
% Change Over Prior Year	4.70%	15.50%	7.42%	11.7%	38.6%	3.6%
FTE Count	206.00	223.50	236.09	245.05	39.05	247.19
% Change Over Prior Year	4.02%	8.49%	5.6%	3.8%	19.0%	0.87%
Inflation*	2.4%	2.0%	2.0%	6.2%	12.6%	4.77%

*Statistics Canada, Annual Average % Change as at October 31

Emerging Items

The following items are currently in progress and have the potential to impact the budget in 2024:

- Result of project tendering and potential funding shortfalls.
- 2023 Year-End Results as several functions such as
- Successful approval or application toward future grant projects.
- Transit Annual Operating Agreement (AOA); final AOA is not executed until after budget adoption.
- Solid Waste Contracts that expire in late 2023 and early 2024
- Ratification of Collective Bargaining Agreement
- Changes to benefits calculation (Workers Compensation, Canada Pension Plan, and Municipal Pension Plan)

Timeline for next steps or estimated completion date

Round 2 Budget meetings are scheduled for January 22-23, 2024 with final adoption of the 2024-2028 Financial Plan Bylaw scheduled for the February 22, 2024 Regular Board meeting.

Communication Plan

A community hub has been developed for the 2024 budget on the SCRD's Let's Talk Platform. The page includes agendas, information on the budget process and a timeline for this year's budget. It also offers the opportunity for residents to have questions answered about the budget process.

In addition to this, news releases will be issued after each round of budget that outline SCRD taxation per area and municipality.

Two water rates information sessions have already been held and more budget information sessions, in-person and virtual, are planned for mid-January.

Promotion of all of the above will be done via local media, Facebook and the SCRD’s Website. The information will also be shared proactively with community associations and other local organizations via email.

STRATEGIC PLAN AND RELATED POLICIES

The financial planning process is directly linked to the Board’s Strategic Plan, Corporate Plans, and Policies.

CONCLUSION

An external an internal economic scan has been provided in advance of the Financial Planning process as well as a ‘what-if’ property tax scenarios for each proposed initiative category.

This is preliminary information which will be provided through the Round 1 and 2 budget deliberations in anticipation of the 2024-2028 Financial Plan Bylaw adoption scheduled for February 22, 2024.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round1 Budget) – December 4-6, 2023

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

SUBJECT: ANNUAL SUPPORT SERVICE ALLOCATION POLICY REVIEW

RECOMMENDATION(S)

- (1) THAT the report titled Annual Support Service Allocation Policy Review be received for information;
 - (2) AND THAT the 2024 Support Service Policy be amended to reflect apportionment changes for Information Services and Property Information Mapping;
 - (3) AND THAT the section for “Exceptions” be removed from the Policy;
 - (4) AND THAT the policy be approved as amended;
 - (5) AND FURTHER THAT the revised Policy changes be reflected in the draft 2024 2028 Financial Plan.
-

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 as part of the annual budget process.

For 2023, the following changes to the Policy were approved at the June 8, 2023 Regular Board meeting (motion 141/23), excerpt below:

Recommendation No. 10

THAT the Support Service Allocation Policy be adopted as presented;

AND THAT the provision in section 5. EXCEPTIONS “Exceptions to this policy may be made by the Chief Administrative Officer or designate.” be reinstated.

The purpose of this report is to review the Support Service Allocation Policy prior to the 2024-2028 Financial Planning process and to ensure support costs continue to be apportioned in an equitable and transparent manner.

DISCUSSION

In preparation of the 2024-2028 Financial Planning process, a review of support service cost concluded that the apportionment for Information Services and Property Information Mapping (PIMS) no longer reflected the service provisioned for Sunshine Coast Regional District (SCRD) Services. The recommended changes are to align the users of the associated enterprise resource planning (ERP) systems to the benefiting services or at a per user cost. For example, Stone Orchard is only used by Cemetery Services and Cityworks (Asset/Maintenance Management systems) is used solely by utility services at this time.

It is also recommended that the change to the Policy for “Exceptions” be rescinded. The rationale is that the Policy drives values which are formalized in the Financial Plan Bylaw and any changes would result in a change to the Financial Plan. As the Board, per the *Local Government Act*, is the only entity that has the Authority to approve changes to the Financial Plan Bylaw, this section of the Policy is not required.

The recommended Policy changes can be found in Attachment A.

Financial Implications

Overall, the preliminary values for Support Services have increased by \$108,001 or 1.75% over 2023 as at the start of Round 1. Changes include increases related to salaries and benefits for CPI and newly ratified collective agreement; and full year cost apportionment of pro-rated positions approved in 2023.

The recommended changes to the Policy only change the apportionment of the support services costs. An estimated service level financial implication summary can be found in Attachment B. Examples of notable changes include: General Government (-\$37,171), Gibsons and District Fire (-\$21,500), Regional Solid Waste (+\$27,028), Regional Water (+\$34,530), and Community Recreation (-\$29,292).

Any Budget Proposals that are approved for 2024 funded through Support Services will impact the final allocation for the 2024-2028 Financial Plan. Also, services where rates have already been established will be monitored through the financial variance reporting and adjustments to accommodate small shortfalls will be recovered in 2025. The preliminary financial allocations for the 2024 Support Service Allocations can be found in Attachment C.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

The Support Services Allocation Policy has been reviewed and updated for 2024, ensuring equitable distribution of support costs. These changes aim to align costs with benefiting functions and eliminate exceptions to maintain transparency. The financial implications include a 1.75% increase in support service costs, with specific impacts on various departments. The policy adjustments will influence the 2024-2028 Financial Plan, and adjustments will be made as necessary.

Attachments:

- Attachment A- Draft Revised Support Services Policy
- Attachment B- 2024 R1 Support Services Comparison
- Attachment C- 2024 R1 Support Services Summary

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



BOARD Policy

Section:	Financial Services	BRD-0340-50
Title:	Support Services Allocation	020

1. PURPOSE

- 1.1** To define the process for allocating the costs of general administration (support service costs) for the Sunshine Coast Regional District (SCRD) to all budgeted functions within the SCRCD on an equitable basis.

2. SCOPE

3. DEFINITIONS

- 3.1** “**Direct Costs**” means the costs that can be specifically identified and assigned to a particular project or function relatively easily and with a high degree of accuracy.

- 3.2** “**Indirect Costs**” means those costs incurred that cannot be identified readily and specifically with a particular project or function.

- 3.3** “**Support Services**” includes the following functions:

- a) Administrative Expenses
 - i. Liability Insurance and Legal Fees
 - ii. Photocopier and Reception
 - iii. Mail and Records Management
 - iv. Corporate Communications and Engagement
 - v. Chief Administrative Officer
- b) Financial Management
 - i. Asset Management
 - ii. Financial Services
 - iii. Payroll
 - iv. Purchasing and Risk Management
- c) Field Road Administrative Offices Building Maintenance
- d) Human Resources
- e) Information Services
- f) Corporate Sustainability Services
- g) Property Information and Mapping Services (PIMS)/Geographical Information Systems (GIS)
- h) Mason Road Works Yard

- 3.4** “**Net Operating Budget**” means the total operating expense budget for each function of the SCRCD, exclusive of Internal Recoveries, Support Services, Support Services Recovery, Interest on Long Term Debt, Member Municipality Debt Payments, and Amortization Expense.



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- 3.5 “Tangible Capital Assets”** means assets that 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.
- 3.6 “Recoverable Costs”** means the total current year budget less any offsetting revenues.

4. POLICY

- 4.1** The SCR D will allocate all costs incurred in relation to a particular service to that service. This includes the cost of administration attributable to that service.
- 4.2** Principles:
- a) Fairness – functions should pay for the administrative services they consume.
 - b) Transparency – it should be clear what administrative services a function pays for and the amount for those services.
 - c) Consistent and equitable application.
 - d) Application of generally accepted accounting principles.
 - e) Ease of administration.
 - f) Easily understood by the Board, administration, and service participants.
- 4.3** Allocation Method:
- a) Where costs can be identified as direct costs, they will be budgeted and charged to the function or project to which they apply.
 - b) Overall Allocation
 - i. 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.
 - c) Liability Insurance and Legal Fees
 - i. 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.
 - d) Photocopier and Reception
 - i. 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.



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- e) Mail and Records Management
 - i. 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.

- f) Corporate Communications and Engagement
 - i. Includes all costs associated with providing advertising, media and communications and engagement for the SCRD. The recoverable costs for function 110 will be allocated based on prior year's historical use.

- g) Chief Administrative Officer
 - i. Includes the staffing and related costs to provide core administrative oversight to the SCRD. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

- h) Asset Management
 - i. 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.

- i) Financial Services
 - i. Includes the staffing and related costs to provide core financial services to the SCRD. 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.
 - ii. The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget.

- j) Payroll
 - i. The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget.

- k) Purchasing and Risk Management
 - i. Includes costs associated with providing the support for procurement of goods and services and risk management for the SCRD. The recoverable costs will be allocated based on prior year's historical use with a portion for general benefit to the organization.



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- l) Field Road Administrative Offices Building Maintenance
 - i. 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.

- m) Human Resources
 - i. 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.

- n) Information Services
 - i. Includes costs of providing computer hardware and software, telephones, network connectivity, and support for the all users at the SCR D. The recoverable costs of this function will be allocated based on the following methods:
 - ~~A. The costs associated with computer hardware and software and networks will be allocated based on the number of computers assigned to each department.~~
 - ~~B. The costs of telephone service will be allocated based on the number of telephones assigned to each department.~~
 - ~~C. The cost of support will be allocated based on the number of users.~~

<u>IS Service</u>	<u>What Is Apportioned</u>	<u>Apportionment Basis</u>
<u>Software used by specific users</u>	<u>Total annual costs for specifically identified software</u> <u>(e.g. Cityworks, Tempest, Stone Orchard)</u>	<u>The ratio of the active users of that software over the prior year, except for Cityworks, which is to be apportioned based on prior year's historical cost value of the "Tangible Capital Assets" (excluding land or work-in progress) managed in Cityworks.</u>
<u>Software used by all SCR D Users</u>	<u>The total annual costs of all software used by all SCR D users</u> <u>(e.g. Unit4 ERP, Microsoft 365)</u>	<u>Distributed based on the allocation of Microsoft 365 licenses to users.</u>



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<u>General User Support and Access to Networks and Systems</u>	<u>All remaining recoverable costs after the above apportionments are calculated</u>	<u>Weighted headcount (based on each user with system access representing an equal share, apportioned for each user based on where that user is funded from)</u>
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o) Corporate Sustainability

- i. Includes costs to support the SCRD’s corporate climate adaptation and sustainability initiatives.
- ii. 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.

p) Property Information and Mapping Services (PIMS)

- i. Includes costs associated with providing core spatial data services, systems, and mapping for the SCRD. The recoverable costs for function 506 will be allocated based on the following:

<u>Allocation Services</u>	<u>Methodology Cost recovery allocation basis</u>	Percent of Budget
General Administration/Overall	40% overall	40%
Tempest-Land Management	Apportioned based on the overall allocation of Tempest Software Maintenance Fees <u>number of users of the software</u>	10%
Cityworks (Enterprise Asset Management)	Apportioned based on same method as Asset Management <u># of users of software</u>	30%
Project based	Only 20% of the budget will be reserved/apportioned to projects and reviewed annually	20%

q) Mason Road Works Yard-

- i. 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.



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4.4 Five-Year Plan Allocation

- a) 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.

4.5 New Services

- a) 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.

4.6 Review

- a) 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.

- a)b) As part of the annual budget process, recommendations to amend the policy may be made which apportion support costs in an equitable manner.

5. EXCEPTIONS

~~6. Exceptions to this policy may be made by the Chief Administrative Officer or designate.~~

7.5. AUTHORITY TO ACT

7-15.1 The Chief Financial Officer will administer the allocation of all support services consistent with this policy.

8.6. REFERENCES (Bylaws, Procedures, Guiding documents)

- 8-16.1 Debt Management
- 8-26.2 Asset Management
- 8-36.3 Financial Planning
- 8-46.4 Financial Sustainability
- 8-56.5 Feasibility Study Finding

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



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Amendment Date:	January 9, 2020	Resolution No.	004/20 Rec. No. 2
Amendment Date:	November 26, 2020	Resolution No.	381/20 Rec. No. 10
Amendment Date:	June 8, 2023	Resolution No.	141/23 Rec. No. 10
Amendment Date		Resolution No.	

Attachment B - 2024R1 Support Service Comparison

	Current Model	New Model	Change
General Government Services			
[110] General Government	737,546	700,375	(37,171)
[118] S/Coast RHD Admin	8,366	6,697	(1,669)
[121] Grants in Aid - Area A	2,693	2,699	7
[122] Grants in Aid - Area B	1,974	1,989	15
[123] Grants in Aid - Area E & F	537	556	19
[125] Grants in Aid - Community Schools	689	700	11
[126] Greater Gibsons Comm Participation	797	806	10
[127] Grants in Aid - D only	2,386	2,399	13
[128] Grants in Aid - E only	1,919	1,936	17
[129] Grants in Aid - F only	1,985	1,999	13
[130] UBCM & Electoral Area Services	12,665	13,019	353
[131] Elections (Election Year Only)	1,901	4,396	2,495
[136] Regional Sustainability	16,931	22,527	5,596
[150] Feasibility- Regional	-	107	107
[155] Feasibility Studies - Area F	555	555	-
Protective Services			
[200] Bylaw Enforcement	73,186	71,631	(1,556)
[204] Halfmoon Bay Smoke Control	149	152	3
[206] Roberts Creek Smoke Control	148	148	-
[210] Gibsons and District Fire Protection	146,272	124,772	(21,500)
[212] Roberts Creek Fire Protection	78,793	60,483	(18,309)
[216] Halfmoon Bay Fire Protection	72,962	71,243	(1,719)
[218] Egmont Fire Protection	20,770	26,207	5,438
[220] Emergency Telephone - 911	37,816	34,058	(3,759)
[222] Sunshine Coast Emergency Planning	78,243	83,372	5,129
[290] Animal Control	16,707	10,588	(6,119)
[291] Keats Island Dog Control	221	220	(1)
Transportation Services			
[310] Public Transit	642,399	656,110	13,711
[312] Maintenance Facility	70,332	67,873	(2,459)
[313] Building Maintenance	14,201	20,411	6,210
[320] Regional Street Lighting	7,449	7,535	86
[322] Langdale Street Lighting	165	164	(0)
[324] Granthams Street Lighting	165	164	(0)
[326] Veterans Street Lighting	33	33	(0)
[328] Spruce Street Lighting	17	17	(0)
[330] Woodcreek Street Lighting	135	135	(0)
[332] Fircrest Street Lighting	70	70	(0)
[334] Hydaway Street Lighting	17	17	(0)
[336] Sunnyside Street Lighting	66	66	(0)
[340] Burns Road Street Lighting	15	15	(0)
[342] Stewart Road Street Lighting	33	33	(0)
[345] Ports Services	46,350	45,845	(505)
[346] Langdale Dock	1,958	1,951	(7)

Attachment B - 2024R1 Support Service Comparison

Environmental Health Services			
[350] Regional Solid Waste	728,936	755,964	27,028
[355] Refuse Collection	107,773	105,348	(2,424)
[365] North Pender Harbour Water Svcs	61,630	70,791	9,161
[366] South Pender Harbour Water Svcs	111,375	120,679	9,304
[370] Regional Water Services	1,110,310	1,144,840	34,530
[381] Greaves RD W/W Plant	751	921	170
[382] Woodcreek Park Waste Water Plant	5,712	7,334	1,622
[383] Sunnyside W/W Plant	775	1,018	243
[384] Jolly Roger W/W Plant	2,756	3,695	939
[385] Secret Cove W/W Plant	2,676	3,747	1,071
[386] Lee Bay W/W Plant	5,229	6,757	1,527
[387] Square Bay W/W Plant	8,924	11,319	2,395
[388] Langdale W/W Plant	4,943	6,329	1,386
[389] Canoe RD W/W Plant	997	1,091	93
[390] Merril Crescent W/W Pln	2,190	2,723	533
[391] Curran RD W/W Plant	3,856	4,885	1,029
[392] Roberts Creek W/W Plant	3,985	5,496	1,511
[393] Lillies Lake W/W Plant	3,012	3,819	807
[394] Painted Boat	2,735	3,433	698
[395] Sakinaw Ridge Waste Water Plant	4,774	5,389	615
Public Health and Welfare Services			
[400] Cemetery	19,532	20,723	1,191
[410] Pender Harbour Health Clinic	8,379	8,367	(12)
Environmental Development Services			
[500] Regional Planning	39,440	35,433	(4,007)
[504] Rural Planning Services	211,944	211,994	51
[510] House Numbering	4,904	3,708	(1,196)
[515] Heritage Registry	-	-	-
[520] Building Inspection Services	149,983	147,925	(2,058)
[531] Economic Development - Area A	1,902	1,900	(2)
[532] Economic Development - Area B	442	442	0
[533] Economic Development - Area D	387	388	1
[534] Economic Development - Area E	450	450	0
[535] Economic Development - Area F	533	531	(2)
[540] Hillside Development Project	12,411	11,342	(1,068)
Recreation and Cultural Services			
[613] Community Recreation Operations	1,024,807	995,515	(29,292)
[625] Pender Harbour Pool	66,203	80,833	14,630
[630] School Facilities - Joint Use	2,876	3,026	150
[640] Gibsons and Area Library	54,793	53,913	(880)
[643] Egmont Pender Harbour Libraray Service	3,443	3,443	-
[645] Halfmoon Bay Library Service	10,140	10,118	(22)
[646] Roberts Creek Library Service	7,389	7,373	(15)
[648] Museum Service	10,095	10,068	(27)
[650] Community Parks Operations	311,912	305,469	(6,442)
[665] Bicycle & Walking Paths	11,776	8,094	(3,681)
[667] Area A Bicycle & Walking Paths	2,112	1,450	(663)
[670] Regional Recreation Programs	12,015	12,069	54
[680] Dakota Ridge Operations	27,537	24,133	(3,403)
Total	6,268,357	6,268,357	

Attachment C - 2024 R1 Support Service Allocation

	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	Mason Road	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)	15% Across the board	Total Allocation	2023 Amended Budget Allocation	Net Change	Taxation	User	Other
Overall Allocation (15%)	275,052	148,798	32,500	233,330	115,174	166,107	1,154,544	199,538	273,735	436,730	522,953	779,719	1,491,499	55,899	50,535	99,673	33,224	66,449	132,898	890,417	6,268,357	-				
Net Recovery	(41,258)	(22,320)	(4,875)	(35,000)	(17,276)	(24,916)	(173,182)	(29,931)	(41,060)	(65,510)	(78,443)	(116,958)	(223,725)	(8,385)	(7,580)	-	-	-	-	-	-	6,268,357	-			
	233,794	126,478	27,625	198,331	97,898	141,191	981,362	169,607	232,675	371,221	444,510	662,761	1,267,774	47,514	42,955	99,673	33,224	66,449	132,898	890,417						
General Government Services																										
[110] General Government	14,110	7,621	12,072	148,824	42,779	8,508	20,427	15,231	540	13,106	194,241	59,518	98,599	2,863	-	-	272	8,008	53,655		700,376	749,543	(49,167)		(49,167)	
[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	96	-	340	217	408	408	-	-	1,542	1,593	253	73	-	-	-	204	1,368		6,697	8,125	(1,429)		(1,429)	
[121] Grants in Aid - Area A	251	136	-	-	-	151	959	7	-	-	-	26	21	51	-	-	-	143	955		2,699	2,891	(191)		(191)	
[122] Grants in Aid - Area B	184	99	-	-	-	111	698	7	-	-	-	26	21	37	-	-	-	105	700		1,989	2,180	(192)		(192)	
[123] Grants in Aid - Area E & F	49	27	-	-	-	30	172	7	-	-	-	26	21	10	-	-	-	28	187		556	361	195		195	
[125] Grants in Aid - Community Schools	63	34	-	-	-	38	228	7	-	-	-	26	13	13	-	-	-	36	241		700	729	(29)		(29)	
[126] Greater Gibsons Comm Participation	73	39	-	-	-	44	264	7	-	-	-	26	21	15	-	-	-	41	277		806	801	5		5	
[127] Grants in Aid - D only	223	120	-	-	-	134	849	7	-	-	-	26	21	45	-	-	-	126	848		2,399	2,430	(30)		(30)	
[128] Grants in Aid - E only	179	97	-	-	-	108	679	7	-	-	-	26	21	36	-	-	-	102	682		1,936	1,978	(42)		(42)	
[129] Grants in Aid - F only	185	100	-	-	-	112	702	7	-	-	-	26	21	38	-	-	-	105	704		1,999	2,063	(65)		(65)	
[130] UBCM & Electoral Area Services	998	539	-	-	-	602	804	1,050	-	-	-	4,101	361	202	-	-	-	566	3,795		13,019	8,561	4,457		4,457	
[131] Elections (Election Year Only)	-	-	-	327	-	-	-	-	-	-	-	-	2,495	-	-	-	-	1,574	-	-		4,396	-	4,396		4,396
[135] Corporate Sustainability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[136] Regional Sustainability	910	492	177	327	629	549	115	1,051	-	916	2,856	4,106	6,236	185	-	-	-	517	3,462		22,527	17,294	5,233		5,233	
[150] Feasibility- Regional	-	-	-	-	-	-	-	-	-	-	-	-	107	-	-	-	-	-	-	-		107	4,600	(4,494)		(4,494)
[151] Feasibility Studies - Area A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[152] Feasibility Studies - Area B	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[153] Feasibility Studies - Area D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[155] Feasibility Studies - Area F	42	23	-	-	-	25	-	56	-	-	-	218	-	9	-	-	-	24	160		555	-	555		555	
Protective Services																										
[200] Bylaw Enforcement	2,568	1,387	657	327	2,327	1,549	4,058	2,715	160	583	10,566	10,608	18,368	521	-	3,560	454	1,458	9,766		71,631	62,121	9,509		9,509	
[204] Halfmoon Bay Smoke Control	6	3	4	-	13	3	-	8	-	-	57	29	4	1	-	-	-	3	22		152	152	1		1	
[206] Roberts Creek Smoke Control	6	3	4	-	13	3	-	8	-	-	57	29		1	-	-	-	3	22		148	151	(2)		(2)	
[210] Gibsons and District Fire Protection	6,135	3,314	35	-	126	3,699	16,940	5,252	4,699	9,070	571	20,521	24,820	1,245	-	593	938	3,482	23,330		124,772	139,336	(14,564)		(14,564)	
[212] Roberts Creek Fire Protection	2,808	1,517	57	327	201	1,693	9,825	2,051	3,662	6,723	914	8,015	9,257	570	-	593	-	1,594	10,678		60,483	80,589	(20,105)		(20,105)	
[216] Halfmoon Bay Fire Protection	2,936	1,586	57	-	201	1,770	9,935	2,202	3,478	12,409	914	8,604	12,386	596	-	1,187	151	1,666	11,165		71,243	60,626	10,617		10,617	
[218] Egmont Fire Protection	1,066	576	53	-	189	643	3,649	793	819	1,676	857	3,097	7,687	216	-	-	227	605	4,054		26,207	22,266	3,941		3,941	
[220] Emergency Telephone - 911	1,678	906	64	-	226	1,012	12,017	179	1,314	3,943	1,028	701	3,317	340	-	-	-	952	6,380		34,058	38,500	(4,442)		(4,442)	
[222] Sunshine Coast Emergency Planning	1,887	1,019	1,288	3,349	4,566	1,138	(2,100)	2,859	344	13,745	20,732	11,173	13,820	383	-	-	923	1,071	7,175		83,372	78,624	4,748		4,748	
[290] Animal Control	391	211	163	-	579	236	955	356	26	-	2,627	1,393	1,861	79	-	-	-	222	1,488		10,588	17,014	(6,425)		(6,425)	
[291] Keats Island Dog Control	16	9	-	-	10	59	11	-	-	-	-	43	-	3	-	-	-	9	60		220	231	(11)		(11)	
Transportation Services																										
[310] Public Transit	32,427	17,516	241	3,023	855	19,553	171,555	23,530	914	6,331	3,884	91,946	126,800	6,580	8,161	-	593	484	18,405	123,311		656,110	597,509	58,601		58,601
[312] Maintenance Facility	3,104	1,677	82	-	289	1,872	-	-	1,704	5,220	1,314	-	30,257	630	8,161	-	-	-	1,762	11,803		67,873	65,554	2,320		2,320
[313] Building Maintenance	-	-	-	-	-	-	-	-	83	-	-	-	19,039	-	1,289	-	-	-	-	-		20,411	14,494	5,917		5,917
[315] Mason Road	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[320] Regional Street Lighting	268	145	18	3,023	63	162	919	43	-	-	286	168	93	54	-	-	1,120	152	1,021		7,535	3,869	3,666		3,666	
[322] Langdale Street Lighting	15	8	-	-	-	9	60	-	-	-	-	-	-	3	-	-	-	9	59		164	175	(10)		(10)	
[324] Granthams Street Lighting	15	8	-	-	-	9	60	-	-	-	-	-	-	3	-	-	-	9	59		164	175	(10)		(10)	
[326] Veterans Street Lighting	3	2	-	-	-	2	12	-	-	-	-	-	-	1	-	-	-	2	12		33	35	(2)		(2)	
[328] Spruce Street Lighting	2	1	-	-	-	1	6	-	-	-	-	-	-	0	-	-	-	1	6		17	18	(1)		(1)	
[330] Woodcreek Street Lighting	13	7	-	-	-	8	49	-	-	-	-	-	-	3	-	-	-	7	48		135	143	(8)		(8)	
[332] Fircrest Street Lighting	7	4	-	-	-	4	26	-	-	-	-	-	-	1	-	-	-	4	25		70	74	(4)		(4)	
[334] Hydaway Street Lighting	2	1	-	-	-	1	6	-	-	-	-	-	-	0	-	-	-	1	6		17	18	(1)		(1)	
[336] Sunnyside Street Lighting	6	3	-	-	-	4	24	-	-	-	-	-	-	1	-	-	-	4	24		66	70	(4)		(4)	
[340] Burns Road Street Lighting	1	1	-	-	-	1	5	-	-	-	-	-	-	0	-	-	-	1	5		15	16	(1)		(1)	
[342] Stewart Road Street Lighting	3	2	-	-	-	2	12	-	-	-	-	-	-	1	-	-	-	2	12		33	35	(2)		(2)	
[345] Ports Services	1,784	964	316	-	1,119	1,076	8,343	945	3,084	7,053	5,083	3,694	4,045	362												

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget), December 4-6, 2023

AUTHOR: Kyle Doyle, Manager, Asset Management

SUBJECT: 2024 BUDGET - CAPITAL PLANNING UPDATE

RECOMMENDATION(S):

THAT the report titled 2024 Budget - Capital Planning Update be received for information.

BACKGROUND

The Sunshine Coast Regional District (SCRD) manages more than \$500 million worth of tangible capital assets that facilitate the delivery of services to the community. As a part of the obligation to provide responsible stewardship of these assets it is essential that the SCRD understands the full lifecycle costs associated with these assets and ensures that there is sufficient funding allocated to their renewal. Capital planning helps to understand and communicate the level of funding necessary to sustainably provide services for now and the future.

Regional District's provide services to defined Local Service Areas. The *Local Government Act*, restricts the recovery of costs for each service to the participants of that service only. This limitation exacerbates the need for proactive financial planning to maintain the sustainability of a service. Without proactive financial planning these services will become unaffordable for residents in the future.

As part of the Round 1 Budget process updates to the existing Capital Plans will be provided for services that have experienced notable changes to the projected sustainability of their long-term capital renewal plans.

The purpose of this report is to provide a summary update of the 2024 Capital Plan review process. Service specific details can be found in subsequent reports on this agenda.

DISCUSSION

Capital Plans provide a forecast of future expenditures related to the renewal or replacement of components and equipment that enable the provision of services. This effort to develop these forecasts has been led by the Asset Management division in collaboration with the experience of staff from each division. While the framework for all Capital Plans is the responsibility of the Asset Management division, each department is responsible for validating the service specific information that informs their Capital Plans. This includes identifying which components need to be replaced to ensure that a service can be provided and determining the cost to complete the work.

Planning Horizon

The length of time that is considered by a Capital Plan is determined by the nature of the assets that facilitate the service. This is called the planning horizon. The planning horizon for SCRD Capital Plans align with the Estimated Useful Life (EUL) of a service’s assets. Services such as Community Recreation or Fire Services use a 20-year planning horizon, while wastewater and water services have a 50-year planning horizon.

Interest Rates

The SCRD (and all local governments in BC) borrows and invests money through the Municipal Finance Authority of BC (MFA). The MFA utilizes a collective structure to provide the best investment and borrowing rates for local governments in BC. The available rates for various borrowing/investing scenarios are updated and published by the MFA on a regular basis.

The SCRD Capital Plans use a five-year average of the published rates to determine the cost of borrowing. In the last two years the cost of borrowing has increased by more than 300% and this has and will continue to be reflected in the five-year average rate used by the SCRD Capital Plans. The impact of this change is reflected in the Capital Plans through an increased amount of interest that is projected to be paid for projects that require debt funding.

Inflation

Inflation is the rate of change in the cost of goods and services. The most common measure of inflation is the Consumer Price Index (CPI). CPI considers the changes in cost for a ‘basket’ of components to determine an average value of inflation. In the 25 years prior to the COVID-19 pandemic CPI was relatively static. Figure 1 shows that from 1995 to 2020 the annual CPI was between 0.9% and 2.7%, this reflected a successful Federal economic policy that targeted a 2% annual rate of CPI.



Figure 1: Annual CPI - Bank of Canada (www.bankofcanada.ca/rates/price-indexes/cpi/)

Since 2020 annual CPI has exceeded 5.2% as a result of uncertainty in many aspects of the Global financial and trade markets.

Cost Estimates

There is a variable degree of certainty that can be achieved through capital planning depending on the quality of the information that is included. To this end, a considerable amount of effort has been invested towards developing and refining Asset Registries and improving cost estimates. Assets have been broken into more discrete components and a comparison of actual expenditures with budget estimates is conducted as projects are completed. This has helped to improve contingency values as well as to identify all costs related to each asset's replacement, such as engineering, design, disposal of the old asset, project management costs, and any other necessary expenditures to ensure that budget projections are as accurate as possible.

Despite these improvements it continues to be observed that the actual costs of projects are highly variable. This challenges the ability to fund projects and is exacerbated by the increased lead-time necessary to acquire materials and supplies for capital renewal projects. This is further complicated by the lengthy and cumbersome processes through which funding is approved in a local government. For example, the projected cost of replacing critical icemaking equipment was communicated to the Board in Q4 2022 and borrowing was approved through the Budget process in Q2 2023. The tender documents for the engineering of this project resulted in a contract issued in Q3 2023, which informed an increase in the cost of the replacement of the components that exceeded the approved budget by almost 50%. The budget now needs to be revised and approved by the Board before the project can proceed.

Results

The output of capital planning is a long-term model of the expenditures a service can expect to incur across the planning horizon. Ideally long-term Capital Plans will inform a consistent annual funding level sufficient to fund these expenditures and enable a more consistent taxation rate for services in place of short-term plans that are prone to greater variability. Historically a 2% annual increase in funding was sufficient to account for the increased cost of providing services.

Capital plans also facilitate the review of the cost of maintaining service levels and inform service level decisions. Understanding the full cost of asset ownership is essential for determining the willingness to pay for a service.

Options and Analysis

The volatility in the global financial markets has challenged the ability to determine a consistent level of sustainable funding for the entire planning horizon of the Capital Plan. The updates to Capital Plans this year reflect this and identify a revised level of funding that is necessary to reestablish sustainability. Generally, the current levels of funding do not pose an acute challenge to existing Capital Plans.

When Capital Plans are presented for consideration, understanding the process of their development will enable the Board to utilize them most effectively. Appreciating that these Capital Plans are predictive in nature and provide a glimpse into the future funding situation for the services they represent, allow the future impact of decisions made today to be better understood.

Organizational and Intergovernmental Implications

Capital Planning is a key aspect of responsible stewardship of community assets and can help to ensure that the responsibility of the Regional District to sustainably plan for renewal is met.

Granting agencies often indicate preference for Local Governments that demonstrate asset stewardship when evaluating grant applications.

Financial Implications

Establishing a sustainable level of funding will mitigate future rate increases and allow for the provision of a consistent level of service at a more consistent, predictable cost.

The Financial Implications of each Capital Plan are outlined within the Round 1 Budget information and subsequent reports.

Communications Strategy

There is ongoing communication and engagement throughout the year on the various services. Service specific communication strategies should be implemented.

STRATEGIC PLAN AND RELATED POLICIES

Capital Planning aligns with the Boards 2019-2023 Strategic Plan priority of Asset Stewardship, and the following Policies: Financial Sustainability Policy; Financial Planning Policy, Asset Management Policy, and Debt Management Policy.

CONCLUSION

The SCRD is responsible for the stewardship of hundreds of millions of dollars' worth of assets for the provision of services for the community. As such, it must ensure the sustainability of these services from the ability to continue the provision of service in a financially achievable manner. This is achieved through long-range plans such as Asset Management and Capital Plans.

The SCRD has several Capital Plans in place or under development which are tools to help the Board make informed decisions as part of the Budget.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Kyle Doyle, Manager, Asset Management
Allen Van Velzen, Manager, Facility Services
Graeme Donn, Manager, Recreation Services

SUBJECT: 2024 COMMUNITY RECREATION FACILITIES CAPITAL FUNDING REVIEW

RECOMMENDATION(S)

- (1) THAT the report titled 2024 Community Recreation Facilities Capital Funding Update be received for information;**
 - (2) AND THAT for 2025, the Gibsons and Area Community Centre’s Condenser, Heat Exchanger, and Pump Replacement Project in the amount of \$900,000 be funded through Municipal Finance Authority 5-Year Equipment Finance Loan;**
 - (3) AND THAT a loan of up to \$900,000 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 Gibsons and Area Community Centre’s Condenser, Heat Exchanger, and Pump Replacement Project;**
 - (4) AND THAT the previous approval for a loan of up to \$917,600 through the Municipal Finance Authority Equipment Financing Program under section 403(1)(a) of the *Local Government Act* (Liabilities Under Agreement) to fund the Gibsons and Area Community Centre’s Brine Chiller and Condenser be rescinded;**
 - (5) AND THAT Capital expenditures for Community Recreation Facility Capital Renewal of up to \$1,232,400 be included in the 2024 Budget funded through Capital Reserves;**
 - (6) AND THAT Capital expenditures for Community Recreation Programming Equipment Replacement of up to \$36,100 be included in the 2024 Budget;**
 - (7) AND FURTHER THAT the amendments be included as part of the draft 2024-2028 Financial Plan.**
-

(8) BACKGROUND

Since 2016 the Sunshine Coast Regional District (SCRD) has maintained a 20-year Capital Plan for Recreation Facilities [615]. The purpose of this plan was to forecast upcoming expenditures related to the renewal of capital components and to determine the annual funding

necessary to complete these projects across 20-years. The Capital Plan was intended to mitigate fluctuations in the taxation on an annual basis related to these expenses.

When the initial Capital Plan was received by the SCRD Board in 2016, a decision to fund only 'critical' components was made. This means only components critical to the primary function of the facility are considered when determining the annual contribution necessary to sustainably fund the capital renewal budget. All other component renewal must come to the Board as budget requests.

On October 28, 2021 the following resolution was adopted by the Board:

286/21 **Recommendation No. 15** *2021 Community Recreation Facilities Capital Funding Review*

[...] AND THAT for 2022, the Gibsons and Area Community Centre's Brine Chiller and Condenser project in the amount of \$917,600 be funded through Municipal Finance Authority (MFA) 5-Year Equipment Finance Loan; [...]

During Pre-Budget meetings in December 2022 an updated 20-year Capital Plan that provided sustainable funding for the replacement of critical recreation facility equipment was presented. At this point a decision was made to increase annual funding to \$1,121,408 with 2% annual increases for subsequent years. An additional annual funding commitment of \$60,000 was also established to support the replacement of recreation equipment that was deemed critical to providing programming at SCRD Recreation Facilities for a total annual funding commitment of \$1,181,408.

The purpose of this report is to provide an update on the 20-Year Capital Plan for Community Recreation.

DISCUSSION

The annual review of the Community Recreation Services' 20-year Capital Plan has been completed. This review informed revisions to the capital plan that have resulted in the current level of funding projecting to require a draw down of Capital Reserves by approximately 80% over the 20 year planning horizon to fund the critical capital renewal projects. Some of the specific factors responsible for the deviation from sustainability for the Capital Renewal funding for this service are:

- Revised estimates have been received for significant projects relating to ice production (Brine Chiller and Condenser plus associated components) at Gibsons and Area Community Centre (GACC) that have increased project costs by approximately 50%. A revised cost estimate for this project was received from the Engineer on November 10th, 2023 that recommended the project budget account for 10-15% inflation per year through the projected completion date of Q3 2025.
- The cost of borrowing used in the model was adjusted to reflect the increased cost of borrowing offered by the Municipal Finance Authority. This is expected to add approximately 5% to the total debt obligations (principle + interest) repaid over the 20-year planning horizon.

The scope for the Brine Chiller and Condenser replacement project has evolved through consultation with the project's engineer and the scope has been adjusted to reflect the recommendations of the consultant. The specific funding mechanisms for this project have changes and are reflected in the recommendations of this report.

For Community Recreation facilities, a backlog of projects has been established since the pandemic. When projects are delayed there is an increased potential for budget overruns due to inflationary increases in parts, materials, and labour and the static funding approval. This backlog persists and will be monitored in future capital plan reviews.

Options and Analysis

The previously approved 2% annual increase to the funding for the Community Recreation Facilities Capital Renewal fund will meet the projected needs over the next 20-years. This funding level is expected to draw down the Capital Reserve fund by approximately 80% by the final year of the planning horizon. The previous iteration of the 20-year Capital Plan was projected to maintain a reserve balance at the end of the plan with a magnitude similar to the starting balance (approximately \$2 million).

Alternatively, a one-time increase of 5% and subsequent 2% annual increases to the annual funding is projected to result in a reserve balance of \$1.6 million by the final year of the 20-year Capital Plan.

Funding Recreation Programming Components

The previously approved annual contribution of \$60,000 in 2023 (increasing 2% annually for a \$1,200 increase in 2024) continues to project as a sustainable level of funding for the replacement of equipment that is critical to provide recreation programming at SCRD facilities. It is understood that an in-depth review of service levels is planned for 2024 and will be incorporated into the capital planning when it is completed.

Financial Implications

This funding is reserved to fund assets, equipment, and components that are critical to the provision of the Community Recreation Service. High priority and desirable components that enhance the service will continue to be brought forward for funding approval on an annual basis.

The decision on 'decarbonizing' SCRD Recreation facilities has not been made at the time of writing this report. The financial impact of this effort has not been fully explored. Preliminary guidance suggests that the cost of replacing the natural gas dehumidifier at GACC with an electric one will increase the project cost by approximately 70% due to the need to upgrade the electrical service to the facility. When direction to proceed with decarbonization is given, the Capital Plan will be updated to reflect these changes.

Timeline for Next Steps

Supporting increased funding to the existing Capital Plan provides more assurance that the renewal of critical capital components remains sustainably funded over the next 20 years. Community Services intends to conduct a recreation facilities need assessment to inform the long-term planning for recreation facilities, help confirm levels of current services, as well as desired service levels in the future, possibly including different or additional services.

As more explicit direction is provided with respect to the levels of service and lifespans of recreation facilities is developed the capital plan will be adopted to reflect the projected capital renewal investment required to achieve those targets.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the Board’s Strategic Focus Area of Asset Stewardship as well as the Financial Sustainability and Asset Management policies.

CONCLUSION

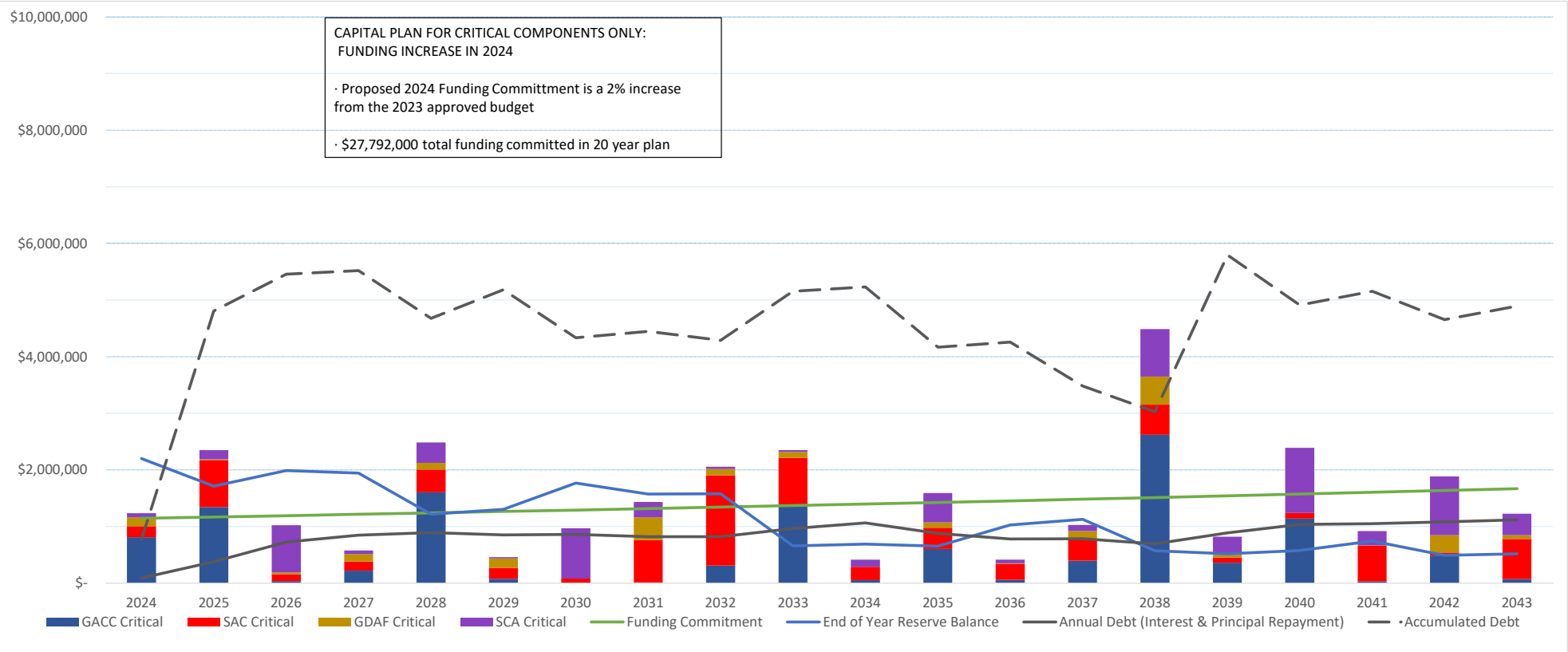
Community Recreation critical capital components have been under-funded since the inception of the 20-year Capital Plan in 2016. This shortfall has resulted in the need to increase the funding in order to maintain a sustainable Capital Plan for components that are critical to the delivery of the service at the four facilities operated by Community Recreation.

It is recommended that funding for critical capital renewal components at recreation facilities be increased as previously approved by \$22,428 (2%) and that Recreation Programming equipment replacement funding be increased by \$1,200 (2%) (as previously approved) for a combined 2024 increase in contributions of \$23,628.

Attachments

A –Community Recreation 20-Year Capital Plan

Reviewed by:			
Manager	X – A. van Velzen X – G. Donn	CFO/Finance	X - T. Perreault
GM	X – S. Gagnon	Legislative	
CAO	X – D. McKinley	Other	



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Kyle Doyle, Manager, Asset Management
Jessica Huntington, Interim Manager, Parks Services

SUBJECT: COMMUNITY PARKS [650] 20-YEAR CAPITAL PLANNING UPDATE

RECOMMENDATION(S)

- (1) THAT the report titled Community Parks [650] 20-Year Capital Planning Update be received for information;**
 - (2) AND THAT Capital expenditures for Community Parks Service [650] Capital Renewal of up to \$300,000 be included in the 2024 Budget;**
 - (3) AND FURTHER THAT the Draft 2024-2028 Financial Plan be amended accordingly.**
-

BACKGROUND

During the 2023 Budget Process a report summarizing the preliminary 20-year Capital Plan was presented to the Finance Committee to inform a recommended increase to the annual funding for Community Parks Service [650] capital renewal projects. This report articulated the need for further strategic planning within the Community Parks service before a final version of the Capital Plan can be completed. Despite the lack of a comprehensive definition of levels of service, the preliminary Capital Plan report highlighted a significant infrastructure funding deficit and recommended that funding be increased in the interim.

The purpose of this report is to provide an update on the Capital Planning for 2024.

DISCUSSION

There still exists much work to be done in refining the Community Parks 20-year Capital Plan. Further work defining and documenting service levels, assessing the actual condition of components, identifying current practices, gaps, and exploring opportunities for efficiencies will assist in the development of a suitably robust Capital Plan.

The 2024 version of the Capital Plan remains largely unchanged from the previous year. Refinement of budget estimates for various components have been informed through a review of similar projects and replacement timeline projections changed to reflect updated condition assessments. An ongoing effort to define service levels for the Community Parks Service will help to determine the assets and components that are critical to the service delivery. Until this process is completed it is not expected that a significant update to the Capital Plan will be completed.

Options and Analysis

This initial version of the Community Parks Capital Plan illustrated the magnitude of the funding deficit faced by the Community Parks [650] function. This model assumed that the existing level of service would be maintained for all aspects of the Community Parks Service.

Figure 1 below shows the 20-year projection of capital expenditures for Community Parks.

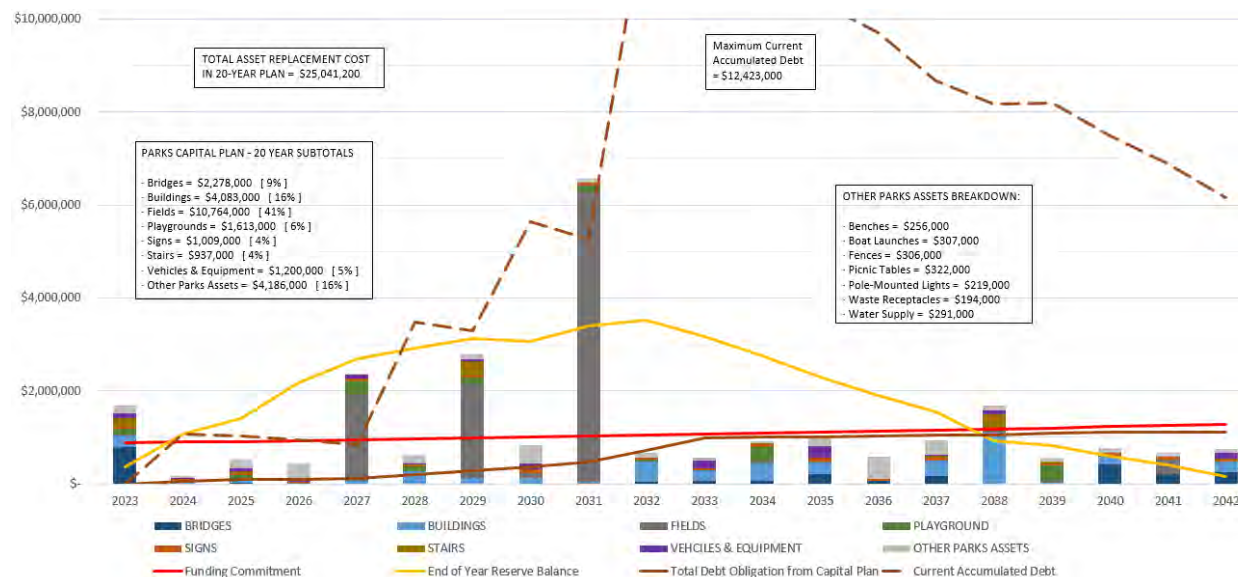


Figure 1: SCRD Community Parks [650] 20-year Capital Plan

This provides an insight into how strategic planning and a change in levels of service may influence the funding required for this service. By breaking projected expenditures into asset classes as the figure above does, it is possible to see the proportion of future investment that is needed for each aspect of the Community Parks service over the next 20 years. One example is how the investment into playing fields at SCRD parks over the next 20 years projects to require over 40% of the total capital investment. The results of regional playing field strategy may inform a strategy to more efficiently provide a level of service that meets community expectations.

With ongoing efforts to refine the desired levels of service and develop a strategy to deliver the Community Parks service most efficiently, no change to the previously approved funding level and 2% annual increase is necessary. **It is recommended that for 2024 up to \$300,000 to be expended towards capital renewal projects for Community Parks.** A more thorough service review and the development of an Asset Management Plan that defines the levels of service expectations across the vast number of Parks assets that provide community services is still required.

Financial Implications

There are no changes to the funding previously approved during the 2023 Budget process.

Timeline for next steps or estimated completion date

Parks will continue to assess, update and document current levels of services, identifying gaps or inconsistencies, review investment obligations, and continue to build a contemporary community vision for the delivery of the Community Parks services.

By establishing and adequately resourcing service levels, while simultaneously targeting these larger future planning initiatives, the Parks Capital Plan will be updated to reflect the assets that are necessary to facilitate these service levels.

Any progress will be reported and refined funding requirements will be presented to the Board.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the Board Strategic Focus Area of Asset Stewardship as well as the Financial Sustainability and Asset Management Policies.

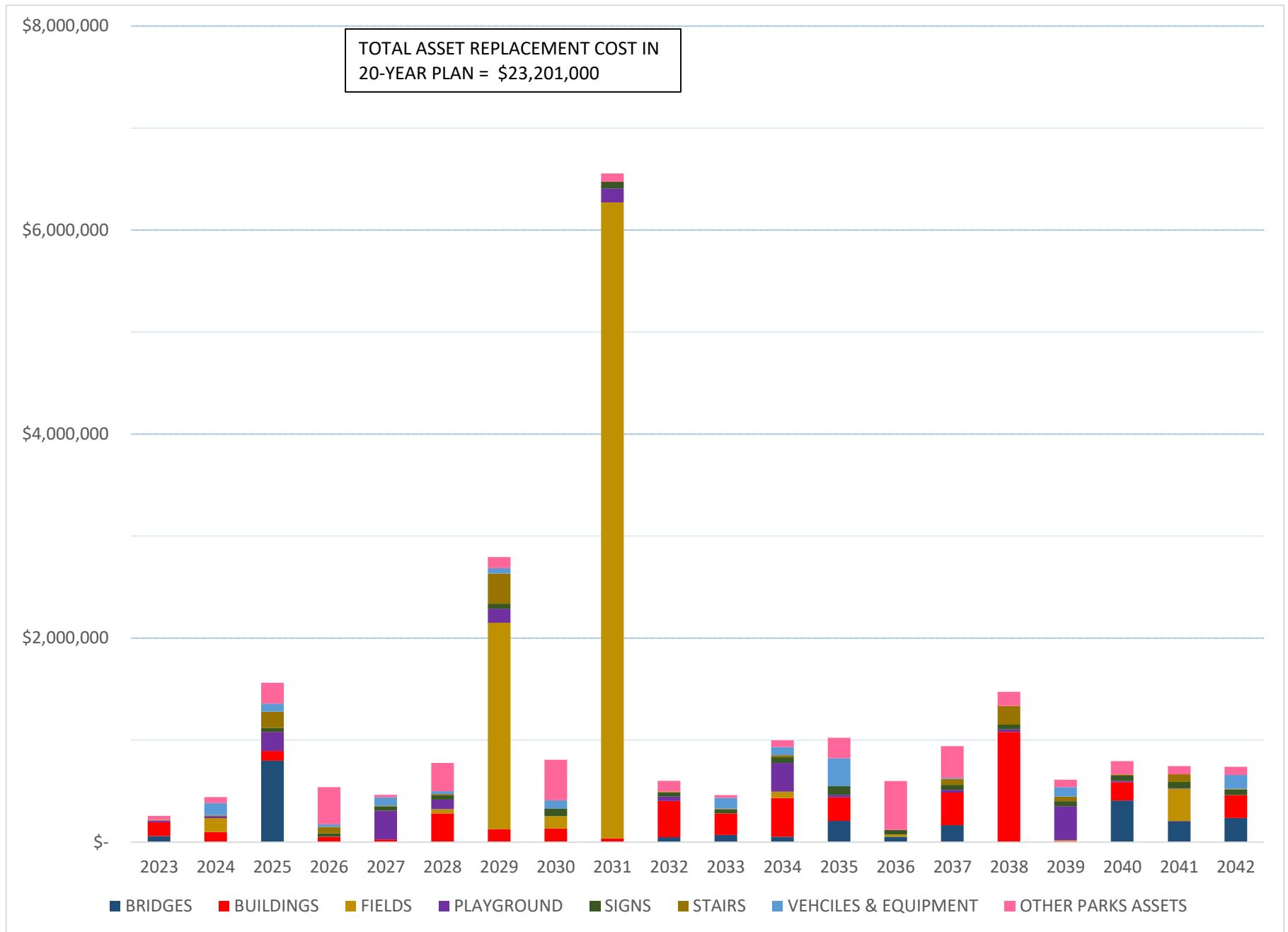
CONCLUSION

Community Parks continues to work towards a comprehensive long-term Capital Plan that is aligned with documented levels of service.

Attachments:

- A- Community Parks- Preliminary 20 year-Capital Plan

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



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Kyle Doyle, Manager, Asset Management
Matt Treit, Manager, Protective Services

SUBJECT: GIBSONS AND DISTRICT FIRE PROTECTION SERVICE [210] 20-YEAR CAPITAL PLAN UPDATE

RECOMMENDATION(S)

- (1) **THAT the report titled Gibsons and District Fire Protection Service [210] 20-Year Capital Plan Update be received for information;**
 - (2) **AND THAT for 2024, the Gibsons and District Fire Protection Service’s Pumper Apparatus Replacement project in the amount of \$1,699,500 be funded through a combination of long-term borrowing and up to \$200,000 from Capital Reserves;**
 - (3) **AND THAT Electoral Approval to authorize long-term borrowing up to \$1,499,500 for a term of 10 years be sought through the Alternate Approval Process to fund Gibsons and District Fire Protection Service’s Pumper Apparatus Replacement project;**
 - (4) **AND THAT the annual funding commitment towards capital renewal for the Gibsons and District Fire Protection Service [210] be increased by \$117,500 to \$355,000 from \$275,000 starting in 2025 and be increased by 2% annually thereafter;**
 - (5) **AND THAT capital expenditures of up to \$109,900 be included as part of 2024 Budget;**
 - (6) **AND FURTHER THAT the 2024-2028 draft Financial Plan be amended accordingly.**
-

BACKGROUND

At the November 25, 2021 Corporate and Administrated Services Committee a report was provided which reviewed the existing funding for each of the four Sunshine Coast Regional District (SCRD) fire departments and provided sustainable funding options for renewal of critical components and equipment at each of the fire protection services within the SCRd. This committee referred the Gibsons and District Fire Protection Service’s (GDFPS) funding request to the Gibsons Fire Commission and the funding request was brought back to the second round of budget deliberations on January 24, 2022 where the Board approved a 2-year stepped increase (\$37,500 per year) to the annual Capital Renewal funding.

No additional changes to the Capital Renewal funding were recommended in 2023.

The purpose of this report is to provide an update on the GDFPS’ 20-year Capital Plan.

DISCUSSION

The current projection for the GDFPS’s 20-year Capital Plan suggests that the current funding level will **not** be sufficient to fund all projected critical capital renewal projects as well as all critical fire protection equipment. The annual review of the 20-year Capital Plan informed several revisions which have impacted the funding requirements for the GDFPS.

Most significantly is a revised estimated cost for the 2024 purchase of a new Pumper Apparatus. The capital plan now projects that a budget lift of more than \$1 million dollars will be required over the originally projected \$660,000 budget. This is mostly due to sector-specific cost increases related to unprecedented demand for fire apparatus, and to a lesser degree a revised project scope to reflect the technological changes since the original apparatus was built in 2002.

The other notable change is the incorporation of recent interest rate changes into the five-year average that is used to predict borrowing rates for debt financing and reserve interest accrual.

It is recommended that approval to fund up to \$1,499,500 of the \$1,699,500 cost of the new Pumper Apparatus with long-term borrowing (10-year loan) be sought through the Alternative Approval Process (AAP). This will enable lower annual payments and a reduced impact on the requisite annual funding to the capital renewal needs for this service. All capital plans for fire protection service functions consider utilizing long-term loans for all major purchases which require electoral approval to proceed.

Options and Analysis

The financial impact of the new apparatus will not be realized until 2025 when delivery is anticipated. Two models reflecting an increased funding commitment for either 2024 or 2025 were created and it was observed that either option can achieve sustainable funding. The graphs detailing both versions of the 20-year Capital Plan can be found in **Attachment A**.

Table 1: Funding Options

	2023	2024	2025	2026	2027	2028
Option 1 – 2024 Increase	\$ 237,500	\$ 345,000	\$ 351,900	\$ 358,938	\$ 366,117	\$ 373,439
Option 2 – 2025 Increase	\$ 237,500	\$ 275,000	\$ 355,000	\$ 362,100	\$ 369,342	\$ 376,729
Difference	\$ 0	\$ 70,000	\$ -3,100	\$ -3,162	\$ -3,225	\$ -3,290

As shown in Table 1 above, Option 1 considers an immediate \$107,500 increase in annual funding for 2024 whereas Option 2 incorporates the previously approved \$37,500 funding increase in 2024 and an additional \$80,000 increase for 2025. Both options consider ongoing 2% annual increases in every year subsequent and both options result in a 20-year total capital renewal funding of \$8.38 million.

It is recommended that the annual funding commitment towards capital renewal for the Gibsons and District Fire Protection Service [210] be increased to \$355,000 from \$275,000 starting in 2025.

Financial Implications

The taxation impact of the recommended increase in funding is presented in Table 2 below.

Table 2: Proposed 2025 Annual Contribution – Gibsons and District Fire Protection Services Capital Renewal Fund

Functional Area	Fire Department	2024 Contribution	2025 Contribution	Increase	Total Taxation per \$100k	Increase
210	Gibsons and District	\$ 275,000.00	\$ 355,000.00	\$ 80,000.00	\$ 6.15	\$ 1.39

Non-critical component/equipment replacement will continue to be brought to the Board for consideration on a case-by-case basis as required as part of the Budget process. These projects will require funding outside the capital renewal envelope.

Timeline for Next Steps

AAP processes will be required in 2024 for the new Pumper Apparatus. GDFPS and Legislative Services staff will coordinate for this process. Communications efforts to maximize community engagement will be incorporated into this process.

Where current funding levels have been established to meet the replacement need of components that are critical to the delivery of the current service, it may be desirable to consider expanding funding to enhance the service provisions. For fire protection services this may include aspects such as wildfire-fighting capabilities or firehall expansion which are deemed non-critical to the existing service. To further inform funding level decisions, it is anticipated that a more thorough service review will occur in the future.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan aligns with the SCRD’s Financial Sustainability Policy, Asset Management Policy, and the Asset Stewardship component of the SCRD’s Strategic Plan.

CONCLUSION

The 20-year capital plan for GDFPS has been updated this year and an increased level of funding is required within the next two years to maintain a sustainable Capital Plan. Capital expenditures totaling \$109,900 are recommended to be included in the 2024 Budget.

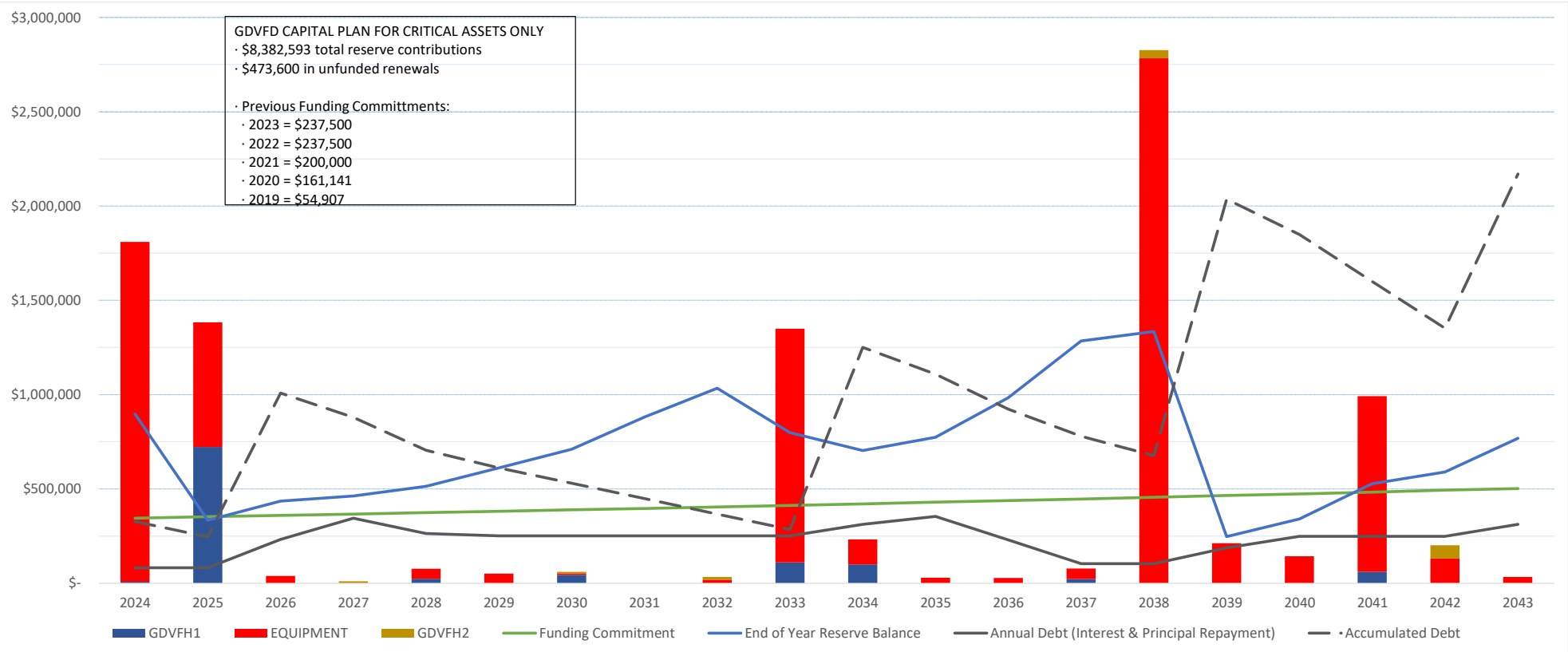
The use of longer-term loans for fire apparatus helps to minimize annual funding requirement necessary to provide sustainable funding for critical components and equipment renewal at each service. Future reviews around the levels of service provided by each fire department will help to inform subsequent funding decisions.

ATTACHMENTS

Attachment A: Gibsons and District Fire Department 20-Year Capital Plan

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

Attachment A



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Kyle Doyle, Manager, Asset Management
Matt Treit, Manager, Protective Services

SUBJECT: **ROBERTS CREEK FIRE PROTECTION SERVICE [212] 20-YEAR CAPITAL PLAN UPDATE**

RECOMMENDATION(S)

- (1) **THAT the report titled Roberts Creek Fire Protection Service [212] 20-Year Capital Plan Update be received for information;**
 - (2) **AND THAT the annual funding commitment towards capital renewal for the Roberts Creek Fire Protection Service [212] be increased by 2% (\$3,800) to \$193,800 from \$190,000 starting in 2024 and be increased by 2% annually thereafter;**
 - (3) **AND THAT Capital expenditures of up to \$200,200 funded from Capital Reserves be included in the 2024 Budget;**
 - (4) **AND FURTHER THAT the 2024-2028 draft Financial Plan be amended accordingly.**
-

BACKGROUND

During the December 2022 Pre-Budget meetings an update to the Capital Plan for the Roberts Creek Fire Protection Service (RCFPS) provided rationale for increasing the annual funding for the RCFPS Capital Renewal fund by \$33,000. This was approved and resulted in an annual funding commitment of \$190,000 starting in 2023.

The purpose of this report is to provide an update on the RCFPS' 20-year Capital Plan.

DISCUSSION

The annual review of the RCFPS's 20-year Capital Plans indicates that the current funding level will be slightly below the expenses projected across the full term of the plan. The current funding is projected to result in a depletion of reserves in the final two years of the plan. The primary cause of this shortfall is related to the increased cost of borrowing projected across the term of the plan. Adjustments to the projected timing of replacement of various critical components was informed through updated condition assessments.

All capital plans for fire protection service functions consider utilizing long-term loans for major purchases which require electoral approval through an Alternative Approval Process (AAP). For RCFPS it is anticipated that long-term lending will next be required in 2033.

Options and Analysis

To maintain a sustainable level of funding for the RCFPS’ 20-year Capital Plan a 2% increase in annual funding (\$3,800) is required. This would result in an annual contribution of \$193,800 towards the replacement of critical capital components and equipment for the Fire Protection Service in Roberts Creek. Historically a 2% annual increase in funding has been sufficient to maintain sustainable funding, however the recently the rate of inflation has risen above 5% annually.

The graph detailing the 20-year Capital Plan can be found in **Attachment A**. Table 1 below shows the projected taxation impact of the Capital Renewal funding.

Table 1: Proposed Annual Contribution – Roberts Creek Fire Protection Services Capital Renewal Fund

Functional Area	Fire Department	2023 Contribution	2024 Contribution	Increase	Total Taxation per \$100k	Increase
212	Roberts Creek	\$ 190,000.00	\$ 193,800.00	\$ 3,800.00	\$ 8.87	\$ 0.17

It is recommended that the annual funding commitment towards capital renewal for the Roberts Creek Fire Protection Service [212] be increased by 2% (\$3,800) to \$193,800 from \$190,000 starting in 2024;

Financial Implications

The taxation impacts of the current funding scenario is presented in Table 1 above.

Capital expenditures totaling \$200,200 are slated to be completed as part of the capital renewal plan and are recommended to be included in the 2024 Budget.

Non-critical component/equipment replacement will continue to be brought to the Board for consideration on a case-by-case basis as required as part of the Budget process. These projects will require funding outside the capital renewal envelope.

Timeline for Next Steps

Communications efforts to maximize community engagement should precede this with adequate lead time.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan align with the SCRD’s Financial Sustainability Policy, Asset Management Policy, and Service Delivery Excellence Lens of the SCRD’s Strategic Plan.

CONCLUSION

The 20-year capital plan for RCFPS has been updated this year and it is recommended that Capital Renewal Funding be increased from \$190,000 annually to \$193,800. Capital expenditures totaling \$200,200 are to be included in the 2024 Budget.

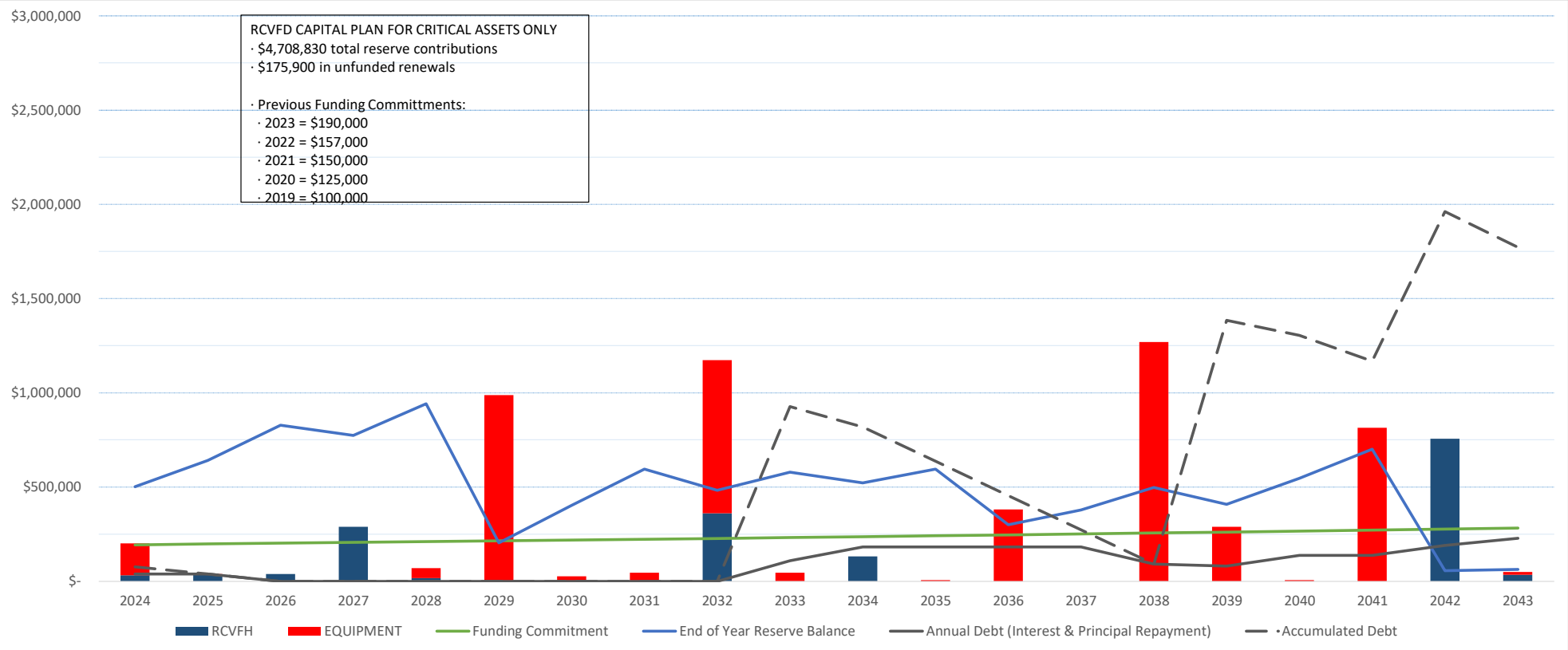
The use of longer-term loans for fire apparatus results in a lower annual funding requirement necessary to provide sustainable funding for critical component and equipment renewal at each service. Future reviews around the Levels of Service provided by each Fire Department will help to inform subsequent funding decisions.

ATTACHMENTS

Attachment A: Roberts Creek Fire Department 20-Year Capital Plan

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

Attachment A



ANNEX O

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Matt Treit, Manager, Protective Services
Kyle Doyle, Manager, Asset Management

SUBJECT: HALFMOON BAY FIRE PROTECTION SERVICE [216] 20-YEAR CAPITAL PLAN UPDATE

RECOMMENDATION(S)

- (1) **THAT the report titled Halfmoon Bay Fire Protection Service [216] 20-Year Capital Plan Update be received for information;**
 - (2) **AND THAT the annual funding commitment towards capital renewal for the Halfmoon Bay Fire Protection Service [216] be increased by 2% (\$3,920) to \$199,920 from \$196,000 starting in 2024 and be increased by 2% annually thereafter;**
 - (3) **AND THAT Capital expenditures of up to \$31,900 be included in the 2024 Budget;**
 - (4) **AND FURTHER THAT the 2024-2028 draft Financial Plan be amended accordingly.**
-

BACKGROUND

At the November 25, 2021 Corporate and Administrated Services Committee a report was provided which reviewed the existing funding for each of the four Sunshine Coast Regional District (SCRD) fire departments and provided sustainable funding options for renewal of critical components and equipment at each of the fire protection services within the SCRD. The recommended \$48,000 annual increase in contributions to the Halfmoon Bay Fire Protection Service's (HMBFPS) Capital Renewal fund was approved.

During the Pre-Budget Committee meetings in December 2022, a report presented the updated 2023-2042 Capital Plan for the HMBFPS. This report identified increased Fire Apparatus costs and the capture of significant capital components in the 20th year of the plan as contributing factors to the need to increase annual funding for Capital Renewal expenditures by \$33,000 per year to maintain a sustainable level of funding.

The purpose of this report is to provide an update on the HMBFPS' 20-year Capital Plan.

DISCUSSION

The current projection for the HMBFPS's 20-year Capital Plan indicates that the current funding level will be slightly below the expenses projected for critical capital renewal projects including all critical fire protection equipment.

The primary factor that caused this deviation from financial sustainability is due to the interest rates projected for debt servicing being adjusted to reflect the new five-year average rate.

Typically, an annual inflationary increase to the Capital Renewal funding is recommended for all services with adopted Capital Plans to maintain equitable taxation for service participants across the planning horizon.

Options and Analysis

An ongoing annual funding increase of 2% is projected to maintain sustainable funding for the HMFPS Capital Renewal fund although the Capital Reserve fund will be drawn down by 50% based on the existing model. This does not present an acute risk to the funding of critical capital components and will be monitored through subsequent reviews of the Capital Plan. The graph detailing the 20-year Capital Plan can be found in **Attachment A**.

It is recommended that the annual funding commitment towards capital renewal for the Halfmoon Bay Fire Protection Service [216] be increased by 2% (\$3,920) to \$199,920 from \$196,000 starting in 2024 and be increased by 2% annually thereafter;

Financial Implications

The taxation impact of the recommended increase in funding is presented in Table 1 below.

Table 1: Proposed Annual Contribution – Halfmoon Bay Fire Protection Services Capital Renewal Fund

Functional Area	Fire Department	2023 Contribution	2024 Contribution	Increase	Total Taxation per \$100k	Increase
216	Halfmoon Bay	\$ 196,000.00	\$ 199,920.00	\$ 3,920.00	\$ 8.86	\$ 0.18

Non-critical component/equipment replacement will continue to be brought to the Board for consideration on a case-by-case basis as required as part of the Budget process. These projects will require funding outside the capital renewal envelope.

Timeline for Next Steps

The AAP process will be initiated when necessary to secure funding for major projects. For HMBFPS it is anticipated that long term lending will next be required for the 2029 replacement of a Pumper Apparatus.

Communications Strategy

Any updates to the Capital Plan will be communicated through the 2024 Budget Process.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan align with the SCRD’s Financial Sustainability Policy, Asset Management Policy, and the Asset Stewardship component of the SCRD’s Strategic Plan.

CONCLUSION

The 20-year capital plan for HMBFPS has been updated this year and it is recommended that Capital Renewal Funding be increased by 2% from \$196,000 annually to \$199,920 and be increased by 2% annually thereafter.

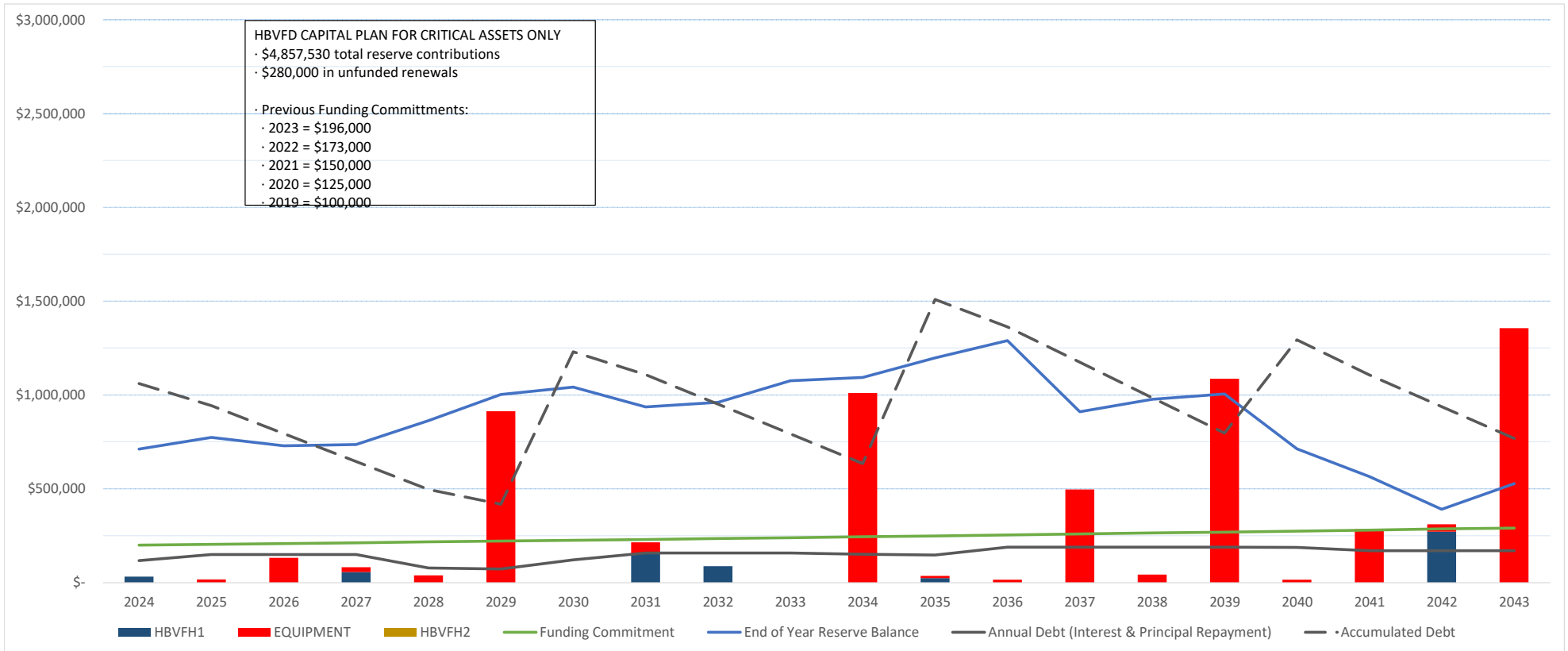
The use of longer-term loans for fire apparatus helps to minimize the annual funding requirement necessary to provide sustainable funding for critical component and equipment renewal at each service.

ATTACHMENTS

Attachment A: Halfmoon Bay Fire Department 20-Year Capital Plan

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

Attachment A



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Alex Taylor, Manager, Budgeting and Grants

SUBJECT: CANADA COMMUNITY - BUILDING FUND – COMMUNITY WORKS FUND UPDATE AND PROJECT STATUS CHANGES

RECOMMENDATION(S)

- (1) THAT the report titled Canada Community – Building Fund – Community Works Fund Update and Project Status Changes be received for information;**
 - (2) AND THAT Union of British Columbia Municipalities (UBCM) be notified to remove the following projects from the Canada Community Building Fund-Community Works Funds (CWF) project list:**
 - 14-686 Gower Point Road – Electoral Area E [665] \$20,812
 - 14-687 Redrooffs Road - Electoral Area B [665] \$24,036
 - 15-613 Lower Road - Electoral Area D [665] \$11,306
 - 15-614 Roberts Creek Village - Electoral Area D [665] \$10,153
 - 15-615 Beach Avenue - Electoral Area D [665] \$2,957
 - 15-616 Egmont Road - Electoral Area A [667] \$5,393
 - 15-617 Garden Bay Road - Electoral Area A [667] \$6,793;
 - (3) AND FURTHER THAT any funds expended to date be returned to UBCM and reallocated to the respective Electoral Areas CWF entitlements, recovered through 2024 Taxation.**
-

BACKGROUND

The purpose of this report is to provide the Committee with an update on the status of the Canada Community - Building Fund - Community Works Funds (CCBF-formally Gas Tax) including budgeted project commitments, uncommitted funds, and recommend that legacy projects be cancelled.

DISCUSSION

A summary of CCBF allocations and funding commitments by Electoral Area forecasted at the end of 2023 is provided in Attachment A. Total funding available for 2023 was \$9,344,478 of this a total of \$3,888,198 was budgeted to be spent, and an additional \$359,707 was committed but not budgeted for the Connected Coast contribution (Resolution 070/22). After considering the 2023 funding received, there is a total of \$4,240,437 available for eligible projects. Many committed projects have yet to be tendered so inflation and time delay may require additional funding requests to complete projects.

The CCBF program agreement is up for renewal in 2024. The current program does not articulate specific rules on unspent funds. The flexible nature of the program is intended to allow for the ability to save funds for large projects. Although the rules around funding issued under the new program in 2024 are unknown, there is no indication that unspent funds under the existing program would be required to be repaid. Union of British Columbia Municipalities (UBCM) has requested that the SCRD demonstrate that it has a plan for the funds which is part of this report and there are projects proposed for 2024 to use additional CWF funds.

There are currently seven incomplete active transportation projects totaling \$81,450 which remain open on the SCRD’s Annual Expenditure Report to UBCM that date back almost 10 years. The designs for segments of Active Transportation Infrastructure (ATI) were started in 2014 and 2015 but were put on hold for various reasons including the need for further clarification on the eligibility of expenditures related to ATI and the negotiation of a Memorandum of Understanding (MOU) with the Ministry of Transportation and Infrastructure (MoTI). The MOU with MoTI was fully executed in May 2022. The original design work on these seven segments are now outdated and do not meet the required ATI specifications as outlined in the 2022 MOU. Therefore, further design work would need to be completed to move forward with completing these projects. Therefore, it is recommended that these projects be abandoned until a more comprehensive ATI Strategy and Plan is known. This will require funds to be returned to UBCM as a capital asset has not been completed. This will require 2024 taxation to recover the funds and will be re-allocated to the respective Electoral Areas CWF entitlements.

STRATEGIC PLAN AND RELATED POLICIES

The distribution of funds aligns with the Boards Federal Gas Tax - Community Works Fund Policy. CCBF are intended for capital purposes and, subject to eligibility requirements, can be considered as a funding strategy in the achieving the Boards lens of Service Delivery Excellence.

CONCLUSION

At Round 1 Budget the remaining uncommitted balance in CCBF for the Electoral Areas are projected to end 2023 at \$5.1 Million. The revised CCBF agreement is expected to be renewed in 2024 and there is no indication that the unspent funds will be lost. Therefore, a list of projects to be cancelled has been provided, with direction to recover funds.

Attachment:

A-Canada Community - Building Fund Update

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

		A	B	D	E	F	Total
Funding Available for Projects in 2023		\$ 1,973,009.17	\$ 1,548,428	\$ 2,049,326	\$ 2,443,295	\$ 1,330,418	\$ 9,344,478
2023 Budgeted and Committed Funding							
Area A- Emergency Generator (CF)	365	125,000					125,000
Area A- McNeil Lake Dam Upgrades (CF)	366	84,037					84,037
Area A- Dogwood Reservoir Feasibility (CF)	366	108,000					108,000
Area A- South Pender Harbour Water Treatment Plant - Upgrades - Phase Two (CF)	366	13,044					13,044
Area A- North Pender Harbour Watermain Replacement	365	765,000					765,000
Area A- South Pender Harbour Watermain Replacement	366	540,000					540,000
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)	650		40,389				40,389
Area B - Coopers Green Park Enhancements	650		400,125				400,125
Area D- Lower Road retaining wall budget increase	665			526,771			526,771
Area E- Woodcreek Park-WWTP Collection System Designs (CF)	382				9,502		9,502
Area F- Eastbourne Groundwater Investigation (CF)	370					44,594	44,594
Area F- Langdale WWTP Remediation Project	388					125,468	125,468
Area F- Eastbourne Groundwater supply expansion	370					753,000	753,000
Area-All-Hopkins Landing Dock Repairs	345		88,317	88,317	88,317	88,317	353,268
Unbudgeted Commitments							
Area A- Res. 070/22 No. 12 Connected Coast contribution in Principle (Earls Cove/Egmont)		45,278					45,278
Area F- Res. 070/22 No. 12 Connected Coast contribution in Principle (Gambier & Keats Islands)						314,429	314,429
Abandoned Projects							
Hwy 101 Bicycle/Walking Path Barrier Fencing at Chaster Creek					(7,468)		(7,468)
		\$ 1,680,359	\$ 528,831	\$ 615,088	\$ 90,351	\$ 1,325,808	\$ 4,240,437
Uncommitted CWF Gax Tax Funds for 2023		\$ 292,650	\$ 1,019,597	\$ 1,434,238	\$ 2,352,944	\$ 4,610	\$ 5,104,041
Incomplete Projects							
Area A - Egmont Road Bicycle/Walking Path	667	5,393					5,393
Area A - Garden Bay Road Bicycle/Walking Path	667	6,793					6,793
Area B - Redroofs Rd Bicycle/Walking Path - Hwy 101 to Mintie	665		24,036				24,036
Area D - Beach Avenue Bicycle Path, South of Flume	665			2,957			2,957
Area D - Lower Road, Remaining Sections	665			11,306			11,306
Area D - Village to Pier	665			10,153			10,153
Area E - Gower Point Rd Bicycle/Walking Path - Secret Beach to Gibsons	665				20,812		20,812
		12,186	24,036	24,416	20,812	-	81,450

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Senior Leadership Team

SUBJECT: DIVISIONAL SERVICE PLANS

RECOMMENDATION(S)

THAT the report titled Divisional Service Plans 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 2024 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 provide a draft overview of the a service and assist in providing information for the Board’s decision making during the Financial Planning process.

Attachments: Service Plans for the following:

Corporate, Administrative and Legislative Services	Attachment
• 110 - General Government	1
• 111 - Asset Management	2
• 113 – Finance	3
• 116 - Purchasing and Risk Management	4
• 117 - Information Services	5
• 506 and 510 - Geographical Information Services and Civic Addressing	6
Human Resources	
• 115 - Human Resources	7
Planning and Development	
• 135 and 136 – Sustainable Development	8
• 200 - Bylaw Enforcement	9
• 290 – Animal Control	10
• 210 - Gibsons and District Volunteer Fire Department	11
• 212 - Roberts Creek Volunteer Fire Department	12
• 216 - Halfmoon Bay Volunteer Fire Department	13
• 218 - Egmont Volunteer Fire Department	14
• 220 - Emergency Telephone 9-1-1	15
• 222 - Sunshine Coast Emergency Planning	16
• 500 – Regional Planning	17
• 504 - Rural Planning	18
• 520 - Building Inspection Services	19
• 540 – Hillside Industrial Park	20
Community Services	
• 310 – Transit	21
• 312 – Fleet Maintenance Services	22
• 313 – Building Maintenance Services	23
• 345 and 346 – Ports	24
• 400 – Cemetery	25
• 615 - Community Recreation Facilities	26
• 625 – Pender Harbour Aquatic and Fitness Centre	27
• 650 – Community Parks	28
• 665 / 667 Bicycle and Walking Paths	29
• 680 - Dakota Ridge	30

Infrastructure Services

- 350 - Regional Solid Waste 31
- 355 - Refuse Collection 32
- 365 - North Pender Harbour Water Service 33
- 366 - South Pender Harbour Water Service 34
- 370 - Regional Water Service 35
- 381-394 - Wastewater Treatment Plants 36

Reviewed by:			
Senior Manager, HR		CFO	X – T. Perreault
GM, Planning GM, Community	X – I. Hall X – S. Gagnon X – R. Rosenboom	Legislative	
CAO	X – D. McKinley	Other	

SERVICE PLAN

Department Summary

Division Summary:	General Government	Manager:	Sherry Reid
Service Year:	2024	Function:	110
Department:	Administration and Legislative Services	Status:	Final

Service Overview:

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. This includes services and functions that come under the responsibility of the Office of the CAO. 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;
- Coordinating corporate communications and public engagement initiatives and information dissemination through media releases, advertising, website and social media management;
- Providing support to the Board including preparation and coordination of Board meetings, agendas and minutes;
- Providing support to the Board's appointed committees;
- Mail collection and distribution; and,
- Administering statutory corporate administration functions, including legal document execution, and certification of bylaws, minutes and resolutions.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
Legislative Services				
	Hybrid Meeting Solution	Complete the implementation of audio visual Boardroom modifications to facilitate hybrid meetings that allow for a combination of in-person and remote/electronic meeting participation in SCRD public meetings. The project scope includes budget for furniture reconfiguration necessary to facilitate the installation of new A/V hybrid technology.	Q1/Q2 2024	2022 Budget Carryforward
	Meeting Management Software	Implementation of a software solution to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings. Meeting management software streamlines the full cycle from report and agenda creation to electronic publishing to meeting video livestreaming and archiving.	Q1/Q2 2024	2022 Budget Carryforward
	Unified AAP (Alternative Approval Process)	Conduct a 'bundled' elector approval process to seek community approval for long-term borrowing which may be necessary to fund multiple capital projects and/or service amendments coming forward to the 2024 budget process.	Q2/Q3/Q4 2024	To Be Confirmed
	Corporate Policy Review	Lead an organization-wide corporate policy review to ensure legislative compliance with requirements, responsibilities and authorities imposed by current as well as new and upcoming provincial legislation.	Q2/Q3/Q4 2024	To be Confirmed

Records and Information Management				
	Migration of SCRD records to SharePoint	Continued collaboration with Information Services to migrate SCRD records from an on-premises records management solution to the cloud-based Microsoft 365 SharePoint On-line platform which provides collaborative functionality allowing staff to interact with each other and documents in a more flexible, effective, and efficient manner.	2024 / 2025	Operating Budget
	Third-Party Electronic Document Management Software	Procurement and implementation of software to facilitate Records Management functionality for SCRD electronic and physical records.	Q1/ Q2 2024	2023 Budget Carryforward
	Information Governance guidance documents and best practices	Development of Information Governance guidance documents and best practices that will serve as the coordinating strategy for SCRD information assets and data governance to establish authorities, supports, and processes.	Q1/ Q2/ Q3/ Q4 2024	Operating Budget
	Vital Records Program	To be developed as part of the SCRD's Corporate Business Continuity Plan.	Q1/ Q2/ Q3/ Q4 2024	Operating Budget
	Privacy Management Program	Continuation of work to meet legislative requirements for privacy impact assessments, privacy breach notification rules and the implementation of a privacy management program including staff training.	Q1/ Q2/ Q3/ Q4 2024	Operating Budget
Communications and Engagement				
	Corporate Communications and Engagement Plan	Implement a new comprehensive corporate communications and engagement plan for the SCRD. This plan includes a revision of the SCRD's style guide and document templates, increased communication around Board and Committee meetings and a renewed focus and strategy on internal communications	Q1 / Q2 / Q3 / Q4 2024	Operating Budget
	Project Support for Communications and Engagement Initiatives	Provide strategic communications and engagement support for corporate projects such as the water meter installation program, the Solid Waste Management Plan and Official Community Plan renewals. This will include proactive outreach to community groups to ensure they are informed of these projects and can assist in engaging their membership.	Q1 / Q2 / Q3 / Q4 2024	Operating Budget

	SCRD Website and Engagement Platform	Continue to review and enhance the newly launched SCR D Corporate Website throughout 2024. This will involve consultation with staff and the public. Review the SCR D's Engagement Platform, Let's Talk SCR D to ensure it is being used as effectively as possible.	Q1 / Q2 / Q3 / Q4 2024	Operating Budget
	Collaboration with Local Governments	Proactively seek opportunities for communications collaboration with local governments on the Sunshine Coast. Continue monthly meetings with communications staff from Regional Districts around the Province to share ideas and build relationships.	Q1 / Q2 / Q3 / Q4 2024	Operating Budget
Administration				
	Corporate Work Plan and Priorities	Work with SLT to develop and implement a corporate work plan that is informed by the Board's Strategic Plan.	Q2 /Q3 2024	To be confirmed
	Organization Review - Implementation	Implement recommendations from the 2023 Organization Review.	2024	To be confirmed

NEW This YEAR: Key Performance Indicators (review for suggestions - <http://mbncanada.ca/>)

• Examples: Transit Ridership; Number of Booking; Number HR recruitments postings

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Legislative Coordinator (1.0 FTE)	\$92,678.48 (year one)	Taxation
Corporate Work Plan	\$35,000	Operating Reserve
Organization Review Implementation	\$75,000	Operating Reserve
Training and Development Base Budget Uplift	\$6,500	Taxation

Draft Budget Summary

General Government	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
110	2023	2023	2024	2025	2026	2027	2028
Revenues							
Grants in Lieu of Taxes	100,308	97,000	97,000	97,000	97,000	97,000	97,000
Tax Requisitions	1,657,753	1,657,751	1,789,706	1,876,307	1,836,444	1,974,831	1,974,831
Government Transfers	2,876,777	839,050	839,050	839,050	839,050	839,050	839,050
Investment Income	185,167	58,000	58,000	58,000	58,000	58,000	58,000
Internal Recoveries	977,860	963,729	970,961	1,006,084	1,026,560	1,047,548	1,047,548
Other Revenue	55,588	8,406	8,406	8,406	8,406	8,406	8,406
Total Revenues	5,853,453	3,623,936	3,763,123	3,884,847	3,865,460	4,024,835	4,024,835
Expenses							
Administration	749,544	749,540	737,544	749,540	749,540	749,540	749,540
Wages and Benefits	1,652,144	1,963,228	2,014,411	2,074,139	2,054,752	2,164,127	2,164,127
Operating	551,062	610,864	448,118	448,118	448,118	448,118	448,118
Amortization of Tangible Capital Assets	12,100	58,580	58,580	58,580	58,580	58,580	58,580
Total Expenses	2,964,850	3,382,212	3,258,653	3,330,377	3,310,990	3,420,365	3,420,365
Other							
Capital Expenditures (Excluding Wages)	70,454	119,650	-	-	13,500	-	-
Transfer to/(from) Reserves	(270,530)	(321,746)	(84,000)	(34,000)	(47,500)	16,000	16,000
Transfer to/(from) Appropriated Surplus	2,667,301	502,400	647,050	647,050	647,050	647,050	647,050
Unfunded Amortization	(12,100)	(58,580)	(58,580)	(58,580)	(58,580)	(58,580)	(58,580)
Total Other	2,455,125	241,724	504,470	554,470	554,470	604,470	604,470
General Government (Surplus)/Deficit:	(433,478)	-	-	-	-	-	-

2022 FTE Approved FTE Count	12.02
2023 Approved FTE Count	12.19
FTE Change	0.17
2023 Proposed Change	2.10

SERVICE PLAN

Department Summary

Division Summary:	Asset Management	Manager:	Kyle Doyle
Service Year:	2024	Function:	111
Department:	Corporate Services	Status:	Final

Service Overview:

Asset management is a corporate support service intended to continuously improve asset management practices at the Sunshine Coast Regional District (SCRD).

The SCRD owns and maintains a variety of assets including water infrastructure, wastewater infrastructure, parks infrastructure, ports infrastructure, emergency services infrastructure, transit infrastructure, fleet services, as well as civic facilities such as municipal offices, recreation buildings, parks, buildings, warehouse facilities, and other operational buildings with a combined replacement value estimated at \$500,000,000.

Asset Management Service Summary

Asset Management provides support for services delivered by the Regional District. We work to establish sustainable service delivery practices through collaboration with the various departments that provide services to SCR D residents. Asset Management leads and supports efforts to develop asset registries, establish service levels, and assist with both capital and operational planning.

Fostering strong asset management practices helps to ensure that the SCR D is well-positioned to continue delivering exceptional service in a cost-effective manner while adapting to the challenges posed by a changing climate.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
GEL	Review/Update Corporate Asset Management Plan	Review and update existing plan from 2015. Align with updated BPs from AM National Community of Practice. Individual Department participation required.	Q3 2024	Support Recovery

GEL	Develop Process for Aligning Long-Term Financial Plans with Short-Term Work Plans	Coordinate w/ Finance staff and departmental staff to improve current process and increase efficiency	Q2 2024	Support Recovery
GEL	Facilitate Cityworks Implementation	Assess needs vs. capabilities of depts. Develop training and implementation roll out strategy	Ongoing	Support Recovery
SDEL	Support Service Review	Support Recreation Service Review	2024	Support Recovery
SDEL	IT Services Long-Term Financial Plan Review	Determine Capital Expenditures and develop Capital plan with IT Services	Q2 2024	Support Recovery
SDEL	Review Existing Capital Plans – Update	Annual process to review and update existing capital plans	Q2-Q4 2024	Support Recovery
GEL	Develop AM Training Modules/Workshops Deliver Internal AM Workshops	Seek willing participants from various departments to develop an internal community of practice for AM. Deliver training to departmental staff on AM	Ongoing	Support Recovery
SDEL	Capital Projects i. Halfmoon Bay Hall	Manage activities related to the development of a new community hall in Halfmoon Bay	Ongoing	Project Budget
GEL	Policy Development – Debt Limits/Reserve Targets/Etc.	Provide support to development of policies related to financial management of service delivery	Q2-Q4 2024	Support Recovery
GEL	Bylaw Review – Bylaw 320 Implications on AM	Support Review lead by Infra.	Q1-Q3	Support Recovery
SDEL	Assist with Permit to Practice Obligations	Provide support and assistance to development of SCRDP Permit to Practice documents and procedures	Ongoing	Support Recovery
SDEL	Explore Opportunities to Migrate Capital Plans to Unit 4	Explore opportunities to improve the management and utility of Capital Plan data	Ongoing	Support Recovery
SDEL	Incorporate Natural Assets into AM Planning	Engage SME and review efforts by other LGs to develop a strategy to incorporate Natural Assets	Ongoing	Support Recovery
SDEL	Incorporate Asset Criticality into AM Planning	Initiate review of asset criticality and incorporation of criticality into asset registry.	Ongoing	Support Recovery

Key Performance Indicators

Asset Management track and report to the Board:

- *Completion of Annual Work Plan*

➤ *Divisional Status of Asset Management Practice*

Draft Budget Summary

Asset Management	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
111	2023	2023	2024	2025	2026	2027	2028
Revenues							
Internal Recoveries	272,676	272,674	273,735	321,161	328,634	336,297	336,297
Total Revenues	272,676	272,674	273,735	321,161	328,634	336,297	336,297
Expenses							
Wages and Benefits	212,429	250,511	251,572	298,998	306,471	314,134	314,134
Operating	2,593	22,163	22,163	22,163	22,163	22,163	22,163
Amortization of Tangible Capital Assets	9,921	39,683	39,683	39,683	39,683	39,683	39,683
Total Expenses	224,943	312,357	313,418	360,844	368,317	375,980	375,980
Other							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Unfunded Amortization	(9,921)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)
Total Other	(9,921)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)
Asset Management (Surplus)/Deficit:	(57,654)	-	-	-	-	-	-

2023 FTE Approved FTE Count 2.03

2024 Approved/Proposed FTE Count 1.83

FTE Change 0.20

SERVICE PLAN

Department Summary

Division Summary:	Finance	Manager:	Brad Wing
Service Year:	2024	Function:	113
Department:	Corporate Services	Status:	Final

Service Overview:

Financial Services

- Centralized support service responsible for the financial administration of all functions of the Sunshine Coast Regional District (SCRD) and Hospital District (SCRHD).
- Financial services in compliance with bylaws, policies and statutory requirements for the SCRD & SCRHD (Audit; Financial Statements; Debt, Investment, and Cash Management; Tax and Parcel requisition process; Annual Report; Grant-in-Aid; Payroll; A/R; & A/P).
- Treasury management; long-term financial planning; capital planning; and Grant Management

2024 Overview

The funding models for Financial Services are specified in the Support Service Allocation Policy. We focus on providing timely and accurate financial information in compliance with Public Sector Accounting Standards (PSAS), external legislative requirements and auditing standards. We are responsible for the internal controls and statutory reporting which aligns with the strategic direction of the Board.

Continued change and growth within the organization are continuing to strain 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 pressure 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 addition, the SCRD's Capital and Operating Budgets have almost doubled in the past decade; and the number of projects and internal initiatives has also more than doubled. This trend coupled with service level expansion to facilitate residential meter billing will necessitate the need for additional resources in Financial Services.

Also of note, recruiting skilled finance professionals such as Chartered Professional Accountants (CPA's) is becoming extremely challenging. Finance currently has 3 full-time vacancies and has had multiple failed recruitments. Alternative strategies for resourcing is being explored, however, the lack of skilled labour to perform critical/statutory tasks are having impacts on the corporation.

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Adopt the 2024-2028 Financial Plan	Annual cyclical planning process concludes with public meeting and participation process. Legislated deadline for adopting the annual five year financial plan is March 31.	Year Round	TP, BW, AT, TC
SDEL	Prepare Government Finance Officers Association (GFOA) Budget Book and Award Submission	The budget book is a comprehensive forward looking document which includes detailed information about the SCRD's annual five year financial plan and corporate priorities.	January - April	TP, AT, TC
SDEL	Complete Statutory Processes for Year end	<ul style="list-style-type: none"> Transfer outstanding utility billing levies to taxes Complete parcel tax process and requisition Local Government Data Entry filing Statement of Financial Information 	Q1-Q2	BW, RB, SC, MC
SDEL	Complete and submit Annual Tax Requisitions to Surveyor of Taxes and Member Municipalities	Requisitions are finalized after adoption of the financial plan and must be submitted no later than April 10.	March/April	BW, RB, AT
SDEL	Independent Financial Audit and Adoption of Annual Financial Statements		Q1-Q2, Q4 (2023 interim)	BW, TP All finance staff involved at varying levels.

SDEL	Water Rate Structure Review	Plan for the development and implementation of a new water rate structure	Q1-Q4 and ongoing through to 2025	TP, BW
SDEL	Prepare Annual Report and GFOA award submission	This is the SCRD's comprehensive Financial Plan document that is produced through each round and finalized after Budget Adoption. It is then submitted to the International Government Finance Officers Association for review and feedback.	Q1 & Q2	TP, AT
SDEL	Complete interim financial reporting	<ul style="list-style-type: none"> • 2023 Year-end/Q4 reporting for Round 2 budget • 2024 Quarter 2 variance reporting for Committee of the Whole • 2024 Quarter 3 variance reporting for Committee of the Whole 	Q1, Q3, Q4	BW, RB
SDEL	Implementation of new Accounting Standard - Asset Retirement Obligation & Financial Instruments	<ul style="list-style-type: none"> • Implement for 2023 financial statements • Develop procedures for ongoing maintenance • For the new Financial Instruments standard, we are reviewing all investment holdings and working with MFA on implementation 	2021-2024	TP, BW
SDEL	Implement Residential Water Meter Billing	<p>The Utility Billing section of the Finance operations department will be tasked with operationalizing residential meter billing implementation plan in partnership with Strategic Initiatives and Utility Services divisions.</p> <p>This project will require significant effort and resources both for implementation and increased billing frequency and complexity going forward,</p>	2024-2026	BW, SC
SDEL	Review of payment processing services	Review of credit/debit card payment options, online payment options and associated fees	2024 (Deferred from 2023)	BW

SDEL	Recreation Software Implementation (Tentative)	Implement new recreation software	2023-2024	BW, AG
SDEL	Policy items from Board Policy Review	<p>Review and Minor Amendments</p> <ul style="list-style-type: none"> • Support Service Allocation • Debt Management Policy • Directors - Reimbursement of Travel & Other Expenses • Constituency Expenses • Independent Power Production Development in the Sunshine Coast Regional District <p>Reaffirm:</p> <ul style="list-style-type: none"> • Financial Sustainability • Electoral Areas' Grant-in-Aid 	2023	TP, BW,
SDEL	Centralize Grant Funding Process in Finance -Formalize Operational Policy and Procedures		Q2-Q3	TP, Vacant - Manager
SDEL	Analyze impacts to Long-Term Debt levels in accordance with new Capital Renewal and overall Capital Plan for next 20 years	<p>As the SCRDR plans to take on more debt through the capital renewal plans, an analysis on the debt servicing per service and overall is required to see the affordability of these plans.</p> <p>This information will be brought forward to Board as part of the annual Capital Plan reviews and Reserve Policy.</p>	2023	TP, Vacant – Manager
SDEL	Review options for improvements to budgeting software to enhance efficiency and effectiveness.	Begin internal needs assessment with the eye to implement in 2024.	2023	TP, Vacant Manager, BW
SDEL	Fees and Charges Review	Per the Financial Sustainability Policy, Fees and Charges are to be reviewed on a regular basis. Several services have not had a review for	Q2-Q4	TP, BW

		<p>many years and we are working to bring forward proposed changes.</p> <p>Finance also does regular review and prepares utility rate changes which is a large undertaking in Q3-Q4.</p>		
SDEL	Sechelt Landfill Cost Analysis (Res. 404/20 No. 14)	This is a Board directive that requires significant resourcing for Finance.	tbd	Vacant - Manager
SDEL	Develop a Reserve Policy	As the SCR D now has a significant amount of Asset Management/Capital Plans developed, there is enough information to develop reserve policies and standards.	2023	TP, Vacant - Manager
SDEL	Fire Fighter Honorarium Review	Implementation of recommendations in Payroll system	2024	BW, MC
SDEL	Business Continuity Plan	This is legislatively mandated by the Province and will require input from Finance	2023-2024	BW, LS
SDEL	Corporate Fleet Strategy	As this will likely change the way the SCR D apportions costs, this will require a significant undertaking for Finance (and IT) to develop and implement.	2023	TP, Vacant Manager, BW
SDEL	Connected Coast Feasibility Study	Finance will be required to provide support for the feasibility study for this proposed new service.	Q2-Q4	TP, Vacant Manager
SDEL	Cemetery Service Expansion	Any change to cemetery plot structure or changes in fees will require input from Finance.	2023	Vacant Manager, BW
SDEL	Public Lands Review	This project will require support from Finance as it maintains the land register through the Tangible Capital Assets	2023	TP, BW
SDEL	Hillside Development Project - Headlease Renewal	Finance assists in administering the Hillside headleases. This project will require Finance input.	2023-2024	TP, BW
SDEL	Future Waste Disposal Options	This project will require review and analysis on options, especially on funding and financial implications	2023	TP, Vacant-Manager
SDEL	Regional Solid Waste (Sechelt) - Sechelt	Any change in the estimated useful life will impact the closure/post-	2023	TP, Vacant-Manager

	Landfill Extending Useful Life	closure liability. Context of this will also impact the overall landfill funding analysis.		
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Key Performance Indicators proposed for 2024

- Budgeting Ratio-ongoing operating expenditure by the total ongoing operating revenues
- Number of Payments issued (A/P)
- Return on Investments (example earned return versus posted bank rate)
- Debt Ratios (Debt per capita, Debt Servicing Limit)

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Budget Software	2024-\$250,000	Operating Reserves

Draft Budget Summary

Finance 113	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Internal Recoveries	1,254,360	1,254,363	1,354,082	1,415,714	1,448,140	1,481,378	1,481,378
Other Revenue	857	-	-	-	-	-	-
Total Revenues	1,255,217	1,254,363	1,354,082	1,415,714	1,448,140	1,481,378	1,481,378
Expenses							
Wages and Benefits	894,111	1,185,698	1,260,417	1,297,049	1,329,475	1,362,713	1,362,713
Operating	120,878	193,665	168,665	168,665	168,665	168,665	168,665
Amortization of Tangible Capital Assets	-	174,878	174,878	174,878	174,878	174,878	174,878
Total Expenses	1,014,989	1,554,241	1,603,960	1,640,592	1,673,018	1,706,256	1,706,256
Other							
Transfer to/(from) Reserves	(99,996)	(125,000)	(75,000)	(50,000)	(50,000)	(50,000)	(50,000)
Unfunded Amortization	-	(174,878)	(174,878)	(174,878)	(174,878)	(174,878)	(174,878)
Total Other	(99,996)	(299,878)	(249,878)	(224,878)	(224,878)	(224,878)	(224,878)
Finance (Surplus)/Deficit:	(340,224)	-	-	-	-	-	-

2023 FTE Approved FTE Count	8.83
2024 Approved FTE Count	9.35
FTE Change	0.52

SERVICE PLAN

Department Summary

Division Summary:	Purchasing and Risk Management	Manager:	Valerie Cropp
Service Year:	2024	Function:	116
Department:	Corporate Services	Status:	Final

Service Overview:

Purchasing and Risk Management is a centralized support service for the SCRD and is responsible for setting best practices, policies and procedures while aligning with the strategic direction of the Board with regards to purchasing and risk activities.

Purchasing Service Summary

Purchasing Services encourages an open and competitive bidding process for the acquisition and disposal of Goods and/or Services and the objective and equitable treatment of all vendors to ensure the best value of an acquisition is obtained. This may include, but not be limited to, the determination of the total cost of performing the intended function over the lifetime of the task, acquisition cost, installation, disposal value, disposal cost, training cost, maintenance cost, quality of performance and environmental, economic and social equity impacts.

Risk Management Service Summary.

Risk Management will give us the ability to understand and consistently measure its risks and monitor and communicate them effectively across the organization. The Risk Management framework provides processes and tools to identify and manage risks faced by the Corporation which includes:

- Managing risks within a tolerable level to meet service level expectations;
- Establishing and monitoring the risk registries;
- Providing advice and guidance to departments;
- Overseeing Loss Control (Property and Liability), lead the processes for new & existing claims, including set-up, administration;
- Developing and managing the Business Continuity Management program (BCMP) to ensure that critical services are delivered during a disruption; and
- Working with internal parties to document critical business processes; assess risks; and create business continuity plans.

Insurance Management

- Ensures and maintains appropriate insurance coverage for property, fleet, and liability; and Claims Management (Property, Liability, and 3rd party claims)
 - Evaluate claims to determine appropriate handling, conducting reviews, monitoring; responding to third parties
-

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	<i>Streamlining Procurement Process workshop</i>	<i>Host division sessions for where can improve process efficiency</i>	Q1 2024	Support Recovery
SDEL	<i>Procurement workflow Process</i>	<i>Implement identified in 2023/24 process improvement steps for procurement process</i>	Q2-2024	Support Recovery
GEL	<i>Vender procurement awareness sessions</i>	<i>Host sessions to support our vendor communities to support community business in responding to solicitations</i>	Q1-Q4 2024	Support Recovery
SERL/CEL	<i>Social Procurement</i>	<i>Continue education on using social sustainable procurement strategies</i>	Q1-Q4 2024	Support Recovery
SDEL	<i>Procurement Process Review – supports staff to do low value/risk process directly</i>	<i>Implement Internal Audit framework for informal procurement processes</i>	Q1 -Q2 2024	Support Recovery
GEL	<i>Business Continuity Risk Assessments</i>	<i>Develop process for conduction and completing division business impact assessments for the Business Continuity Plan</i>	Q1-Q2 2024	Support Recovery
GEL	<i>Division Business Impact Analysis</i>	<i>Summarize and incorporate division business impact assessments for their Department Business Continuity Plan</i>	Q1-Q2 2024	Support Recovery
SERL	<i>Social Procurement</i>	<i>Support community vender with social procurement awareness sessions</i>	Q1-Q4 2024	Support Recovery
GEL	<i>Internal Risk Assessment Plan for 2024</i>	<i>Work with division on planning Loss Control (Property and Liability) inspections priorities for 2024</i>	Q1 2024	Support Recovery

<i>SDEL</i>	<i>Work with Finance on PO invoice workflow</i>	<i>Implement identified in 2023 process improvement steps for requestions and PO workflow</i>	<i>Q1-Q2 2024</i>	<i>Support Recovery</i>
<i>GEL</i>	<i>Enterprise Risk Register</i>	<i>Formalise the risk register that sets out the corporate risks profile which describes key risks, which include both threats and opportunities and assigns a risk owner</i>	<i>Q1-Q4 2024</i>	<i>Support Recovery</i>
<i>GEL</i>	<i>Risk Management</i>	<i>Review/support opportunities for enhanced cyber security</i>	<i>Q1-Q2 2024</i>	<i>Support Recovery</i>

Key Performance Indicators

Purchasing and risk management track and report to the Board:

- *solicitations issued*
- *solicitations that include social values*
- *purchase orders issued*
- *service requested tickets process*
- *claims and legal ligation activities*

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Statement of Values Appraisal	\$50,000	Support Recovery
Security Enhancement and Implementation	\$100,000	Support Recovery

Draft Budget Summary

Purchasing & Risk Management		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
116		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Internal Recoveries	453,108	453,112	436,730	455,638	466,493	477,623	477,623
	Total Revenues	453,108	453,112	436,730	455,638	466,493	477,623	477,623
Expenses								
	Wages and Benefits	338,620	413,347	415,365	434,273	445,128	456,258	456,258
	Operating	5,046	39,765	21,365	21,365	21,365	21,365	21,365
	Total Expenses	343,666	453,112	436,730	455,638	466,493	477,623	477,623
Purchasing & Risk Management (Surplus)/Deficit:		(109,442)

2023 FTE Approved FTE Count	3.3
2024 Approved FTE Count	3.3
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	Information Services	Manager:	David Nelson
Service Year:	2024	Function:	117
Department:	Corporate Services	Status:	FINAL

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 SCRD staff is dependent on the good working condition of our information technology and our mapping services. We enable and support the District’s core business systems including: Agresso ERP (financials, Payroll, HR), Tempest (utility billing, permits and licensing, bylaw ticketing), Cityworks (asset and work management), Content Server (records management); ESRI GIS mapping solutions; and desktop software such as MS Office and other productivity tools.

The Information Services Section support 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.

2024 Overview

Strategic Focus Areas:

Information Services continues to build out work-from-anywhere technologies including an accelerated migration to cloud-based desktop and collaboration tools. Our technology solutions must digitally enable online teamwork while maintaining a focus on sound records management. We’ll complete our major hardware and software migration that enables user-centric data structures and improves the audio/visual capacities needed for an array of hybrid work arrangements.

At the same time the public’s appetite for online access to District information, maps, and service apps continues to rise. This includes digital services, approval processes, and collaboration tools for policy deliberation and public engagement.

All of this is against a global climate of escalating cybersecurity risks, which requires hardening our cybersecurity stance and resiliency.

Strategic Focus Areas:

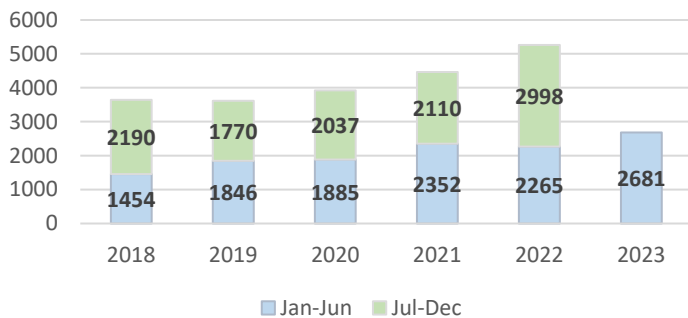
CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Telephone Systems Evolution	1. Replace enterprise phone system with MS Teams Phone	Q4	BV, ST, DR
SDEL	Business Continuity Cybersecurity Defense in Depth Program	1. Business Continuity IT Assessments 2. Cybersecurity Awareness Campaign 2024 3. Defense-in-Depth Cybersecurity projects.	Q1-Q4	DN, ST, DR
SDEL	Capital Plan and Contract Renewals	1. Capital Plan asset refreshments: a. IT Tracker vehicle replacement b. IT Servers replacement/upgrade c. Graphical Processing Units (GPUs) d. WIFI Refreshment strategic upgrade 2. Contract infrastructure renewals: a. MFP Photocopier fleet renewal contract b. Wide Area Network (WAN) Fibre contract c. VMWare virtualization software d. Carbon Black intrusion detection 3. Business Systems support contracts renew: a. Microsoft 365 b. Content Server legacy EDRMS c. Tempest LG applications d. Intranet: Watercooler	Q1-Q4	DN, ST, BV, BF, DR, MP

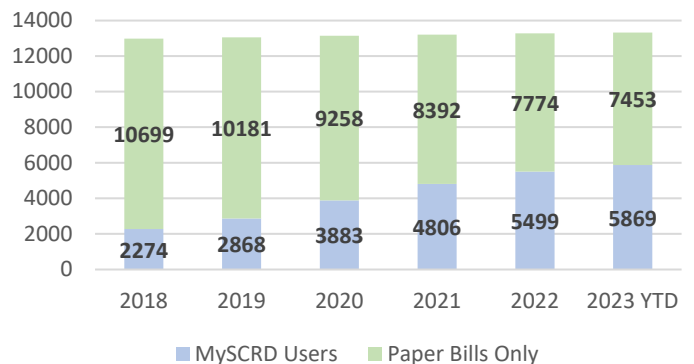
		4. Desktop Productivity Tools a. Adobe Acrobat		
SDEL	Core Business Systems evolution renewals	<ol style="list-style-type: none"> 1. Support Move All Records to SharePoint (MARS) project for all business units 2. Support Development Application Process Review (DAPR) Tempest enablements 3. Support Recreation Booking system replacement/re-implementation 4. Support Citworks continuous improvements 5. Support Water meter project CRM, data ETL, volumetric billing 	Q1-Q4	BV, BF, DN
SDEL	Mobile, Shared Space, Meeting room Enablements	<ol style="list-style-type: none"> 1. Increase laptop loaner pools 2. Meeting rooms laptops, monitors, docking stations (Boardroom, Salal, Arbutus, Mason) 3. POS desktop refreshments 4. Field work: water distribution field locates 5. Field work: Mobile Transit supervisors tabs 6. Field work: Bylaw Officer vehicles 		

Key Performance Indicators:

IT Helpdesk Ticket Volume



Adoption of MySCRD Online Access



Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Staff Cybersecurity Awareness Solution	\$20,000	Support Services
Replacement of End-Of-Life IT Tracker Vehicle	\$65,000	Reserves (Capital)
Project MARS (Move All Records to SharePoint) Conversion from Content Server to MS SharePoint	\$80,000	Reserves (Operating)
MS Teams Phone Conversion	\$100,000 \$ 33,000 \$133,000	Reserves (Operating) Reserves (Capital)

Draft Budget Summary:

Information Services 117	Actuals	Amended Budget	Preliminary Budget	Financial Plan: Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Internal Recoveries	1,473,264	1,473,260	1,491,499	1,544,084	1,566,609	1,589,697	1,589,697
Total Revenues	1,473,264	1,473,260	1,491,499	1,544,084	1,566,609	1,589,697	1,589,697
Expenses							
Wages and Benefits	612,512	837,556	832,399	884,060	906,161	928,816	928,816
Operating	399,758	650,116	509,727	510,651	511,075	511,508	511,508
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	132,166	132,455	132,455	132,455	132,455	132,455	132,455
Total Expenses	1,144,436	1,620,127	1,474,581	1,527,166	1,549,691	1,572,779	1,572,779
Other							
Capital Expenditures (Excluding Wages)	93,177	172,672	139,373	139,373	139,373	139,373	139,373
Proceeds from Long Term Debt	-	-	-	-	-	-	-
Debt Principal Repayment	-	-	-	-	-	-	-
Transfer to/(from) Reserves	28,412	(93,163)	10,000	10,000	10,000	10,000	10,000
Transfer to/(from) Appropriated Surplus	(25,957)	(93,921)	-	-	-	-	-
Transfer to/(from) Other Funds	(300)	-	-	-	-	-	-
Unfunded Amortization	(132,166)	(132,455)	(132,455)	(132,455)	(132,455)	(132,455)	(132,455)
Total Other	(36,834)	(146,867)	16,918	16,918	16,918	16,918	16,918
Information Services (Surplus)/Deficit:	(365,662)	-	-	-	-	-	-

2023 Approved FTE Count 6.8

024 Approved FTE Count 6.8

FTE Change 0.0

SERVICE PLAN

Department Summary

Division Summary:	Mapping and Civic Addressing Services	Manager:	David Nelson
Service Year:	2024	Function:	506, 510
Department:	Corporate Services	Status:	FINAL

Service Overview:

The SCRD’s mapping and civic addressing services are supported by information technology that utilizes location-based mapping techniques to incorporate spatial and attribute information. It brings together geography and related data from a multitude of sources and uncovers complex relationships otherwise difficult to understand. The SCRD maintains a formal civic addressing system for all Electoral Areas including the Town of Gibsons, the District of Sechelt, the Shíshálh Nation Government District, as well as the islands. The consistent numbering of buildings and suites, together with their street names, helps emergency response, mail delivery, and the public find buildings they're looking for.

Mapping impacts nearly every aspect of local government and helps provide a foundation for integrating SCRD services covering planning, infrastructure engineering, and administration. Using mapping 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.

2024 Overview:

SCRD entered into a 5-year agreement in 2021 with the Town of Gibsons to bolster and unify the digital mapping services of the Town. The SCRD launched an open data portal for the Town plus added Town of Gibsons’ data layers to the SCRD public-facing [Property View Map](#). With recent staff changes at the Town, the SCRD is reviewing this collaborative arrangement for changes that may be needed.

The Mapping team is building and supporting new mobile data collection processes for SCRD Parks and Infrastructure assets through ESRI’s tool set for field mapping applications.

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	SCRD Property Viewer applications	1. Plan for transition from Geocortex Essentials to VertiGIS Studio or alternative licensed application platform	Q1-Q3	EW

		<ol style="list-style-type: none"> 2. Enhance property report templates 3. Improve connection with Tempest for streamlined map integration and mail out list function 		
SDEL	Town of Gibsons Mapping Service Agreement	<ol style="list-style-type: none"> 1. Provide operational support services 2. Support planning for project-level GIS initiatives 3. Review Services Agreement with Town 	Q1-Q4	EW, TH, RC
SDEL	Development Permits Map Application	<ol style="list-style-type: none"> 1. For Planning and Development, configure public-facing web map application featuring active SCRD Development Permits. 	Q3	RC, EW, BV
SDEL	NDMP (EMBC's National Disaster Mitigation Program)	<ol style="list-style-type: none"> 1. LIDAR data processing to create Digital Elevation Models (DEM) mosaic for elevation and flood analysis 2. Update 1 meter contour data 3. Extract building footprints in developed areas 	Q2-Q4	RC, TH
SDEL	Cityworks, work and asset management system	<ol style="list-style-type: none"> 1. GIS staff training 2. Configure map services to support Cityworks upgrade 3. Configure data to support mobile data collection, including field inspections 	Q1-Q3	EW, TH

Key Performance Indicators:

of Addresses Assigned

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

of Public Enquiries regarding Property Information and Mapping Section (PIM)

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

of Town of Gibsons GIS Tickets

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

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Mapping Orthophoto Refresh 2024	75,000	Capital Reserves

Draft Budget Summary

Geographic Information Services		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
506		2023	2023	2024	2025	2026	2027	2028
Revenues								
	User Fees & Service Charges	14,476	20,500	20,500	20,500	20,500	20,500	20,500
	Internal Recoveries	332,376	332,374	332,244	344,194	351,305	358,595	358,595
	Total Revenues	346,852	352,874	352,744	364,694	371,805	379,095	379,095
Expenses								
	Wages and Benefits	225,589	272,648	272,518	284,468	291,579	298,869	298,869
	Operating	49,761	65,226	65,226	65,226	65,226	65,226	65,226
	Amortization of Tangible Capital Assets	9,627	22,460	22,460	22,460	22,460	22,460	22,460
	Total Expenses	284,977	360,334	360,204	372,154	379,265	386,555	386,555
Other								
	Capital Expenditures (Excluding Wages)	-	-	-	-	-	-	-
	Transfer to/(from) Reserves	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Unfunded Amortization	(9,627)	(22,460)	(22,460)	(22,460)	(22,460)	(22,460)	(22,460)
	Total Other	5,373	(7,460)	(7,460)	(7,460)	(7,460)	(7,460)	(7,460)
Geographic Information Services (Surplus)/Deficit:		(56,502)	-	-	-	-	-	-

Civic Addressing		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
510		2023	2023	2024	2025	2026	2027	2028
Revenues								
	User Fees & Service Charges	27,800	30,982	32,376	34,134	34,788	35,462	35,462
	Total Revenues	27,800	30,982	32,376	34,134	34,788	35,462	35,462
Expenses								
	Administration	5,544	5,547	4,904	5,547	5,547	5,547	5,547
	Wages and Benefits	15,454	23,074	25,111	26,226	26,880	27,554	27,554
	Operating	330	2,361	2,361	2,361	2,361	2,361	2,361
	Total Expenses	21,328	30,982	32,376	34,134	34,788	35,462	35,462
Other								
	Transfer to/(from) Reserves	-	-	-	-	-	-	-
	Total Other	-	-	-	-	-	-	-
Civic Addressing (Surplus)/Deficit:		(6,472)	-	-	-	-	-	-

2022 FTE Approved FTE Count (Combined)	2.90
2023 Approved FTE Count (Combined)	2.90
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	Human Resources	Manager:	Gerry Parker
Service Year:	2024	Function:	115
Department:	Human Resources	Status:	FINAL

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.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Collective Agreement Implementation	Execute new collective agreement terms; Develop a communication plan for staff	Q1 2024	Support Services
SDEL	Union/Management Relations	Strengthen dialogue mechanisms; Schedule regular joint workshops	Q1 2024	Support Services
SDEL	Certificate of Recognition Implementation	Begin COR implementation process; Conduct staff briefings and training	Q1 2024	Support Services

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	NAOSH Week	Plan and execute NAOSH week activities; Engage staff in safety awareness campaigns	Q2 2024	Support Services
SDEL	Volunteer Recognition	Establish a volunteer recognition program; Organize an annual appreciation event	Q2 2024	Support Services
SDEL	Employee Recognition	Develop an employee recognition framework; Implement a peer-to-peer recognition system	Q2 2024	Support Services
SDEL	Inclusion, Diversity, Equity, and Accessibility (IDEA) Program	Develop and launch the IDEA program; Conduct IDEA training and awareness sessions	Q2 2024	Support Services
SDEL	Total Health - Resources Inspiring a Vibrant Environment (THRIVE) Well-Being Program	Initiate the THRIVE program; Provide resources and workshops focusing on total employee health	Q2 2024	Support Services
SDEL	Professional Development	Identify and offer professional development opportunities; Track participation and feedback	Q2 2024	Support Services
SDEL	Claims Process Enhancement	Review and update claims management templates; Integrate automated tracking system for claims	Q3 2024	Support Services
SDEL	Collaborative Meeting Management	Organize HR meetings; Introduce new collaborative tools for meeting engagement	Q3 2024	Support Services
SDEL	Policy and Compliance Review	Revise organizational policies; Introduce regular policy training sessions	Q3 2024	Support Services

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	HR Information System Optimization	Update HR processes; Integrate advanced analytics features	Q3 2024	Support Services
SDEL	Job Classification and Records Management	Update job descriptions; Implement a centralized management system	Q4 2024	Support Services
SDEL	Health and Safety Compliance	Appoint new committee members; Conduct compliance audits	Q4 2024	Support Services
SDEL	Orientation Process Improvement	Revise orientation materials; Develop interactive orientation sessions	Q4 2024	Support Services
SDEL	Employee Development and Training	Implement training programs; Monitor and evaluate training outcomes	Q4 2024	Support Services
SDEL	Recruitment and Placement Enhancement	Streamline recruitment processes; Establish new recruitment metrics and feedback mechanisms	Q4 2024	Support Services
SDEL	Succession Planning Update	Refine existing succession plan; Develop a succession planning toolkit	Q4 2024	Support Services

Key Performance Indicators

- Collective Agreement Implementation: Percentage of staff members briefed on new collective agreement terms within the first month of Q1 2024.
- Union/Management Relations: Number of joint union-management workshops held in Q1 2024.
- Certificate of Recognition Implementation: Completion rate of staff training on COR implementation by end of Q1 2024.
- NAOSH Week: Number of NAOSH week activities successfully executed and staff participation rate in Q2 2024.
- Volunteer Recognition: Percentage of volunteers recognized through the new program by the end of Q2 2024.
- Employee Recognition: Rate of participation in the peer-to-peer recognition system per quarter in Q2 2024.
- Inclusion, Diversity, Equity, and Accessibility (IDEA) Program: Number of staff completing IDEA training and awareness sessions by end of Q2 2024.
- Total Health - Resources Inspiring a Vibrant Environment (THRIVE) Well-Being Program: Employee engagement rate in THRIVE program activities by end of Q2 2024.
- Professional Development: Professional development participation rate and feedback scores in Q2 2024.
- Claims Process Enhancement: Percentage reduction in claims processing time following the update in Q3 2024.

- Collaborative Meeting Management: Increase in engagement scores for HR meetings with new tools in Q3 2024.
- Policy and Compliance Review: Completion rate of policy training sessions among staff by end of Q3 2024.
- HR Information System Optimization: Improvement in data retrieval time and accuracy post-system update in Q3 2024.
- Job Classification and Records Management: Completion rate of updated job descriptions and records centralization by Q4 2024.
- Health and Safety Compliance: Number of compliance audits completed and actionable findings resolved by end of Q4 2024.
- Orientation Process Improvement: Employee satisfaction scores with the new orientation process by end of Q4 2024.
- Employee Development and Training: Percentage of employees attending training programs and post-training evaluation scores in Q4 2024.
- Recruitment and Placement Enhancement: Reduction in time-to-hire and improvement in candidate satisfaction scores in Q4 2024.
- Succession Planning Update: Percentage of key positions with a developed succession plan by end of Q4 2024.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Human Resources Staff	<i>\$72k prorated in 2024 (1.0 fte)</i>	Support Services
Collective Agreement Training	Within above	Support Services
Certificate of Recognition (COR)	Within above	Support Services
NAOSH Week Planning	Within above	Support Services
Volunteer Recognition Program	Within above	Support Services
Volunteer Appreciation Event	Within above	Support Services
Employee Recognition Framework	Within above	Support Services
Peer-to-Peer Recognition System	Within above	Support Services
IDEA Program Launch	Within above	Support Services
IDEA Training and Awareness	Within above	Support Services
THRIVE Program Implementation	Within above	Support Services
THRIVE Resource Workshops	Within above	Support Services
Professional Development Tracking	Within above	Support Services
Claims Management System Upgrade	Within above	Support Services
Collaborative Meeting Enhancements	Within above	Support Services
Policy Training and Review	Within above	Support Services
HR Analytics Capabilities	Within above	Support Services
Health and Safety Committee Appointments	Within above	Support Services
Orientation Interactive Modules	Within above	Support Services
Training Program Effectiveness	Within above	Support Services
Recruitment Process Optimization	Within above	Support Services
Succession Planning Resources	Within above	Support Services

Draft Budget Summary

Human Resources 115	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Internal Recoveries	766,032	766,029	779,719	813,130	830,998	849,311	849,311
Other Revenue	11,145	-	-	-	-	-	-
Total Revenues	777,177	766,029	779,719	813,130	830,998	849,311	849,311
Expenses							
Wages and Benefits	572,820	683,836	697,526	730,937	748,805	767,118	767,118
Operating	118,704	134,193	122,193	122,193	122,193	122,193	122,193
Amortization of Tangible Capital Assets	-	29,671	29,671	29,671	29,671	29,671	29,671
Total Expenses	691,524	847,700	849,390	882,801	900,669	918,982	918,982
Other							
Transfer to/(from) Reserves	(39,996)	(52,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Unfunded Amortization	-	(29,671)	(29,671)	(29,671)	(29,671)	(29,671)	(29,671)
Total Other	(39,996)	(81,671)	(69,671)	(69,671)	(69,671)	(69,671)	(69,671)
Human Resources (Surplus)/Deficit:	(125,649)	-	-	-	-	-	-

2023 FTE Approved FTE Count	5.0
2024 Approved FTE Count (Requested)	6.0
FTE Change	+1.0

SERVICE PLAN

Department Summary

Division Summary:	Sustainable Development	Manager:	Raph Shay
Service Year:	2024	Function:	135 / 136
Department:	Planning and Development	Status:	Final

Service Overview:

[135] Corporate Sustainability and [136] Regional Sustainability

In the face of a global climate emergency we must move swiftly to reduce Greenhouse Gas (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 areas that address both mitigation and adaptation

Mitigation: Calculating GHG emissions at the corporate and community levels. Developing, supporting, and implementing actions to reduce emissions.

Adaptation: Developing clear understandings of climate hazards and risks. Planning and implementing actions to adapt to climate change and building resilience.

2024 Overview

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Plan Lens	Action	Indicators and notes	Timeline	Funding Source / Resourcing Strategy
135 Corporate Sustainability				
CEL, SDEL, GEL	Set corporate targets for GHG emissions	Targets approved	2024	
CEL, SDEL, GEL	Implement decarbonization of SCRD assets	Decreasing trend in corporate GHG emissions (can be tied to targets)	Q1 2025	Additional resources will be required

CEL, SDEL	Implement Corporate Carbon Neutrality Plan (CCNP)	Number of items actioned	Ongoing	Additional resources will be required
CEL, SDEL	Fleet Strategy	Strategy completed, recommendations adopted, integration into organizational structures underway	2024 for initial milestones, ongoing	Strategy development is funded
CEL, SDEL,	Support services and ad-hoc assistance.	BC Hydro power outages and rebates, biocover feasibility study, efficiency measures and low carbon electrification...	Ongoing	staff
136 Community Sustainability				
CEL, SDEL, SERL, GEL	Complete climate emergency and resilience updates to Official Community Plans and emergency bylaws	Adoption of amended bylaws	2026	
CEL, SERL	Create / formalize community support and partnership tools for the Sunshine Coast Emergency Program and community resilience at the grassroots	Tools launched and engagement underway	2024, ongoing	Current resources for 2024.
CEL, SDEL, SERL	Pursue opportunities to increase transit ridership and ensure appropriate resources are in place to support.	Support role		
CEL, SDEL, SERL, GEL	Complete and implement Community Climate Action Plan	Plan adopted	2024	Funded project
	Support Services and strategic opportunities	Bylaw review Supporting community emission reduction initiatives (eg. Zero emission building regulations, awareness of rebates, active transportation...), Supporting community climate adaptation opportunities (eg. Hazard Risk Vulnerability Assessment, Heat Response		Staff

		Plan, Business Continuity Plan, Water Strategy, and Emergency response plans...)		
135 – 136 Overlap				
CEL, SDEL, SERL, GEL	Integrate a climate risk framework into core decision-making processes (project scoping documents, staff reports, and budget proposals)	Development of framework Completion of integrations Post-integration review of outcomes	Q2 2024 Q3 2024 Q1 2026	
CEL, SDEL, SERL, GEL	Detailed understanding and mapping of climate hazards and risk mitigation responses	Complete Coastal Flooding Hazard mapping. Develop strategy for greater understanding of creek flooding hazard. Integrate climate hazard and risk layers (e.g. biodiversity, social vulnerabilities from VCH) into centralized visualization portal	2024/2025 Q4 2024 Q1 2025	
CEL, SDEL, GEL	Integrate climate risks into asset management plans at SCR D and support partner organizations in resilience planning	Adopt region wide risk tolerance policies and integrate into asset management plans. Collaborate with partner organizations.	Ongoing	Additional resource may be needed in future years.

Key Performance Indicators

- Corporate emissions (actual; trend)
- Community emissions (actual; trend; per capita)
- Quantity and quality of climate adaptation measures supported and initiated
- Quantity and quality of emission reduction measures supported and initiated
- Quantity and quality of dialogues facilitated and collaborations fostered

Proposed Initiatives for 2024:

No new proposed initiatives for 2024.

Draft Budget Summary

Corporate Sustainability Services		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
135		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Internal Recoveries	55,812	55,809	55,899	58,108	59,302	60,525	60,525
	Total Revenues	55,812	55,809	55,899	58,108	59,302	60,525	60,525
Expenses								
	Wages and Benefits	42,134	45,429	45,519	47,728	48,922	50,145	50,145
	Operating	3,183	25,380	10,380	10,380	10,380	10,380	10,380
	Amortization of Tangible Capital Assets	-	2,869	2,869	2,869	2,869	2,869	2,869
	Total Expenses	45,317	73,678	58,768	60,977	62,171	63,394	63,394
Other								
	Transfer to/(from) Reserves	-	(15,000)	-	-	-	-	-
	Unfunded Amortization	-	(2,869)	(2,869)	(2,869)	(2,869)	(2,869)	(2,869)
	Total Other	-	(17,869)	(2,869)	(2,869)	(2,869)	(2,869)	(2,869)
Corporate Sustainability Services (Surplus)/Deficit:		(10,495)	-	-	-	-	-	-

Regional Sustainability Services		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
136		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Tax Requisitions	165,372	165,370	171,295	172,226	175,784	179,429	179,429
	Government Transfers	-	510,000	-	-	-	-	-
	Total Revenues	165,372	675,370	171,295	172,226	175,784	179,429	179,429
Expenses								
	Administration	17,292	17,294	16,931	17,294	17,294	17,294	17,294
	Wages and Benefits	100,990	135,441	141,729	142,297	145,855	149,500	149,500
	Operating	16,612	559,325	20,135	12,635	12,635	12,635	12,635
	Total Expenses	134,894	712,060	178,795	172,226	175,784	179,429	179,429
Other								
	Transfer to/(from) Reserves	(10,282)	(29,190)	-	-	-	-	-
	Transfer to/(from) Appropriated Surplus	(6,350)	(7,500)	(7,500)	-	-	-	-
	Total Other	(16,612)	(36,690)	(7,500)	-	-	-	-
Regional Sustainability Services (Surplus)/Deficit:		(47,090)	-	-	-	-	-	-

2023 FTE Approved FTE Count	1.53
2024 Approved FTE Count	1.53
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	Bylaw Enforcement	Manager:	Matt Treit
Service Year:	2024	Function:	200
Department:	Planning and Development	Status:	Final

Service Overview:

The Sunshine Coast Regional District Bylaw Department provides bylaw enforcement services to all parts of the Sunshine Coast with the exceptions of the District of Sechelt and the Town of Gibsons. Bylaw Enforcement Officers receive a wide variety of complaints which they investigate and then work with the violator in an effort to gain compliance. In the event that voluntary compliance is not achievable, enforcement is pursued, generally through the issuing of tickets. The demand for services from the Bylaw Enforcement division have increased significantly over the past few years both in terms of the number of complaints as well as in the complexity of complaints, most often involving issues around land use and development. The Bylaw Enforcement division also delivers animal control in Electoral Areas B, D, E, F, as well as on Keats Island and sNGD lands. New this year the Bylaw department has taken on all aspects of water violation investigations and provides enforcement to all our electoral areas as well as the District of Sechelt. This has increased the demand for enforcement services.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Greater field presence, more efficient administration	Deploy mobile workstations in vehicles	Q2 2024	Operating Budget

Key Performance Indicators

Currently, the number of open/active files is reported. Staff will continue measure and report on measures such as:

1. Number of bylaw enforcement files opened in 2024 per infraction type
2. Percentage of bylaw files closed in 2024 per infraction type

3. Number of tickets written per infraction type
4. Percentage of tickets upheld through the appeal process
5. Value of tickets issued
6. Value of tickets collected

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Purchase of new vehicle for use by Animal Control and Bylaw.	\$110,000 (\$60,000 funded by Bylaw Enforcement)	Reserves split 50/50 between 200 and 290.

Draft Budget Summary

Bylaw Enforcement 200	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	465,036	465,032	513,710	518,400	528,482	538,815	538,815
User Fees & Service Charges	2,490	513	513	513	513	513	513
Total Revenues	467,526	465,545	514,223	518,913	528,995	539,328	539,328
Expenses							
Administration	62,124	62,121	73,186	62,121	62,121	62,121	62,121
Wages and Benefits	268,880	349,913	387,526	403,281	413,363	423,696	423,696
Operating	46,131	89,011	54,011	54,011	54,011	54,011	54,011
Amortization of Tangible Capital Assets	5,370	5,673	5,673	5,673	5,673	5,673	5,673
Total Expenses	382,505	506,718	520,396	525,086	535,168	545,501	545,501
Other							
Capital Expenditures (Excluding Wages)	-	-	-	-	-	-	-
Transfer to/(from) Reserves	-	(35,000)	-	-	-	-	-
Transfer to/(from) Other Funds	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Unfunded Amortization	(5,370)	(5,673)	(5,673)	(5,673)	(5,673)	(5,673)	(5,673)
Total Other	(5,870)	(41,173)	(6,173)	(6,173)	(6,173)	(6,173)	(6,173)
Bylaw Enforcement (Surplus)/Deficit:	(90,891)	-	-	-	-	-	-

2023 FTE Approved FTE Count **3.48**

2024 Approved FTE Count **3.78**

FTE Change **0.3**

SERVICE PLAN

Department Summary

Division Summary:	Animal Control	Manager:	Matt Treit
Service Year:	2024	Function:	290
Department:	Planning and Development	Status:	Final

Service Overview:

The SCRD provides animal control services in Halfmoon Bay, Roberts Creek, Elphinstone, mainland of West Howe Sound (and Keats Island), and the Sechelt Nation Government District. Complaints relating to dogs typically involve issues around dogs running at large, and those acting aggressively towards people or other dogs. Any dogs which are impounded by the SCRD are held by the SPCA through a contract with that organization.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Continued quality service delivery	Use of mobile data terminals	Ongoing	Base budget

Key Performance Indicators

1. Number of animal control files opened in 2023 per infraction type
2. Files opened by electoral Area
3. Number of dogs/animals apprehended
4. Number of tickets issued in relation to dogs/animals

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Vehicle Replacement	\$110,000 (\$50,000 from 290)	Reserves (Split between 200/290)

Draft Budget Summary

Animal Control	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
290	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	51,408	51,411	61,000	53,738	54,944	56,180	56,180
User Fees & Service Charges	29,094	32,488	32,488	32,488	32,488	32,488	32,488
Total Revenues	80,502	83,899	93,488	86,226	87,432	88,668	88,668
Expenses							
Administration	17,016	17,014	16,707	17,014	17,014	17,014	17,014
Wages and Benefits	22,172	45,935	55,831	48,262	49,468	50,704	50,704
Operating	11,526	20,950	20,950	20,950	20,950	20,950	20,950
Amortization of Tangible Capital Assets	-	4,336	4,336	4,336	4,336	4,336	4,336
Total Expenses	50,714	88,235	97,824	90,562	91,768	93,004	93,004
Other							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Unfunded Amortization	-	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)
Total Other	-	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)
Animal Control (Surplus)/Deficit:	(29,788)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.44
2024 Approved FTE Count	0.54
FTE Change	0.10

SERVICE PLAN

Department Summary

Division Summary:	Gibsons and District Fire Protection	Manager:	Rob Michael
Service Year:	2024	Function:	210
Department:	Planning and Development	Status:	Final

Service Overview:

The Gibsons and District Volunteer Fire Department (GDVFD) is a Sunshine Coast Regional District function and has been providing life and property protection to the West Howe Sound Fire Protection District since 1937. The fire department serves a population of approximately 12,000 including 4,758 in the Town of Gibsons (2021 census) and the fire protection district covers an area of roughly 22.7 km². Volunteer firefighters and officers are instrumental to the operation of the department. With a full complement of 45 members, their duties include 24/7 response to fire and rescue operations while also maintaining the operational readiness of all apparatus and equipment. There is operational support to the volunteer members with paid full-time staff consisting of the fire chief, deputy chief, assistant chief, fire prevention officer and fire inspector. The GDVFD has been designated as a full-service department in accordance with the British Columbia Structure Firefighter Minimum Training Standards.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Improve personnel recruitment, retention and equity	Implement compensation review update, pending Board direction	Q3 2024	Taxation
CEL, SDEL	Strengthen fire prevention focus, increase capacity to adapt to climate-related pressures	Recruit an Assistant Chief focused on fire prevention	Q2 2024	Taxation

Key Performance Indicators

Number of training hours completed by volunteer firefighters.

1. Number of emergency callouts attended in 2022 is 407
2. The average estimated response time to emergency incidents in 2022 is 08 minutes 45 seconds.
3. The GDVFD currently has 45 members:
 - a. 33 are fully certified as full service level firefighters according to the British Columbia Structure Firefighter Minimum Training Standards
 - b. 34 are trained to the interior level or higher
 - c. 35 are trained to the exterior level or higher.
4. Training hours completed by volunteer firefighters from January to December in 2022 were 4,072.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Assistant Chief, Prevention	\$71,733	Taxation
Compensation review/update	\$113,026	Taxation
Command vehicle enhancements	\$64,800	Reserves (Operating)
Base budget increase	\$50,000	Taxation

Draft Budget Summary

Gibsons & District Fire Protection	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
210							
Revenues							
Tax Requisitions	1,502,076	1,502,075	1,785,603	1,964,864	2,047,553	2,036,780	2,036,780
Government Transfers	27,366	30,000	-	-	-	-	-
Other Revenue	247,784	-	-	-	-	-	-
Total Revenues	1,777,226	1,532,075	1,785,603	1,964,864	2,047,553	2,036,780	2,036,780
Expenses							
Administration	139,332	139,336	146,272	139,336	139,336	139,336	139,336
Wages and Benefits	575,706	676,891	679,012	710,920	728,578	746,672	746,672
Operating	741,908	423,061	371,620	371,620	371,620	371,620	371,620
Debt Charges - Interest	12,372	20,276	56,233	66,300	58,853	36,349	36,349
Amortization of Tangible Capital Assets	165,810	153,274	153,274	153,274	153,274	153,274	153,274
Total Expenses	1,635,128	1,412,838	1,406,411	1,441,450	1,451,661	1,447,251	1,447,251
Other							
Capital Expenditures (Excluding Wages)	137,062	979,983	799,200	661,100	68,800	-	-
Proceeds from Long Term Debt	-	(585,000)	(696,900)	(661,100)	(68,800)	-	-
Debt Principal Repayment	48,990	83,589	257,466	401,688	474,166	467,803	467,803
Transfer to/(from) Reserves	95,055	(168,924)	172,700	275,000	275,000	275,000	275,000
Transfer to/(from) Appropriated Surplus	-	-	-	-	-	-	-
Transfer to/(from) Other Funds	(17,087)	(37,137)	-	-	-	-	-
Unfunded Amortization	(165,810)	(153,274)	(153,274)	(153,274)	(153,274)	(153,274)	(153,274)
Total Other	98,210	119,237	379,192	523,414	595,892	589,529	589,529
Gibsons & District Fire Protection (Surplus)/Deficit:	(43,888)	-	-	-	-	-	-

2023 FTE Approved FTE Count	5.1
2024 Approved FTE Count	5.1
FTE Change	1.0

SERVICE PLAN

Department Summary

Division Summary:	Roberts Creek Fire Protection	Manager:	Patrick Higgins
Service Year:	2024	Function:	212
Department:	Planning and Development	Status:	Final

Service Overview:

The Roberts Creek Volunteer Fire Department (RCVFD) is a Sunshine Coast Regional District Function and has been providing life and property protection/conservation to Xwesam-Roberts Creek Fire Protection Area (Area D) since 1969. The fire department serves a population of approximately 3700 (2021 census) and the fire protection district covers an area of roughly 28.5 Km². Fire and rescue services are provided primarily by volunteers. XRCVFD maximum membership is 30, however, membership is commonly 15-20 responders. Volunteer members are responsible for 24/7 emergency response and weekly equipment checks post practice. Operational support is provided by the Fire Chief (1.0FTE) and Deputy Chief / Training Officer (0.5FTE). The Fire Chief is the department administrative assistant and is responsible for fire investigations. The Deputy Fire Chief is responsible for training and inspections. The RCVFD has been designated an interior department in accordance with the British Columbia Structure Firefighter Minimum Training Standards.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Protect Asset	Repair affected area of tarmac	Q2 2024	Capital Reserve
SDEL	Reduce expense and liability of personal vehicle use	Fleet enhancement, add one officer vehicle	Q1 2024	Taxation
SDEL	Support volunteer firefighters, improve morale and health & wellness.	Compensate firefighters for emergency response and increase current honoraria	Q3 2024	Taxation

SDEL	Reduce volunteer input	Hire part time assistant chief	Q3 2024	Taxation
SDEL	Balance budget affected by increased costs and aging equipment	Increase base budget	Q2 2024	Taxation
SDEL	Improve firefighter health & wellness and recruitment/retention.	Supply fire department station uniform	Q2 2024	Operating reserves.
SDEL	Upgrade for regulatory compliance	Replace Electrical Control Panel	Q2 2024	Capital Reserves
SDEL	Business Continuity	Replace rescue strut kit	Q2 2024	Capital Reserves
SDEL	Business Continuity	Replace Command Vehicle	Q2 2025	Capital Reserves

Key Performance Indicators:

1. The incident count to date for 2023 was 178.
2. The average response time to date was: 9:30
3. The membership count currently is 17.
 - a. 7 are fully certified as full service level firefighters.
 - b. 5 are trained to interior level.
 - c. 5 are trained to exterior level.
4. Training person/hours completed by volunteer firefighters in 2022 were 1,430.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Asphalt Repair	\$10,600	Operating Reserve
Duty Officer Vehicle	\$7,934	Taxation
Compensation Review / Update	\$65,665	Taxation
Assistant Chief	\$26,599	Taxation
Base Budget Increase	\$27,000	Taxation
Department Uniform	\$15,000	Operating Reserve

Capital Plan Project - Electrical Control Panel	\$32,000	Capital Reserve
Capital Plan Project – Strut Rescue Kit	\$10,700	Capital Reserve
Capital Plan Project – Command Vehicle	\$157,500	Capital Reserve

Draft Budget Summary

Roberts Creek Fire Protection	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
212	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	788,256	788,256	786,957	801,585	808,502	805,257	805,257
Government Transfers	22,756	30,000	-	-	-	-	-
Other Revenue	61,808	-	-	-	-	-	-
Total Revenues	872,820	818,256	786,957	801,585	808,502	805,257	805,257
Expenses							
Administration	80,592	80,589	78,793	80,589	80,589	80,589	80,589
Wages and Benefits	218,775	264,363	264,859	277,692	284,608	291,696	291,696
Operating	296,983	275,528	215,528	215,528	215,528	215,528	215,528
Debt Charges - Interest	5,712	7,148	5,643	4,001	2,294	293	293
Amortization of Tangible Capital Assets	93,689	70,700	70,700	70,700	70,700	70,700	70,700
Total Expenses	695,751	698,328	635,523	648,510	653,719	658,806	658,806
Other							
Capital Expenditures (Excluding Wages)	7,303	26,142	157,500	265,900	19,500	-	-
Proceeds from Long Term Debt	-	-	-	-	-	-	-
Debt Principal Repayment	22,621	30,628	32,134	33,775	35,483	27,151	27,151
Transfer to/(from) Reserves	162,210	133,858	32,500	(75,900)	170,500	190,000	190,000
Transfer to/(from) Appropriated Surplus	-	-	-	-	-	-	-
Transfer to/(from) Other Funds	8,000	-	-	-	-	-	-
Unfunded Amortization	(93,689)	(70,700)	(70,700)	(70,700)	(70,700)	(70,700)	(70,700)
Total Other	106,445	119,928	151,434	153,075	154,783	146,451	146,451
Roberts Creek Fire Protection (Surplus)/Deficit:	(70,624)	-	-	-	-	-	-

2023 FTE Approved FTE Count 1.64

2024 Approved FTE Count 1.64

FTE Change Proposed 0.5

SERVICE PLAN

Department Summary

Division Summary:	Halfmoon Bay Fire Department	Manager:	Matt Treit
Service Year:	2024	Function:	216
Department:	Protective Services – Planning and Dev.	Status:	Final

Service Overview:

The Halfmoon Bay Volunteer Fire Department (HBVFD) is a Sunshine Coast Regional District function and has been providing life and property protection to the community of Halfmoon Bay since 1977. The fire department serves a population of approximately 2969 (2021 census.) Currently the department has thirty members, and their duties include 24/7 response to fire and rescue operations while also maintaining the operational readiness of all apparatus and equipment. Operational support is facilitated by the Fire Chief (1.0FTE) and Deputy Chief/Training Officer (0.5FTE.) The HBFD is designated as an interior-service department in accordance with the British Columbia Structure Firefighter Minimum Training Standards.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
GEL	Improve fire department public engagement, planning and development	Hire part-time Assistant Chief	Q3 2024	Taxation
SDEL	Improve recruitment, retention and morale of firefighters.	Increase current honoraria by compensating firefighters for all time worked.	Q3 2024	Taxation
SDEL	Maintain fiscal responsibility	Increase operating budget in specific areas such as fuel, travel, and equipment.	2024	Taxation
SDEL	Provide adequate fire protection to Welcome Woods area of HMB	Replace Fire Hall #2	2025	Capital

Key Performance Indicators

1. The number of emergency callouts attended in 2022 was 172.
2. The average estimated response time to emergency incidents in 2022 was 10 minutes 30 seconds.
3. Extra hours put in by 1.5 FTE staff for 2022 were 327 hours.
4. The HBFD currently has **30** members:
 - a. 21 are fully certified as interior service level firefighters according to the British Columbia Structure Firefighter Minimum Training Standards.
 - b. 6 members are certified in fire officer level 1 or greater.
5. Training hours completed by volunteer firefighters in 2022 were 3,520 hours.
6. Total response hours completed by volunteers in 2022 were 943 hours.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Assistant Chief	\$26,335	Taxation
Compensation Review/Update	\$69,264.68	Taxation
Base Budget Increase	\$20,000	Taxation
Fire Hall #2 Replacement – Next steps including long range needs assessment	TBD	TBD

Draft Budget Summary

Halfmoon Bay Fire Protection	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
216							
Revenues							
Tax Requisitions	825,444	825,448	856,989	858,464	865,888	867,428	867,428
Government Transfers	18,715	30,000	-	-	-	-	-
User Fees & Service Charges	300	-	-	-	-	-	-
Investment Income	-	-	-	-	1,747	3,550	3,550
Gain on Disposal of Tangible Assets	5,000	-	-	-	-	-	-
Other Revenue	65,914	-	-	-	-	-	-
Total Revenues	915,373	855,448	856,989	858,464	867,635	870,978	870,978
Expenses							
Administration	60,624	60,626	72,962	60,626	60,626	60,626	60,626
Wages and Benefits	212,735	283,817	284,313	298,124	305,548	313,156	313,156
Operating	267,679	497,949	217,949	217,949	217,949	217,949	217,949
Debt Charges - Interest	7,107	14,595	20,735	37,118	33,309	29,067	29,067
Amortization of Tangible Capital Assets	80,740	47,299	47,299	47,299	47,299	47,299	47,299
Total Expenses	628,885	904,286	643,258	661,116	664,731	668,097	668,097
Other							
Capital Expenditures (Excluding Wages)	288,914	922,071	31,900	17,300	131,700	869,400	869,400
Proceeds from Sale of TCA	(5,000)	-	-	-	-	-	-
Proceeds from Long Term Debt	(175,900)	(799,100)	-	-	-	-	-
Debt Principal Repayment	25,952	58,490	71,714	129,121	134,677	134,654	134,654
Transfer to/(from) Reserves	30,263	(233,948)	157,416	98,226	(16,174)	(753,874)	(753,874)
Transfer to/(from) Appropriated Surplus	-	-	-	-	-	-	-
Transfer to/(from) Other Funds	50,948	50,948	-	-	-	-	-
Transfer to/(from) Accumulated Surplus	5,000	-	-	-	-	-	-
Unfunded Amortization	(80,740)	(47,299)	(47,299)	(47,299)	(47,299)	(47,299)	(47,299)
Total Other	139,437	(48,838)	213,731	197,348	202,904	202,881	202,881
Halfmoon Bay Fire Protection (Surplus)/Deficit:	(147,051)	-	-	-	-	-	-

2023 FTE Approved FTE Count	1.5
2024 Approved FTE Count	1.5
FTE Change Proposed	.5

SERVICE PLAN

Department Summary

Division Summary:	Egmont and District Fire Protection	Manager:	Matt Treit
Service Year:	2024	Function:	218
Department:	Planning and Development	Status:	Final

Service Overview: The Egmont and District Volunteer Fire Department (EDVFD) was established in 2004 and serves the communities of Egmont, Earls Cove, Ruby Lake and North Sakinaw Lake. EDVFD provides Exterior Operations Fire and Rescue services under the Sunshine Coast Regional District to an estimated 400 homes. The department is always on call and has 18 members, who, in addition to responding to emergencies, commit a minimum of two hours a week to training and maintaining equipment. The EDVFD is funded for one paid halftime position that is split between the Fire Chief and Deputy Chief.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source \ Resourcing Strategy
CEL	Improve readiness to respond to climate-related emergencies (wildfires).	Provide compensation to members for training and emergency responses.	Q2 2024	Taxation
CEL	Improve availability of water for fighting fires.	Pre-position water tanks in strategic locations not served by fire hydrants	Q1 2024	Grant

Key Performance Indicators

1. Number of emergency callouts attended in 2022 was **43**.
2. The average response time to emergency incidents in 2022 is TBC by EComm.
3. We currently have **19 members**.
4. Training hours completed by volunteer firefighters from January to December in 2022 was **803**.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Compensation review / update	\$29,248	Taxation

Draft Budget Summary

Egmont Fire Protection	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
218	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	222,708	222,712	226,409	237,863	265,994	282,795	282,795
Government Transfers	4,000	30,000	-	-	-	-	-
Investment Income	2,928	2,932	3,184	3,445	3,717	-	-
Other Revenue	-	-	-	-	-	-	-
Total Revenues	229,636	255,644	229,593	241,308	269,711	282,795	282,795
Expenses							
Administration	22,272	22,266	20,770	22,266	22,266	22,266	22,266
Wages and Benefits	68,260	102,157	102,350	107,308	109,978	112,718	112,718
Operating	62,833	110,050	80,050	80,050	80,050	80,050	80,050
Debt Charges - Interest	4,884	4,880	4,880	4,880	6,173	4,901	4,901
Amortization of Tangible Capital Assets	12,010	19,820	19,820	19,820	19,820	19,820	19,820
Total Expenses	170,259	259,173	227,870	234,324	238,287	239,755	239,755
Other							
Capital Expenditures (Excluding Wages)	-	-	-	-	239,300	107,500	107,500
Proceeds from Long Term Debt	-	-	-	-	(164,300)	-	-
Debt Principal Repayment	6,288	6,291	6,543	6,804	26,244	32,860	32,860
Transfer to/(from) Reserves	(4)	-	15,000	20,000	(50,000)	(77,500)	(77,500)
Transfer to/(from) Other Funds	2,000	10,000	-	-	-	-	-
Deficit Required Revenue	-	-	-	-	-	-	-
Unfunded Amortization	(12,010)	(19,820)	(19,820)	(19,820)	(19,820)	(19,820)	(19,820)
Total Other	(3,726)	(3,529)	1,723	6,984	31,424	43,040	43,040
Egmont Fire Protection (Surplus)/Deficit:	(63,103)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.63
2024 Approved FTE Count	0.63
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	Emergency Telephone 911	Manager:	Matt Treit
Service Year:	2024	Function:	220
Department:	Planning and Development	Status:	Final

Service Overview:

The service is focused on upgrading the infrastructure necessary to provide 911 service to all residents of the Sunshine Coast including those residents who live within the two independent Fire Improvement Areas. The focus is threefold: to upgrade the hardware and physical infrastructure associated with the 911 system, to work towards modernization through participation in the Next Generation 911 program, and to create communication redundancies within the 911 system.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Protect service level as demand and radio traffic increases	Improve redundancy in communication - upgrade antennas and repeaters, and phone lines	Q4 2024	Taxation
SDEL	Upgrade communication towers	Construct new radio tower at the Chapman water treatment plant.	Q3 2024	Reserves
SDEL	Participation in the Next Generation 911 modernization	Signing of agreement with Telus for NG911 system	2024-2029	Provincial grant

Key Performance Indicators

In 2024, staff will initiate measurement and reporting on:

1. Number of times fire department communication interferes with other fire department's communication
2. Number of times that communication with Ecomm is interrupted.
3. Number of times that fire departments are unable to use their radios for communication due to poor or an absence of service.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Base Budget Increase	\$43,200	Taxation

Draft Budget Summary

Emergency Telephone - 911 220	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	429,636	429,633	428,995	430,803	431,410	432,033	432,033
User Fees & Service Charges	8,100	-	-	-	-	-	-
Other Revenue	12,500	5,400	5,400	5,400	5,400	5,400	5,400
Total Revenues	450,236	435,033	434,395	436,203	436,810	437,433	437,433
Expenses							
Administration	38,496	38,500	37,816	38,500	38,500	38,500	38,500
Wages and Benefits	15,220	23,115	23,161	24,285	24,892	25,515	25,515
Operating	230,731	266,648	263,618	263,618	263,618	263,618	263,618
Amortization of Tangible Capital Assets	56,280	67,536	67,536	67,536	67,536	67,536	67,536
Total Expenses	340,727	395,799	392,131	393,939	394,546	395,169	395,169
Other							
Capital Expenditures (Excluding Wages)	22,068	617,225	-	-	-	-	-
Transfer to/(from) Reserves	89,509	(510,455)	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	55,297	39,234	42,264	42,264	42,264	42,264	42,264
Emergency Telephone - 911 (Surplus)/Deficit:	(54,212)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.13
2024 Approved FTE Count	0.13
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	Sunshine Coast Emergency Program	Manager:	Matt Treit
Service Year:	2024	Function:	222
Department:	Planning and Development	Status:	Final

Service Overview:

The Sunshine Coast Emergency Program (SCEP) is responsible for managing and coordinating a region-wide emergency program on behalf of the four local authorities. This service includes reviewing and maintaining the Sunshine Coast Emergency Response and Recovery Plan (ERRP), developing hazard specific strategies for the ERRP such as the Community Wildfire Protection Plan, Extreme Heat Emergency Plan, Evacuation Plan and Boil Water Advisory Plan. SCEP also ensures that the Emergency Operations Centre is in a state of readiness including establishing standard operating procedures and checklists; facilitating EOC training for internal staff and volunteers; hosting quarterly meetings of the Sunshine Coast Emergency Response Committee, comprised of local partners, external agencies and stakeholders; coordinating and supporting the local volunteer Emergency Support Services (ESS) team; and providing community outreach and education for local emergency preparedness. SCEP also procures and maintains group lodging supplies in three storage containers in the event of an area-wide emergency. SCEP is the liaison to Emergency Management BC for events occurring on the Sunshine Coast. Additionally, other volunteer response teams such as Search & Rescue (SAR) Royal Canadian Marine Search & Rescue (RCMSAR), Emergency Communications Team (ECT) are supported by SCEP.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Improve EM Program capacity and EOC Readiness	Hire additional staffing to support emergency management program and EOC.	Q2 2024	Taxation
SDEL	Strengthen ESS Program	Increase hours of ESS Director	Q2 2024	Taxation
SDEL	Evacuation Planning/Readiness	Provide financial and staff support to communities constructing their own evacuation plans	Q2 2024	Taxation

SDEL	Neighbourhood Preparedness Support	Provide grant money to registered organizations to assist with neighbourhood preparedness.	Q2 2024	Taxation
SDEL	Mitigate wildfire risk and impact	Conduct home evaluations and public engagement events through the FireSmart program.	Ongoing	Grant

Key Performance Indicators

1. Number of EOC activations (year-to-date) - **2**
2. Cumulative days of EOC activation (year-to-date) - **52**
3. Cumulative hours work in EOC (year-to-date) – SCRD staff and others - **159**
4. Number of community engagements - **15**
5. Number of members in ESS team – **15 active members**
6. Number of properties receiving FireSmart evaluations (grant-funded program) - **75**
7. Number of FireSmart public engagement events (grant-funded program) - **15**
8. Completion of HRVA and EM bylaw updates
9. Completion of Heat Response and Community Evacuation Plans

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Neighbourhood Preparedness Initiative	\$10,000 (pro-rated for 2024)	Taxation
ESS Director Increase	\$7,898.17 (pro-rated for 2024)	Taxation
Emergency Management Technician	\$46,013.24 (pro-rated for 2024)	Taxation
Community Evacuation Planning Support	\$10,353 (pro-rated for 2024)	Taxation

Draft Budget Summary

Sunshine Coast Emergency Planning		Actuals	Amended Budget	Preliminary Budget	Financial Plan: Forecast Budget			
222		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Tax Requisitions	426,096	476,095	417,870	440,633	446,726	452,972	452,972
	Government Transfers	103,504	510,859	306,019	-	-	-	-
	Total Revenues	529,600	986,954	723,889	440,633	446,726	452,972	452,972
Expenses								
	Administration	78,624	78,624	78,243	78,624	78,624	78,624	78,624
	Wages and Benefits	296,304	368,550	527,318	243,681	249,774	256,020	256,020
	Operating	148,231	553,159	93,328	93,328	93,328	93,328	93,328
	Amortization of Tangible Capital Assets	9,400	6,833	6,833	6,833	6,833	6,833	6,833
	Total Expenses	532,559	1,007,166	705,722	422,466	428,559	434,805	434,805
Other								
	Transfer to/(from) Reserves	24,777	(5,379)	25,000	25,000	25,000	25,000	25,000
	Transfer to/(from) Appropriated Surplus	-	(8,000)	-	-	-	-	-
	Prior Year (Surplus)/Deficit	-	-	-	-	-	-	-
	Unfunded Amortization	(9,400)	(6,833)	(6,833)	(6,833)	(6,833)	(6,833)	(6,833)
	Total Other	15,377	(20,212)	18,167	18,167	18,167	18,167	18,167
Sunshine Coast Emergency Planning (Surplus)/Deficit:		18,336	-	-	-	-	-	-

2023 FTE Approved FTE Count **3.03**

2024 Approved FTE Count **4.81**

FTE Change **1.78**

SERVICE PLAN

Department Summary

Division Summary:	Regional Planning	Manager:	Jonathan Jackson
Service Year:	2024	Function:	500
Department:	Planning and Development	Status:	Final

Service Overview:

Provides regional growth management and development co-ordination services, such as assessing regional housing needs and responding to provincial referrals. Services associated with this function involve interjurisdictional planning.

2024 Overview

MODUS presented the final Phase 3 Report to SCRD Board in Q2, 2023 and staff have been directed to complete referrals and continue work on the development of a Let's Talk SCRD page to gather additional ideas and feedback. The Regional Growth Baseline Framework Research Reports have also been referred to SCRD's Strategic Planning process and SCRD staff have been directed to use the research to inform PEP2 (OCP Renewal). Other local governments have also been requested to use the research as a key input for any upcoming OCP updates or renewals. Staff will be preparing next steps/ implementation to consider, beyond integration with strategic plans and OCPs, following receipt of referral comments and Let's Talk input for Q3/Q4, 2023. Regional Planning work in 2024 will be informed by future SCRD Board direction.

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
CEL, SERL	Support efficient, coordinated climate-responsive regional development that responds to community needs and aligns with vision	Coordinate planning with municipalities and First Nations.	Ongoing	Operating Budget
CEL, SERL		Continue to coordinate and respond to referrals from BCTS.	Ongoing	Operating Budget

Key Performance Indicators

- Update housing needs assessment to be prepared in 2024; may be used to track performance

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Regional Land Evaluation – Housing Potential	\$35,000.00	Taxation
Regional Housing Coordinator	TBD	MRDT revenue sharing

Draft Budget Summary

Regional Planning	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
500	2023	2023	2024	2025	2026	2027	2028
Revenues							
Grants in Lieu of Taxes	2	-	-	-	-	-	-
Tax Requisitions	206,880	206,885	208,416	218,753	222,924	227,094	227,094
User Fees & Service Charges	-	430	430	430	430	430	430
Other Revenue	64,885	110,135	-	-	-	-	-
Total Revenues	271,767	317,450	208,846	219,183	223,354	227,524	227,524
Expenses							
Administration	41,592	41,590	39,440	41,590	41,590	41,590	41,590
Wages and Benefits	85,522	155,030	158,642	166,829	171,000	175,170	175,170
Operating	76,370	130,830	10,764	10,764	10,764	10,764	10,764
Total Expenses	203,484	327,450	208,846	219,183	223,354	227,524	227,524
Other							
Transfer to/(from) Reserves	-	(10,000)	-	-	-	-	-
Total Other	-	(10,000)	-	-	-	-	-
Regional Planning (Surplus)/Deficit:	(68,283)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.8
2024 Approved FTE Count	0.8
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	Rural Planning	Manager:	Jonathan Jackson
Service Year:	2024	Function:	504
Department:	Planning and Development	Status:	Final

Service Overview:

[504] Rural Planning Services:

Facilitates the development and implementation of goals and policies for the growth and development of the Electoral Areas through Official Community Plans, Zoning Bylaws and other regulatory provisions, in accordance with the *Local Government Act*. An Electoral Areas Service Committee supports decision making on long range planning initiatives, and on many types of development-related planning applications where approval authority has not been delegated to staff. Where legislative opportunity exists, Advisory Planning Commissions can also provide input on planning decisions. Community outreach, consultation with local First Nations, member municipal governments, provincial agencies, and other stakeholders such as the development community are key in advancing Rural Planning Services work.

2024 Overview

2023 has been a busy year for Planning and Development with the delivery of the first phase of Planning Enhancement Project 1 (PEP1) – Development Approvals Process Review (DAPR), which is a UBCM grant funded project that has produced a final report on the current state of SCRD Planning Services. Planning Enhancement Project 2 – OCP Renewal has also been initiated and is a multi-year project envisioned to both provide clarity and consistency to development regulations, while also establishing policy to ensure SCRD is focused on dealing with key community issues, such as climate resilience and housing. Running these projects during a development boom and in an increasingly complex regulatory environment has been having an impact on the team’s ability to provide the same level of service to development approvals as done in the past. The budget years ahead will need to involve decisions around establishing balanced service plans for development, long-range and regional planning to ensure that all three key planning services are adequately resourced to meet community needs and expectations.

Development has remained busy throughout 2023; however, it is difficult to compare it with previous years as new fees and application processes were introduced. This was the first notable update to fees and procedures in nearly two decades and has sought to better capture some of the staff costs associated with supporting development approvals and ensure that previously unpaid processes were captured by an application type and fee. Historically, this service has been funded primarily by taxation, however, staff have been working towards establishing a cost-recovery model to expand and maintain development planning services. This aligns with direction from the SCRD Development Approvals Process Review Final Report. In previous years, planning application fees supported less than one full time equivalent position. Current fees for 2023 are anticipated to fund approximately two to three of the seven to eight positions required to operate development approval services.

Planning and Development has also been the department piloting SCRD’s migration to SharePoint as a file management system. This work is known as Project Mars and has been time-consuming but is important to facilitating SCRD’s modernization of its document management system. Next steps will involve enhancing SCRD Planning’s use of Tempest and integrating its capabilities with SharePoint to allow Tempest functionality to be used to its fullest as an internal communication tool and tracking system.

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Development regulation and approval.	<p>Timely, quality service to applicants.</p> <p>2023 Stats (to end of Quarter 3):</p> <ul style="list-style-type: none"> • 196 development applications • \$166,565 in application revenue • 9 external/intergovernmental referrals <p>1,412 public enquiries received through in-person/online/email</p>	Ongoing	6.69 FTE (5.19 from existing allocation and 1.5 from proposed new positions).
SDEL	Planning Enhancement Project 1: Development Approval Processes Review (DAPR) - Implementation of Recommendations	Implementation of recommendations for development approval processing procedures to shorten timelines, provide improved predictability, reduce barriers, and encourage quality development submissions that contribute to key community building initiatives. The work further evaluates staffing and technology resource needs and seeks to ensure user fees reflect the average service costs.	Ongoing	Operational Budget
SDEL	Planning Enhancement Project 1.1 – Development Approvals Process Mapping and Tempest Enhancements – Project Exploration: Initiation & Scoping	This is a subproject of Planning Enhancement Project 1 to continue key work related to process mapping and re-integration of Tempest as SCRD's primary workflow management software. The project is considered high value for enhancing SCRD development approvals processes. This will be a multi-year project, involving budget requests for at minimum 2024 and 2025. The 2024 budget year involves the first phase of project initiation and scoping.	2024 – 2025, with potential for continued work into 2026.	0.5 FTE from proposed new temporary positions.

CEL, SERL	Planning Enhancement Project 2: OCP Renewal	Renew all 7 SCR D OCPs with the aim of policy harmonization and strengthening of Development Permit Areas. This project will involve significant consultation and involve several micro-policy projects.	Project scoping began Q3, 2023. Multi-year project with OCP renewal targeted for 2026, and implementation items to follow.	3.75 FTE will be allotted to this project in 2024 (3.0 from existing allocation and 0.75 from proposed new positions)
	Project M.A.R.S.	Scheduled internal migration and restructuring of all SCR D digital files and folders from existing Content Server to SharePoint.	Q1 2024	Operational Budget

Key Performance Indicators

Rural Planning Services currently reports the following key performance indicators on a quarterly basis:

Currently Reported: *Planning applications and user fee revenue*

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Planning Services Technical Review Baseline Staff Positions	\$175,293	User fees and taxation
Planning Enhancement Project 2 Staff Position	\$63,608	Taxation
Development Approvals Process Mapping and Tempest Enhancements – Projects Exploration: Initiation and Scoping	\$69,925	Taxation

Draft Budget Summary

Rural Planning Services	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
504	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	1,209,192	1,258,389	1,531,650	1,497,242	1,433,745	1,192,064	1,192,064
Government Transfers	224,154	203,050	-	-	-	-	-
User Fees & Service Charges	206,890	111,860	125,259	132,509	134,286	136,108	136,108
Other Revenue	9,200	-	-	-	-	-	-
Total Revenues	1,649,436	1,573,299	1,656,909	1,629,751	1,568,031	1,328,172	1,328,172
Expenses							
Administration	196,872	196,866	211,944	196,866	196,866	196,866	196,866
Wages and Benefits	915,021	1,048,194	1,118,363	1,131,283	1,094,563	1,054,704	1,054,704
Operating	232,703	519,448	326,602	301,602	276,602	76,602	76,602
Amortization of Tangible Capital Assets	-	1,584	1,584	1,584	1,584	1,584	1,584
Total Expenses	1,344,596	1,766,092	1,658,493	1,631,335	1,569,615	1,329,756	1,329,756
Other							
Transfer to/(from) Reserves	-	(191,209)	-	-	-	-	-
Unfunded Amortization	-	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)
Total Other	-	(192,793)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)
Rural Planning Services (Surplus)/Deficit:	(304,840)	-	-	-	-	-	-

2023 FTE Approved FTE Count	8.19
2024 Approved FTE Count	10.94
FTE Change Proposed	2.75

SERVICE PLAN

Department Summary

Division Summary:	Building Inspection Services	Manager:	Brian Kennett
Service Year:	2024	Function:	520
Department:	Planning and Development	Status:	Final

Service Overview:

Building Inspection Services are provided for all Electoral Areas within the Sunshine Coast Regional District (SCRD), including islands under the authority of Islands Trust, as well as the shísháhl Nation Government District (sNGD). Services include issuing permits, conducting site inspections, monitoring construction and information sharing with both members of the public and other agencies for the purpose of regulating construction in the interest of the health and safety of the general public.

Permits are required for most types of new construction (e.g., housing, commercial and industrial buildings, and accessory structures), alterations to existing buildings and plumbing, and for changes in use of buildings. The purpose of the provision of the service is to administer and enforce provincial building regulations, SCRD and sNGD Bylaws, and provide a limited and interim spot-checking function for reasons of health, safety, and the protection of persons, property and the environment.

2024 Overview

It is difficult to predict whether construction activity in 2024 will remain as robust as in recent years. Year to date revenues through to Q3 of 2023 are up 16%, but at the same time there has been a 20% reduction in the number of permit applications received in Q3 in comparison to the same periods in 2022. Nevertheless, the service is solely funded by permit fees and based on the balance of the operational reserve fund, no additional subsidization from taxation is currently anticipated for the Building Inspection Service for 2024.

The delivery of timely, reliable, and professional permitting and inspection services will command the bulk of the service's resources as per usual. Consultation and information sharing with builders and homeowners continued in 2023 with the Province's implementation of Step 3 of the BC Energy Step Code and the introduction of an optional performance-based building carbon pollution standard in May 2023. Communications with the public will continue and likely increase early in 2024 with the proposed code changes anticipated to come into effect in December 2023 upon ministerial adoption of the *2023 BC Building Code*. Consequently, to maintain their qualifications under the *Building Act*, all Building Officials will be required to participate in mandatory code update training, currently under development by the Building Officials Association of BC, which is scheduled to be ready by the end of this year.

Building Inspection Services successfully implemented the 2023 digital plan review software initiative as the first step of working towards the acceptance, review, and issuance of digital building permits. Training and familiarization with the new software will continue through 2024. The next steps of identifying and integrating the appropriate application intake and issuance components are currently on hold until the ongoing SharePoint migration is completed, and the integration of Share Point with Tempest is proven feasible and underway. Both the migration to Share Point and integration with Tempest are critical pieces of the puzzle that need to be in place prior to continuing. In the interim, additional resources will be spent on maintaining and improving on current Tempest permit processing workflows and research will continue in support of planning to move forward with the next digital permitting initiative in 2025.

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Delivery of Permitting and Inspection Services	Timely, reliable, professional, and courteous service aligned with provincial and local regulations	Ongoing	Operational Budget. Core service demands majority of the Division's resources.
SDEL	Building Sector Knowledge	Support professional development of staff and of the Coast's building sector through training, information sharing, and dialogue with builders, etc. Areas of focus include energy efficiency and the reduction of greenhouse gas emissions.	Ongoing	Operational Budget. Core service demands majority of the Division's resources.
SDEL	Development Approval Process (DAP) Improvement	In collaboration with both Planning and Bylaw Enforcement Services, the implementation of recommendations for "quick and impactful wins" identified through DAP review in support of longer-term changes.	Ongoing	Operational Budget
SDEL	Digital Service Enhancement	Development and implementation of digital tools and systems to enhance the delivery of permitting and inspection services.	Ongoing	Operational Budget and future projects.
SDEL	Digital Records Management - Project M.A.R.S.	Scheduled internal migration and restructuring of all Building Division's digital files and folders from existing Content Server to SharePoint.	Q4 2023 into Q1 2024	Operational Budget
GEL	SCRD Building & Plumbing Bylaw Renewal	Review and identify improvements / updates to both <i>SCRD Building Bylaw No. 687</i> and <i>SCRD Plumbing Bylaw No. 400</i> in support of amending to, or re-drafting one amalgamated bylaw.	Q4 2023 through 2024	Operational Budget

Key Performance Indicators:

Building Inspection Services currently reports the following key performance indicators on a quarterly basis:

Currently Reported: *Building Permit Revenue by Electoral Area, Building Permit Value of Construction, Average Building Permit Processing Time, Number of Dwelling Units Created vs. Units Lost, Number of Inspections Conducted, Number of Building Permits Issued.*

Additional indicators have been identified and will be reported once the necessary processes and reporting tools have been developed and implemented.

In Development: *Number of Permit Applications Received*

Proposed Initiatives for 2024:

Building Inspection Services has no proposed initiatives for 2024.

Draft Budget Summary

Building Inspection Services	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
520	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	8,592	8,586	(152,105)	-	-	-	-
User Fees & Service Charges	959,418	941,098	1,100,025	986,942	1,006,271	1,026,081	1,026,081
Other Revenue	2,610	600	600	600	600	600	600
Total Revenues	970,620	950,284	948,520	987,542	1,006,871	1,026,681	1,026,681
Expenses							
Administration	152,100	152,105	149,983	152,105	152,105	152,105	152,105
Wages and Benefits	562,335	735,920	736,278	773,178	792,507	812,317	812,317
Operating	51,516	61,259	55,759	55,759	55,759	55,759	55,759
Amortization of Tangible Capital Assets	6,200	11,801	11,801	11,801	11,801	11,801	11,801
Total Expenses	772,151	961,085	953,821	992,843	1,012,172	1,031,982	1,031,982
Other							
Capital Expenditures (Excluding Wages)	57,080	60,000	-	-	-	-	-
Transfer to/(from) Reserves	(53,652)	(59,500)	6,000	6,000	6,000	6,000	6,000
Transfer to/(from) Other Funds	500	500	500	500	500	500	500
Unfunded Amortization	(6,200)	(11,801)	(11,801)	(11,801)	(11,801)	(11,801)	(11,801)
Total Other	(2,272)	(10,801)	(5,301)	(5,301)	(5,301)	(5,301)	(5,301)
Building Inspection Services (Surplus)/Deficit:	(200,741)	-	-	-	-	-	-

2023 FTE Approved FTE Count 7.0

2024 Approved FTE Count 7.0

FTE Change 0.0

SERVICE PLAN

Department Summary

Division Summary:	Hillside Industrial Park	Manager:	Ian Hall
Service Year:	2024	Function:	540
Department:	Planning and Development	Status:	Final

Service Overview:

Hillside Industrial Park, located at Port Mellon on the Sunshine Coast is an industrially-zoned area on Howe Sound. The idea for Hillside began with concerns over petroleum products stored near commercial and residential areas on the Sunshine Coast. Since purchasing the land from the Provincial Government in 1992, the concept for a bulk storage facility grew into a plan for a modern, environmentally-sound industrial park. As the planning process moved ahead, it became obvious that the large site could be used for many purposes including a marine terminal.

SCRD's role in the Park is administration of a water lot headlease granted by the Province, subleases thereunder, and administration of SCR D-owned upland property suitable for future development.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL, SERL	Implement vision for area through an updated water lot lease arrangement	Work with Province, First Nations, community and landowners on renewal/update to water leases	2024/2025	Existing Funded Project (one-time operating)
SDEL	Leverage upland parcels to achieve strategic goals	Partner with SCREDO on an investment attraction study and land development analysis	2024	Existing Funded Project (one-time operating)

Key Performance Indicators

None at this time.

Proposed Initiatives for 2024:

No proposed initiatives for 2024.

Draft Budget Summary

Hillside Development Project	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
540							
Revenues							
Tax Requisitions	-	-	-	-	-	-	-
Other Revenue	78,170	156,339	156,339	156,339	156,339	156,339	156,339
Total Revenues	78,170	156,339	156,339	156,339	156,339	156,339	156,339
Expenses							
Administration	5,908	5,912	6,205	5,912	5,912	5,912	5,912
Wages and Benefits	27,560	41,471	56,437	27,545	28,234	28,942	28,942
Operating	2,943	286,087	90,891	91,106	91,336	91,336	91,336
Total Expenses	36,411	333,470	153,533	124,563	125,482	126,190	126,190
Other							
Development of Land Held for Resale	5,912	103,912	14,205	13,912	13,912	13,912	13,912
Transfer to/(from) Reserves	4,339	(281,043)	(11,399)	17,864	16,945	16,237	16,237
Total Other	10,251	(177,131)	2,806	31,776	30,857	30,149	30,149
Hillside Development Project (Surplus)/Deficit:	(31,508)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.25
2024 Approved FTE Count	0.35
FTE Change	0.10

SERVICE PLAN

Department Summary

Division Summary:	Public Transit	Manager:	Ahmad Kidwai
Service Year:	2024	Function:	310
Department:	Community Services	Status:	FINAL

Service Overview:

Public Transit operates a scheduled fixed route transit service as well as a HandyDART service for seniors and special needs customers from Langdale to Secret Cove. The Sunshine Coast Transit System is operated under a cost share agreement with BC Transit. Specific functions such as the construction of bus operations and maintenance facilities and bus shelters are the responsibility of the SCRD.

2024 Overview:

The Transit Division operates bus services 22 hours per day (only closed from 02:00-04:00 hours) and 365 days a year with a current inventory of 14 conventional buses (31,678 hours of conventional service) and 3 HandyDART vehicles (3,563 hours of custom service). Services extend from Langdale to Halfmoon Bay. 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.

Pending Provincial budget approvals, transit expansion priorities resulting from the 2022 Transit Future Action Plan, may see service hour expansion on Route 90 and in Custom Transit Services in 2024. Further expansion will be limited based on capacity of the bus yards being reached, therefore staff will continue to work with BC Transit on a Mason Road Yard Transit expansion plan (related to operations and maintenance infrastructure) to better understand and prepare for the infrastructure needs of future expansion priorities.

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Maintain service levels (core service)	<ul style="list-style-type: none"> Continue to provide Conventional and Custom transit services as per the Annual Operating Agreement with BC Transit. 	Ongoing	Base Operating Budget

		<ul style="list-style-type: none"> Focus on driver support, network reliability, ongoing recruitment, orientation, and training of drivers. 		
SDEL	Transit Operations	In partnership with BC Transit, identify the gaps in service levels between current operations and the new BC Transit Operations Standards manual.	Q1	Base Operating Budget
SDEL	Bus Shelter Program Development	<p>To develop a bus shelter program that includes:</p> <ul style="list-style-type: none"> standards for present and new bus shelters implementation plan (phased approach) budget implications (capital, operational, asset replacement) Identification of possible funding opportunities 	Q3-Q4	Base Operating Budget
SERL	Custom Transit Services Review	In partnership with BC Transit, completion of the custom transit service review to inform future expansion recommendations.	Q2	Base Operating Budget
SDEL	Implementation of Electronic Fare System	Continue to support BC Transit to complete the implementation of the new Electronic Fare System (UMO) that started in 2023.	Q1	Base Operating Budget
SDEL	Mason Yard Expansion Planning	In partnership with BC Transit, continue the planning process for an operations and maintenance facility that will support the ongoing provision of transit and fleet.	Q4	Base Operating Budget
SDEL	Planning and coordination of minor and major projects	Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.	Q4	Carry Forward Funding
SDEL	2024 Service Expansion <ul style="list-style-type: none"> Conventional Custom 	In partnership with BC Transit plan and implement expansion priorities: <ul style="list-style-type: none"> Custom transit Route 90 	Q3 Q1 2025	Taxation, BCT Cost share, Fare Revenue, Operating Reserves

Key Performance Indicators:

- Monthly Transit Ridership
- Monthly Transit Revenue
- Driver Recruitment
- BC Transit Annual Service Audit KPI's
 - Service Delivery

- 1st Stop Departure
- Cleaned Buses
- On Time Performance

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Service Level Base Budget (AOA)	tbd	Taxation, BCT Cost share, Fare Revenue, Operating Reserves
Expansion Priorities (2024/25)	\$12,800 (2024) \$287,000 (2025)	Taxation, BCT Cost share, Fare Revenue, Operating Reserves
Vehicle Replacement – Transit Superintendent	\$65,000	Debt

Draft Budget Summary

Public Transit	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
310							
Revenues							
Tax Requisitions	3,389,472	3,389,470	3,450,027	3,660,537	3,863,808	3,944,033	3,944,033
Government Transfers	1,398,270	2,326,185	2,495,073	2,595,378	2,595,378	2,595,378	2,595,378
User Fees & Service Charges	703,005	668,512	708,253	745,281	745,281	745,281	745,281
Other Revenue	10,915	2,004	2,000	2,000	2,000	2,000	2,000
Total Revenues	5,501,662	6,386,171	6,655,353	7,003,196	7,206,467	7,286,692	7,286,692
Expenses							
Administration	597,504	597,509	642,399	597,509	597,509	597,509	597,509
Wages and Benefits	2,673,953	3,032,897	3,030,034	3,134,973	3,213,244	3,293,469	3,293,469
Operating	1,882,929	3,053,963	3,279,951	3,392,745	3,392,745	3,392,745	3,392,745
Amortization of Tangible Capital Assets	16,500	34,605	34,605	34,605	34,605	34,605	34,605
Total Expenses	5,170,886	6,718,974	6,986,989	7,159,832	7,238,103	7,318,328	7,318,328
Other							
Capital Expenditures (Excluding Wages)	-	10,853	-	-	-	-	-
Transfer to/(from) Reserves	(300,000)	(318,564)	(300,000)	(125,000)	-	-	-
Transfer to/(from) Appropriated Surplus	-	-	-	-	-	-	-
Transfer to/(from) Other Funds	-	9,513	2,969	2,969	2,969	2,969	2,969
Unfunded Amortization	(16,500)	(34,605)	(34,605)	(34,605)	(34,605)	(34,605)	(34,605)
Total Other	(316,500)	(332,803)	(331,636)	(156,636)	(31,636)	(31,636)	(31,636)
Public Transit (Surplus)/Deficit:	(647,276)	-	-	-	-	-	-

2023 FTE Approved FTE Count	32.81 FTE
2024 Approved FTE Count	32.44 FTE
Change	-0.37 FTE

SERVICE PLAN

Department Summary

Division Summary:	Fleet Maintenance	Manager:	Ahmad Kidwai
Service Year:	2024	Function:	312
Department:	Community Services	Status:	FINAL

Service Overview:

Located at the Mason Road Works Yard, the Maintenance Facility, otherwise known as Fleet, provides preventative maintenance and repairs to all the SCR D fleet and mobile equipment (e.g. fire trucks, trucks, trailers, mowers, tractors, utility vehicles, transit buses, handyDART vans, generators, and various other pieces of equipment with inventory) totaling over 200 units.

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, and 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.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Maintain services to both transit and corporate fleet / equipment	Conduct annual Commercial Vehicle Inspections Conduct annual fleet inspections on all BC Transit buses Annual servicing of all generators Preventative maintenance and scheduled maintenance of fleet vehicles and equipment	Ongoing	Base Operating Budget

SDEL	Planning and coordination of minor and major projects	Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.	Q4	Carry Forward Funding
SDEL	Fleet Rate Review	Conduct a fleet rate review and communicate recommended changes to impacted divisions	Q2-Q3	Base Operating Budget

Key Performance Indicators

- Achieve “Green” rating on BC Fleet Bi-Annual Audit KPI's
- Number of Completed Work Order per Month

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Fleet On-Call Compensation (permanent budget lift)	\$73,900	Internal Recoveries

Draft Budget Summary

Fleet Maintenance 312	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	-	-	-	-	-	-	-
Investment Income	11,928	11,932	12,956	14,021	15,128	-	-
Internal Recoveries	1,455,016	1,745,513	1,744,232	1,739,847	1,748,283	1,743,508	1,743,508
Other Revenue	7,130	9,100	9,100	9,100	9,100	9,100	9,100
Total Revenues	1,474,074	1,766,545	1,766,288	1,762,968	1,772,511	1,752,608	1,752,608
Expenses							
Administration	65,556	65,554	70,332	65,554	65,554	65,554	65,554
Wages and Benefits	613,504	753,274	734,285	734,678	753,045	771,870	771,870
Operating	977,960	970,767	887,889	887,889	887,889	887,889	887,889
Debt Charges - Interest	19,860	24,346	26,371	24,829	13,298	1,685	1,685
Amortization of Tangible Capital Assets	29,690	36,607	36,607	36,607	36,607	36,607	36,607
Total Expenses	1,706,570	1,850,548	1,755,484	1,749,557	1,756,393	1,763,605	1,763,605
Other							
Capital Expenditures (Excluding Wages)	147,408	186,853	-	-	-	-	-
Proceeds from Long Term Debt	-	(162,000)	-	-	-	-	-
Debt Principal Repayment	25,596	42,486	56,749	59,356	62,063	34,948	34,948
Transfer to/(from) Reserves	(4,503)	(118,944)	(4,669)	(4,669)	(4,669)	(4,669)	(4,669)
Transfer to/(from) Other Funds	(146,408)	4,209	(4,669)	(4,669)	(4,669)	(4,669)	(4,669)
Unfunded Amortization	(29,690)	(36,607)	(36,607)	(36,607)	(36,607)	(36,607)	(36,607)
Total Other	(7,597)	(84,003)	10,804	13,411	16,118	(10,997)	(10,997)
Fleet Maintenance (Surplus)/Deficit:	224,899	-	-	-	-	-	-

2023 FTE Approved FTE Count	6.30
2024 Approved FTE Count	6.30
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	Building Maintenance	Manager:	Allen van Velzen
Service Year:	2024	Function:	313
Department:	Community Services	Status:	FINAL

Service Overview:

Building Maintenance provides scheduled preventative maintenance services to 26 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.

Core services for Building Maintenance include:

- Provide preventative maintenance services for 26 Regional District owned and operated buildings.
- Provide maintenance support upon request from other departments as capacity permits.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Preventative Maintenance	Plan, schedule, and complete routine scheduled preventative maintenance tasks at supported buildings.	Ongoing	Base Operating Budgets (Internal Recovery)
<i>SDEL</i>	Maintenance support as capacity permits	Prioritize and complete tickets received for support to complete emerging repairs and priority tasks.	Ongoing	Base Operating Budgets (Internal Recovery)
<i>SDEL</i>	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
<i>SDEL</i>	Documentation of Service Levels	Establish Building Maintenance Service Levels.	Q1 – Q4	Base Operating Budget

<i>SDEL</i>	Service Level Review	Review current levels of preventative maintenance and asset management at all SCRD buildings. Perform gap analysis to determine recommended building maintenance service enhancements.	Q1 – Q3	Internal Recovery (Carry Forward)
<i>SDEL</i>	Certificate of Recognition (COR)	Support the Corporate initiative and address gaps identified through the preparatory process being completed in 2023. Prepare for 2024 COR Audit.	Q1 – Q4	Base Operating Budget
<i>SDEL</i>	Managing All Records in Sharepoint	Support the move of all building maintenance files from Dr Know to share point. Train staff on new document management software.	Ongoing	Base Operating Budget
<i>CEL</i>	Business Continuity	Support the Corporate initiative to establish business continuity measures in the event of an emergency.	Ongoing	Base Operating Budget
<i>SDEL</i>	Corporate Asset Management Policy Update	Support the corporate initiative to update the corporate asset management policy	Ongoing	Base Operating Budget
<i>SDEL</i>	Organizational Review	Support the corporate initiative to conduct an organizational review	Q1 – Q2	Base Operating Budget

Key Performance Indicators

- Building Maintenance Tickets (resolved and open)

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Service Level Increase (Snow Removal and Ice Control)	\$169,225 (ongoing)	\$9,150 - Support Services \$49,300 – Taxation \$110,775 – Internal Recoveries

Draft Budget Summary

Building Maintenance Services		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
313		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Internal Recoveries	309,815	414,807	404,101	419,857	429,004	438,382	438,382
	Total Revenues	309,815	414,807	404,101	419,857	429,004	438,382	438,382
Expenses								
	Administration	14,496	14,494	14,201	14,494	14,494	14,494	14,494
	Wages and Benefits	269,792	360,926	350,513	365,976	375,123	384,501	384,501
	Operating	15,958	39,387	39,387	39,387	39,387	39,387	39,387
	Debt Charges - Interest	-	-	-	-	-	-	-
	Amortization of Tangible Capital Assets	-	7,019	7,019	7,019	7,019	7,019	7,019
	Total Expenses	300,246	421,826	411,120	426,876	436,023	445,401	445,401
Other								
	Capital Expenditures (Excluding Wages)	-	67,000	-	-	-	-	-
	Proceeds from Long Term Debt	-	-	-	-	-	-	-
	Debt Principal Repayment	-	-	-	-	-	-	-
	Transfer to/(from) Reserves	(45,000)	(113,059)	-	-	-	-	-
	Transfer to/(from) Other Funds	45,000	46,059	-	-	-	-	-
	Unfunded Amortization	-	(7,019)	(7,019)	(7,019)	(7,019)	(7,019)	(7,019)
	Total Other	-	(7,019)	(7,019)	(7,019)	(7,019)	(7,019)	(7,019)
	Building Maintenance Services (Surplus)/Deficit:	(9,569)	-	-	-	-	-	-

2023 FTE Approved FTE Count

3.5 FTE

2024 Approved FTE Count

3.504 FTE

FTE Change

0.004 FTE

SERVICE PLAN

Department Summary

Division Summary:	Ports	Manager:	Shelley Gagnon
Service Year:	2024	Function:	345 and 346
Department:	Community Services	Status:	FINAL

Service Overview:

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.

Minor inspections on all nine ports are conducted (through contract) two times per year, along with scheduled minor repairs and maintenance. Major structural inspections including underwater investigation are conducted (through contract) every 5 years at each facility.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Routine preventative maintenance and minor repairs	Completion of annual inspections/repairs (two times per year). Sustainable, cost-effective asset management and prevention of service interruptions.	Ongoing	Base Operating Budget
SDEL	Public information on ports/moorage	Provide timely, reliable information to residents and visitors about SCRD ports.	Ongoing	Base Operating Budget

SDEL	Community cooperation and knowledge sharing	Support an effective Ports Monitors Committee (POMO), and host meetings two times per year. Attend the Harbour Authority Association of BC (HAABC) meeting on a regular basis as deemed appropriate. Continue to build relations and work with local island and marine associations.	Ongoing	Base Operation Budget
SDEL	Asset management	Along with Asset Management staff, develop the capital asset renewal plan and present to Board for approval.	Q3	Base Operation Budget
SDEL	Capital Maintenance Projects	Planning, coordination and procurement of goods and services to complete capital projects carried forward from previous years. Ensure projects adhere to environmental regulations and limit service disruption where possible.	Q1 2024 through Q2 2025	Carry Forward funding and Reserves

Key Performance Indicators

- Inspections and preventative maintenance are completed as scheduled.
- Construction project completed.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Ports Capital Projects Budget Lift	\$ 215,000	Reserves
Annual Repair and Maintenance Budget Lift	\$32,000	Taxation

Draft Budget Summary

Ports Services 345	Actuals	Amended Budget	Preliminary Budget	Financial Plan: Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	811,560	811,555	806,809	720,032	723,009	726,057	726,057
Other Revenue	10,629	2,665	2,665	2,665	2,665	2,665	2,665
Total Revenues	822,189	814,220	809,474	722,697	725,674	728,722	728,722
Expenses							
Administration	44,952	44,956	46,350	44,956	44,956	44,956	44,956
Wages and Benefits	90,700	121,844	14,538	118,982	121,959	125,007	125,007
Operating	148,792	335,615	180,362	175,759	175,759	175,759	175,759
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	105,860	78,722	78,722	78,722	78,722	78,722	78,722
Total Expenses	390,304	581,137	319,972	418,419	421,396	424,444	424,444
Other							
Capital Expenditures (Excluding Wages)	274	1,166,997	107,349	-	-	-	-
Debt Principal Repayment	82,500	90,000	90,000	-	-	-	-
Transfer to/(from) Reserves	362,431	(591,926)	370,875	383,000	383,000	383,000	383,000
Transfer to/(from) Other Funds	-	(353,266)	-	-	-	-	-
Unfunded Amortization	(105,860)	(78,722)	(78,722)	(78,722)	(78,722)	(78,722)	(78,722)
Total Other	339,345	233,083	489,502	304,278	304,278	304,278	304,278
Ports Services (Surplus)/Deficit:	(92,540)	-	-	-	-	-	-

2023 FTE Approved FTE Count	1.02 FTE
2024 Approved FTE Count	0.99 FTE
FTE Change	-0.03 FTE

SERVICE PLAN

Department Summary

Division Summary:	Cemetery Services	Manager:	Jessica Huntington (Interim)
Service Year:	2024	Function:	400
Department:	Community Services	Status:	Final

Service Overview:

SCRD operates, administers, and manages three community cemeteries: Seaview, Kleindale and Elphinstone. These properties vary considerably in their purpose, amenities, combined assets, and levels of use. SCR D provides direct services for plot sales, coordinating interments, as well as ongoing maintenance activities. Plot excavation services and some property maintenance duties are also conducted through contracted services.

Seaview Cemetery, located in Roberts Creek, is 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 currently operated as a regular park-site property.

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, and re-development.

In addition to core services, strategic focus is placed on addressing key community needs for meaningful places of burial and commemoration. To better understand the capital, operating and spatial needs for the long-term fiscal, social and environmental sustainability of SCR D Cemetery Services over the next 25 years, the draft Cemetery Master Plan was completed in 2022. The draft plan includes an analysis of current services and infrastructure, identifies challenges and prioritizes needs, provides recommendations for future service delivery, and presents a guide for implementing the recommendations.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Cemetery park operations and maintenance	<p>Complete ongoing maintenance and repairs to the cemetery grounds, signage, landscaping, pruning, headstone installations, maintenance of fencing, columbaria and other assets.</p> <p>Ensuring regulatory compliance by completing mandated reporting and compliance inspections by Consumer Protection BC.</p> <p>Coordinating all plot and niche sales, administration, counter service, updating of public facing materials and communications, receiving and responding to customer inquiries.</p> <p>Initiate a public education plan to begin to address informal grave adornments at Seaview Cemetery.</p>	Ongoing	Base Operating Budget
<i>SDEL</i>	Business Process/Customer service Improvements	<p>Continued review and implementation of services software (Stone Orchard) and incorporate efficiencies.</p> <p>Improve cost tracking. Analyze timesheet coding and payroll allocations to fully capture associated servicing costs.</p> <p>Conduct an analysis of internal operating costs.</p>	Q1-Q4	Base Operating Budget
<i>SDEL</i>	Asset Management Planning & Service Level Documentation	Define and document service levels.	Q1-Q4	Base Operating Budget
<i>SDEL</i>	Fees and Charges Review	Review all service fees and charges.	Q3-Q4	Base Operating Budget

<i>SDEL</i>	Review and update Cemetery Bylaw and Procedures	Review and update Cemetery Bylaw as well as operational procedures. Review work tasks to identify where additional safe work procedures are needed and develop procedures as well as review and update existing safe work procedures.	Q3-Q4	Base Operating Budget
<i>SDEL</i>	Planning and coordination of Capital and Operational Projects	Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.	Ongoing	Carry Forward funding

Key Performance Indicators

- Burials: Plots Sold & Number of Interments
- Cremations: Plots Sold, Niches Sold, Interments and Inurnments (Niche)
- Number of plots and niches available for sale

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
None	n/a	n/a

Draft Budget Summary

Cemetery 400	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	131,076	137,488	147,485	226,195	225,732	225,330	225,330
User Fees & Service Charges	44,799	61,134	61,134	61,134	61,134	61,134	61,134
Total Revenues	175,875	198,622	208,619	287,329	286,866	286,464	286,464
Expenses							
Administration	20,964	20,960	19,532	20,960	20,960	20,960	20,960
Wages and Benefits	32,230	90,510	72,433	101,700	104,244	106,849	106,849
Operating	36,707	63,088	79,001	86,709	83,702	80,695	80,695
Amortization of Tangible Capital Assets	3,450	3,198	3,198	3,198	3,198	3,198	3,198
Total Expenses	93,351	177,756	174,164	212,567	212,104	211,702	211,702
Other							
Capital Expenditures (Excluding Wages)	-	595,664	-	-	-	-	-
Proceeds from Long Term Debt	-	(294,800)	-	-	-	-	-
Debt Principal Repayment	-	-	19,653	59,960	59,960	59,960	59,960
Transfer to/(from) Reserves	18,000	(276,800)	18,000	18,000	18,000	18,000	18,000
Unfunded Amortization	(3,450)	(3,198)	(3,198)	(3,198)	(3,198)	(3,198)	(3,198)
Total Other	14,550	20,866	34,455	74,762	74,762	74,762	74,762
Cemetery (Surplus)/Deficit:	(67,974)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.97
2024 Approved FTE Count	0.79
FTE Change	(0.18)

SERVICE PLAN

Department Summary

Division Summary:Community Recreation Facilities	Manager: A. van Velzen & G. Donn
Service Year: 2024	Function: 615
Department:Community Services	Status: FINAL

Service Overview:

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 to the [626] Pender Harbour Aquatic and Fitness Centre (budgeted separately).

Core services provided by Facility Services include:

- Operation, preventative maintenance and janitorial at Gibsons and Area Community Center and Sunshine Coast Arena.
- Operation and preventative maintenance at Gibsons and District Aquatic Facility and Sechelt Aquatic Centre.
- Planning and coordination of capital renewal projects at the four recreation facilities.
- Contract management of maintenance service agreements at the four recreation facilities.
- Procurement of goods and services related to the operation and maintenance at the four recreation facilities.

[614] Recreation Services is a service established for providing Recreation Facilities and Recreational Programming for the community and surrounding region. Recreation is a major contributor to residents' quality of life, enhances physical, mental and social well-being, promotes healthy living and resiliency, and provides opportunities for social connectedness.

Core services provided by Community Recreation Facilities include:

- Provision of essential community spaces and places (operations of two pools, two arenas and two weight rooms and fitness centres, in addition to ancillary spaces and meeting rooms).
 - Delivery of accessible aquatic, fitness, arenas 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.
-

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Facility operation, preventative maintenance, and annual facility maintenance.	<p>Ensure safe, regulation-compliant operation of facilities.</p> <p>Prevent breakdowns/service interruptions.</p> <p>Maximize useful life of community assets.</p> <p>Plan, schedule, and complete annual maintenance at recreation facilities.</p>	Ongoing	Base Operating Budget
<i>SDEL and CEL</i>	Planning and coordination of capital projects	<p>Planning, coordination and procurement of goods and services to complete capital renewal projects and one-time capital projects.</p> <p>Plan, procure services, schedule and complete 17 new capital projects for 2024. Provide project management and oversight.</p> <p>Plan and coordinate phase two of the SAC sprinkler system replacement project to occur, during annual facility maintenance, in 2024.</p>	Ongoing	<p>Annual capital funding: some projects funded through one-time initiatives.</p> <p>Carry Forward One Time Funding</p>
<i>SDEL</i>	Health and Safety Program	<p>Review work tasks to identify where additional safe work procedures are needed and develop procedures.</p> <p>Review and update existing safe work procedures.</p> <p>Support the Corporate initiative to prepare for 2024 COR Audit.</p> <p>Complete and implement updated Pool Safety Plans and the Facility Safety Plan for the Sechelt Arena.</p>	Q1 – Q4	Base Operating Budget

<i>SDEL</i>	Asset Management Software Planning	Work with Asset Management to determine asset management software requirements for recreation facilities.	Q1 – Q4	Base Operating Budget
<i>SDEL</i>	Provide public access to Arena, Aquatic, and Fitness facilities through admissions, passes, and facility rentals.	<p>Return the facilities to traditional (pre-COVID) operating hours and service levels (staffing dependent).</p> <p>Support community groups recreation/leisure programming through the provision of facility spaces/services.</p> <p>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.</p> <p>Strengthen the provision of aquatics through coordinated leadership, new training opportunities and new systems to bring Aquatics Leadership training in house, designed with input from staff.</p>	Ongoing	Base Operating Budget
<i>SDEL</i>	Delivery of Programs	<p>Delivery of accessible recreation programs in Aquatics, Fitness and General Recreation (staffing and contract instructor dependent).</p> <p>Improve programming processes and offerings based on findings from the 2022-23 Programming Review.</p>	Ongoing	Base Operating Budget
<i>SDEL</i>	Storage Agreements	Develop formal storage agreements with user groups that currently store their equipment on site at the Recreation Facilities.	Q1-Q4	Base Operating Budget
<i>SDEL</i>	Planning for Recreation Management Software Transition	Lead and support transitioning to a new recreation software product, (as required).	Ongoing	Budget Approval Pending
<i>SDEL</i>	Recreation Facilities Needs Assessment	Conduct a needs assessment and business case to inform future service levels/planning for the four recreational facilities.	Ongoing	Budget Approval Pending
<i>SDEL</i>	Documentation of Service Levels	Establish Facility and Recreation Services Service Levels	Q1 – Q4	Base Operating Budget

<i>SDEL</i>	Transitioning Records to Sharepoint	Support the move of files from Dr Know to share point. Train staff on new document management software.	Ongoing	Base Operating Budget
<i>SDEL</i>	Business Continuity	Support the Corporate initiative to establish business continuity measures in the event of an emergency.	Ongoing	Base Operating Budget
<i>SDEL</i>	Junior Hockey	Continue to meet with Junior hockey representatives related to ice allocation, proposed programming, camps, game day planning, construction of the new Junior building and proposed GACC facility enhancements.	Q1 – Q4	Base Operating Budget

Key Performance Indicators

- Facility Energy Consumption
- Facility Water Consumption
- Equipment Failures Impacting Service Levels
- Recreation Facility Use:
 - Admissions and Pass Sales
 - Facility bookings/rentals
 - Program Registration
- Marketing tactics
- Annual Review of LIFE program
- Annual Review of Joint Use program

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Ice Operations Budget Alignment	\$122,900 (ongoing)	User Fees, Taxation
GACC Facility Upgrades (Junior Hockey) Project Leadership	\$80,400 (one-time)	Taxation
SAC Heat Pump Replacement	\$188,500 (one-time)	Taxation
SCA Water Well Investigation	\$63,000 (one-time)	Taxation
Contract Annual Increases	\$45,400 (ongoing)	Taxation
Recreation Facilities Needs Assessment and Business Case	\$100,000	Reserves
Recreation Software Implementation (shared with other Divisions)	\$150,000	Reserves

Draft Budget Summary

Community Recreation Facilities		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
615		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Tax Requisitions	6,287,760	6,287,766	6,323,484	6,693,384	6,928,359	7,208,349	7,208,349
	Frontage & Parcel Taxes	1,698,378	1,698,073	1,698,073	1,698,073	118,005	-	-
	User Fees & Service Charges	1,341,755	1,757,406	1,757,406	1,757,406	1,757,406	1,757,406	1,757,406
	Investment Income	475,028	474,870	513,598	563,225	95,335	30,013	30,013
	Other Revenue	26,019	17,858	17,858	17,858	17,858	17,858	17,858
	Total Revenues	9,828,940	10,235,973	10,310,419	10,729,946	8,916,963	9,013,626	9,013,626
Expenses								
	Administration	1,062,192	1,062,198	1,024,806	1,062,198	1,062,198	1,062,198	1,062,198
	Wages and Benefits	3,131,190	3,801,596	3,750,438	3,983,789	4,083,360	4,185,429	4,185,429
	Operating	1,429,371	1,942,175	1,907,305	1,912,948	1,903,478	1,900,509	1,900,509
	Debt Charges - Interest	924,660	928,413	1,113,436	1,123,114	252,775	203,409	203,409
	Amortization of Tangible Capital Assets	861,077	951,368	951,368	951,368	951,368	951,368	951,368
	Total Expenses	7,408,490	8,685,750	8,747,353	9,033,417	8,253,179	8,302,913	8,302,913
Other								
	Capital Expenditures (Excluding Wages)	281,257	8,105,345	1,050,845	596,200	1,086,600	1,197,300	1,197,300
	Proceeds from Long Term Debt	-	(5,997,292)	-	-	(863,000)	(626,200)	(626,200)
	Debt Principal Repayment	1,248,276	1,293,862	1,869,989	2,141,437	1,085,391	1,113,744	1,113,744
	Transfer to/(from) Reserves	1,093,633	(886,217)	(312,679)	(89,740)	306,161	(22,763)	(22,763)
	Transfer to/(from) Appropriated Surplus	-	(9,500)	-	-	-	-	-
	Transfer to/(from) Other Funds	(163,046)	(4,607)	(93,721)	-	-	-	-
	Unfunded Amortization	(861,077)	(951,368)	(951,368)	(951,368)	(951,368)	(951,368)	(951,368)
	Total Other	1,599,043	1,550,223	1,563,066	1,696,529	663,784	710,713	710,713
	Community Recreation Facilities (Surplus)/Deficit:	(821,407)	-	-	-	-	-	-

2023 FTE Approved FTE Count

13.45 FTE

2024 Approved FTE Count

13.45 FTE

FTE Change

0

SERVICE PLAN

Department Summary

Division Summary:	Pender Harbour Aquatic and Fitness Centre	Manager:	Graeme Donn
Service Year:	2024	Function:	625
Department:	Community Services	Status:	Final

Service Overview:

This service provides and maintains an aquatic and fitness facility for residents of Electoral Area A, the Pender Harbour Aquatic and Fitness Centre (PHAFC). The pool and fitness centre is located within the Pender Harbour Secondary School on the lower level and is operated by the SCR D through a lease agreement with SD46. Recreation is a major contributor to residents' 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 Pender Harbour Aquatic and Fitness Centre include:

- Provision of essential community spaces and places (operations of a pool and weight room 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.
- Operational and preventative maintenance support.
- Capital Plan development and project support.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Facility operation, preventative maintenance, and annual facility maintenance.	Ensure safe, regulation-compliant operation of facilities. Prevent breakdowns/service interruptions. Maximize useful life of community assets. Plan, schedule, and complete annual maintenance at recreation facilities.	Ongoing	Base Operating Budget

<i>SDEL</i>	Provide public access to Aquatic, and Fitness facilities through admissions, passes, and facility rentals.	<p>Return the facilities to traditional (pre-COVID) operating hours and service levels (staffing dependent).</p> <p>Support community groups recreation/leisure programming through the provision of facility spaces/services.</p> <p>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.</p> <p>Strengthen the provision of aquatics through coordinated leadership, new training opportunities and new systems to bring Aquatics Leadership training in house, designed with input from staff.</p>	Ongoing	Base Operating Budget
<i>SDEL</i>	Delivery of Programs	<p>Delivery of accessible recreation programs in Aquatics, Fitness and General Recreation (staffing and contract instructor dependent).</p> <p>Improve programming processes and offerings based on findings from the 2022-23 Programming Review.</p>	Ongoing	Base Operating Budget
<i>SDEL</i>	Documentation of Service Levels	Establish Recreation Service Levels.	Q1-Q4	Base Operating Budget
<i>SDEL</i>	Pender Harbour Aquatic Society	Continue to meet with the Pender Harbour Aquatic Society on a regular basis. This group provides valuable feedback and support for the continued operations of PHAFC.	Ongoing	Base Operating Budget
<i>SDEL</i>	Health and Safety Program	<p>Review work tasks to identify where additional safe work procedures are needed and develop procedures.</p> <p>Review and update existing safe work procedures.</p> <p>Support the Corporate initiative to prepare for 2024 COR Audit.</p> <p>Complete and implement the updated Facility Safety Plan.</p>	Q1 – Q4	Base Operating Budget
<i>SDEL</i>	Transitioning Records to Sharepoint	Support the Corporate initiative to transition records to a new system.	Ongoing	Base Operating Budget

<i>SDEL</i>	Business Continuity	Support the Corporate initiative to establish business continuity measures in the event of an emergency.	Ongoing	Base Operating Budget
<i>SDEL</i>	Asset Management	Along with Asset Management staff, complete a capital asset renewal plan for SCRD components within this building.	Ongoing	Base Operating Budget
<i>SDEL</i>	Planning for Recreation Management Software Transition	Lead and support transitioning to a new recreation software product, (as required).	Ongoing	Budget Approval Pending
<i>SDEL</i>	Recreation Facilities Needs Assessment	Conduct a needs assessment and business case to inform future service levels/planning for the four recreational facilities.	Ongoing	Budget Approval Pending
<i>SDEL</i>	PHAFC Lease Renewal	Complete the renewal of the Lease Agreement for operation of the Pender Harbour Aquatic and Fitness Centre.	Q2	Base Operating Budget

Key Performance Indicators

- Facility Energy Consumption
- Equipment Failures Impacting Service Levels
- Recreation Facility Use:
 - Admissions and Pass Sales
 - Facility bookings/rentals
 - Program Registration
- Marketing tactics
- Annual Review of LIFE program
- Annual Review of Joint Use program

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Recreation Software Implementation (shared with other Divisions)	\$150,000	Reserves

Draft Budget Summary

Pender Harbour Pool		Actuals	Amended Budget	Preliminary Budget	Financial Plan: Forecast Budget			
625		2023	2023	2024	2025	2026	2027	2028
Revenues								
Tax Requisitions		610,920	610,918	598,450	633,699	645,496	657,586	657,586
Frontage & Parcel Taxes		48,528	48,519	48,519	48,519	48,519	48,519	48,519
User Fees & Service Charges		55,233	90,100	90,100	90,100	90,100	90,100	90,100
Investment Income		19,320	19,323	21,258	23,270	25,363	27,539	27,539
Other Revenue		761	-	-	-	-	-	-
Total Revenues		734,762	768,860	758,327	795,588	809,478	823,744	823,744
Expenses								
Administration		69,588	69,586	66,203	69,586	69,586	69,586	69,586
Wages and Benefits		330,328	441,598	440,013	471,879	483,676	495,766	495,766
Operating		94,380	164,834	157,334	157,334	157,334	157,334	157,334
Debt Charges - Interest		19,464	19,466	19,466	19,466	19,466	19,466	19,466
Amortization of Tangible Capital Assets		83,580	97,998	97,998	97,998	97,998	97,998	97,998
Total Expenses		597,340	793,482	781,014	816,263	828,060	840,150	840,150
Other								
Capital Expenditures (Excluding Wages)		10,572	34,437	10,000	10,000	10,000	10,000	10,000
Debt Principal Repayment		48,372	48,376	50,311	52,323	54,416	56,592	56,592
Transfer to/(from) Reserves		13,305	(9,437)	15,000	15,000	15,000	15,000	15,000
Transfer to/(from) Appropriated Surplus		-	-	-	-	-	-	-
Transfer to/(from) Other Funds		(300)	-	-	-	-	-	-
Unfunded Amortization		(83,580)	(97,998)	(97,998)	(97,998)	(97,998)	(97,998)	(97,998)
Total Other		(11,631)	(24,622)	(22,687)	(20,675)	(18,582)	(16,406)	(16,406)
Pender Harbour Pool (Surplus)/Deficit:		(149,053)	-	-	-	-	-	-

2023 FTE Approved FTE Count	4.57 FTE
2024 Approved FTE Count	4.31 FTE
FTE Change	- 0.26 FTE

SERVICE PLAN

Department Summary

Division Summary:	Parks Services	Manager:	Jessica Huntington (Interim)
Service Year:	2024	Function:	650
Department:	Community Services	Status:	FINAL

Service Overview:

From Gambier Island to Egmont, SCRD Parks Services currently operates and maintain over 1,500 hectares of parkland with over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails and 30 kms of bicycle/walking paths, along with other parks infrastructure such as benches, tables, bridges, garbage receptacles and permanent washroom facilities. SCRD Parks also works collaboratively with a variety of community partners to help extend service-related benefits throughout the region. These properties combined assets and services represent a significant public asset portfolio, and a highly visible form of regional taxpayer investment.

The Parks Services Division provides the following core services:

- Establishing and delivering a diverse system of neighborhood and regional parks that provide residents and visitors meaningful park experiences while also serving to protect the region's biodiversity, varied ecosystems, and landscapes.
 - Operating and maintaining a regional trails system that connects communities and provides alternative transportation and recreation options
 - Managing the parks system holistically and as part of a network of parks, trails, and associated amenities
 - Managing for responsible public use, conserving, and restoring parklands so that they retain their ecological and cultural integrity
 - Providing a range of inclusive and accessible outdoor experiences and activities, for people of all ages and abilities, throughout the parks and trails system that foster enjoyment of appreciation and respect for the region's natural environment
 - Providing, operating, and maintaining parks facilities for safe and enjoyable community use
 - Practicing and facilitating stewardship of recreational, ecological, and cultural values using best management practices and targeted protection and enhancement actions
 - Providing responsible, cost effective and accountable services which contribute to the development and retention of a safe, vibrant, and healthy community and the enjoyment, education and inspiration of residents and visitors
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2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Continue to provide day to day core services	Administration, renewal and extension of various licenses, leases, agreements, and contracts. Incorporating adaptive environmental and climate resiliency principles into operational practices.	Ongoing	Base Operating Budget
<i>SDEL</i>	Parks and Trails maintenance	Provide, seven day a week operation May through August and five day a week operations September through April. Conduct regular inspections of all properties and managed assets. Plan and complete routine, remedial, and preventative maintenance tasks in all parks. Adhere and adapt to water conservation, climate change resiliency strategies, cultural and environmental legislation. Ongoing Hazard Tree Assessment and mitigation projects, including hazard tree removal following significant storm/wind events. Targeted wildfire risk prevention, fuel load dispersal. Integrated pest management and mitigation, including noxious and invasive species.	Ongoing	Base Operating Budget

SDEL	Playground Maintenance	<p>Regular playground safety inspections.</p> <p>Repair and maintenance of playground assets</p> <p>Seasonal start-up, operation and shut down of water park and children's play area.</p>	Ongoing	Base Operating Budget
SDEL and CEL	Sports Fields Maintenance	<p>Adaptive turf maintenance practices (i.e. aeration, coring, fertilizing and drainage/vegetation management).</p> <p>Repair and maintenance of irrigation systems.</p> <p>Coordination of sport field bookings.</p>	Ongoing	Base Operating Budget
SDEL	Management and Maintenance of Community Halls	<p>Ensuring safe, regulation-compliant operation of community halls.</p> <p>Completion of annual preventative maintenance tasks.</p> <p>Coordination of facility rentals and bookings.</p>	Ongoing	Base Operating Budget
SDEL and CEL	Planning and coordination of Capital and Operational Projects	<p>Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.</p> <p>Complete options for remediation of Cliff Gilker Park and Chaster Creek Bridge and present to Board (flood projects).</p>	Ongoing Q1	Base Operating Budget and Carry Forward funding
SDEL	Asset Management Plan Implementation & Park Service Level Planning	<p>Continued refinement of the capital renewal plan and updates to asset registry as required.</p> <p>Document inventory of parks according to Parks Classification System.</p> <p>Define and document service levels for all classifications of parkland. Ensure consistent application of classification system and service levels.</p>	Ongoing	Annual Capital Funding

SDEL	Review and update Parks related Bylaws and Procedures	Review and update Parks Bylaw. 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
SDEL	Park Signs Standards/Regional Sign Strategy and priority repairs	Complete signage strategy and implementation plan for the different classifications of parks, trails, beach access' and other facilities. Include considerations for integration of First Nations history/language as well as interpretative signage.	Q1-Q4	Base Operating Budget
SDEL	Engaging with the Community	Responding to public enquiries/complaints. Development and implementation of park/beach access etiquette educational program (ie. website update, social media). Support community stewardship and partnership opportunities for parks/trails and related community projects. Development of formalized volunteer program options.	Ongoing	Base Operating Budget

Key Performance Indicators:

- Facility Use
 - Community hall bookings
 - Sports field bookings
- Katherine Lake Campground usage statistics (in Q3 and Q4)
- Number of community park improvement project requests
- Number of development referrals
- Annual Reporting:
 - Number of km of trails
 - Acres of parkland
- Customer Service responses

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Cliff Gilker Sports Field Recovery	\$27,000	Taxation
Cliff Gilker Sports Field Irrigation	\$195,000	Canada Community Build Fund
Inspections for Parks Engineered Structures	\$75,000	
Facility Booking technician – permanent budget lift	\$64,000	Taxation
Parks Service Review	\$35,000	Taxation
Parks Contract Increases	\$3,300	Taxation

Draft Budget Summary

Community Parks 650	Actuals	Amended Budget	Preliminary Budget	Financial Plan: Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	2,321,194	2,497,804	2,329,732	2,668,147	2,688,673	2,706,669	2,706,669
Government Transfers	30,890	1,933,631	25,039	-	-	-	-
User Fees & Service Charges	28,239	75,600	75,600	75,600	75,600	75,600	75,600
Investment Income	-	-	-	-	-	-	-
Gain on Disposal of Tangible Assets	28,776	-	-	-	-	-	-
Other Revenue	17,642	11,100	11,100	11,100	11,100	11,100	11,100
Total Revenues	2,426,741	4,518,135	2,441,471	2,754,847	2,775,373	2,793,369	2,793,369
Expenses							
Administration	290,244	290,239	311,912	290,239	290,239	290,239	290,239
Wages and Benefits	924,263	1,101,788	1,047,456	1,042,334	1,068,394	1,095,101	1,095,101
Operating	669,002	865,351	656,925	723,671	708,593	693,515	693,515
Debt Charges - Interest	2,543	3,183	2,564	1,895	1,200	470	470
Amortization of Tangible Capital Assets	157,220	256,933	256,933	256,933	256,933	256,933	256,933
Total Expenses	2,043,272	2,517,494	2,275,790	2,315,072	2,325,359	2,336,258	2,336,258
Other							
Capital Expenditures (Excluding Wages)	83,697	4,679,349	34,145	-	-	-	-
Proceeds from Sale of TCA	(41,757)	-	-	-	-	-	-
Proceeds from Long Term Debt	(69,158)	(1,478,233)	(9,106)	-	-	-	-
Debt Principal Repayment	13,387	16,765	13,075	309,390	310,085	310,815	310,815
Transfer to/(from) Reserves	431,591	(225,851)	384,500	390,620	396,862	403,229	403,229
Transfer to/(from) Appropriated Surplus	(15,281)	(248,395)	-	-	-	-	-
Transfer to/(from) Other Funds	(1,690)	(486,061)	-	(3,302)	-	-	-
Transfer to/(from) Accumulated Surplus	28,776	-	-	-	-	-	-
Unfunded Amortization	(157,220)	(256,933)	(256,933)	(256,933)	(256,933)	(256,933)	(256,933)
Total Other	272,345	2,000,641	165,681	439,775	450,014	457,111	457,111
Community Parks (Surplus)/Deficit:	(111,124)	-	-	-	-	-	-

2023 FTE Approved FTE Count	11.33
2024 Approved FTE Count	11.20
FTE Change	(0.13)

SERVICE PLAN

Department Summary

Division Summary:	Bicycle and Walking Paths	Manager:	Jessica Huntington (interim)
Service Year:	2024	Function:	665 / 667
Department:	Community Services	Status:	FINAL

Service Overview:

There are approximately 33.4 km of SCR D Active Transportation Infrastructure (ATI), which consist of paved lanes built on secondary rural roads, along Highway 101, as well as approximately 3 kms of a separated paved multi use pathway adjacent to Highway 101 (Roberts Creek Multi-Use Trail). Additionally, some path sections are not paved but have been constructed under the Bicycle and Walking Paths function, such as the Lily Lake / Tyner Park multi-use trail. In general, most multi-use paths (ATI) are attached to the road edge and are located on the non-ditch side of the road, though in some cases they are on both sides. SCR D holds agreements, permits, and licenses with the BC Ministry of Transportation and Infrastructure (BC MOTI) that specify responsibilities for ongoing operations and maintenance of the infrastructure.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Maintenance and operations of infrastructure	Ensure safe, regulation-compliant operation of infrastructure and assets. Develop and conduct regular inspections. Regularly scheduled maintenance activities such as gravel topping, vegetation brushing and removal, clearing of ditches, culverts and other types of drainage infrastructure.	Ongoing	Base Operating Budget
<i>SDEL</i>	Planning and coordination of major projects	Planning, coordination and procurement of goods and services to complete major and minor projects including projects carried forward from previous years.	Ongoing	Base Operating Budget and Carry Forward Funding

SDEL CEL	Planning and Community Development	Completion of comprehensive asset inventory and condition assessment. Collaboration and coordination with active transportation community organizations.	Ongoing	Base Operating Budget
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Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Connect the Coast Feasibility Study Part 1	\$35,000	Operating Reserves

Draft Budget Summaries

Bicycle & Walking Paths		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
665		2023	2023	2024	2025	2026	2027	2028
Revenues								
Tax Requisitions		59,796	59,839	54,390	56,682	57,358	58,047	58,047
Total Revenues		59,796	59,839	54,390	56,682	57,358	58,047	58,047
Expenses								
Administration		12,036	12,037	11,776	12,037	12,037	12,037	12,037
Wages and Benefits		18,079	26,122	24,906	26,937	27,613	28,302	28,302
Operating		110	32,212	7,708	7,708	7,708	7,708	7,708
Amortization of Tangible Capital Assets		66,050	99,607	99,607	99,607	99,607	99,607	99,607
Total Expenses		96,275	169,978	143,997	146,289	146,965	147,654	147,654
Other								
Capital Expenditures (Excluding Wages)		12,345	600,860	-	-	-	-	-
Transfer to/(from) Reserves		9,996	(92,089)	10,000	10,000	10,000	10,000	10,000
Transfer to/(from) Appropriated Surplus		7,468	7,468	-	-	-	-	-
Transfer to/(from) Other Funds		(12,345)	(526,771)	-	-	-	-	-
Unfunded Amortization		(66,050)	(99,607)	(99,607)	(99,607)	(99,607)	(99,607)	(99,607)
Total Other		(48,586)	(110,139)	(89,607)	(89,607)	(89,607)	(89,607)	(89,607)
Bicycle & Walking Paths (Surplus)/Deficit:		(12,107)	-	-	-	-	-	-

Area A Bicycle & Walking Paths		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
667		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Tax Requisitions	14,400	14,442	12,604	14,800	15,013	15,224	15,224
	Total Revenues	14,400	14,442	12,604	14,800	15,013	15,224	15,224
Expenses								
	Administration	2,220	2,221	2,112	2,221	2,221	2,221	2,221
	Wages and Benefits	2,572	8,021	6,292	8,379	8,592	8,803	8,803
	Operating	260	4,200	4,200	4,200	4,200	4,200	4,200
	Amortization of Tangible Capital Assets	5,290	6,231	6,231	6,231	6,231	6,231	6,231
	Total Expenses	10,342	20,673	18,835	21,031	21,244	21,455	21,455
Other								
	Unfunded Amortization	(5,290)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)
	Total Other	(5,290)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)
Area A Bicycle & Walking Paths (Surplus)/Deficit:		(9,348)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.32
2024 Approved FTE Count	0.29
FTE Change	(0.03)

SERVICE PLAN

Department Summary

Division Summary:	Dakota Ridge	Manager:	Jessica Huntington (interim)
Service Year:	2024	Function:	680
Department:	Community Services	Status:	Final

Service Overview:

Dakota Ridge (DR) Winter Recreation Area offers over 20 kms of groomed cross-country ski trails (both classic and skate), 4 kms of groomed snowshoe trails, 3 kms 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 recreation area is on crown land and operated under a partnership agreement with the Ministry of Forests Lands Natural Resource Operations and Rural Development (BC FLNRORD). The SCRDR also has a Forest Service Road Maintenance agreement with BC FLNRORD to use and maintain the unpaved 14 km access road to the facility, which is plowed and maintained through contracted services.

The success of winter seasonal operations relies on partnerships and close coordination between staff, volunteers, and contracted service providers. DR provides residents and visitors seasonal recreational opportunities and is open from approximately mid-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 include local school programs, the Dakota Nordics Ski Club Jackrabbits program, and the Dakota Ridge Loppet (community ski race).

Volunteers are a critical component of operations and contribute a significant amount of time by acting as trail hosts/greeters and assisting with trail grooming. During the winter season, parks staff maintain the facility (trail grooming, minor repairs, and maintenance) on Tuesdays and Fridays. Further, parks staff are responsible for annual planning and administration, pass sales, volunteer mobilization, and trail and asset maintenance.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>SDEL</i>	Ongoing Operations	Ensure safe, regulation-compliant operation of entire facility, related equipment, and assets.	Ongoing	Base Operating Budget

		<p>Conduct ongoing trail maintenance and management.</p> <p>General facility operations, and equipment maintenance.</p> <p>Intergovernmental liaison for agreements/permits/leases and communications</p>		
<i>SDEL</i>	Customer Service	<p>Ticket sales and accounting, and marketing and promotions of service.</p> <p>Regular public communications and updates.</p>	Ongoing	Base Operating Budget
<i>SDEL</i>	Volunteer Management and Support	<p>Continued focus on volunteer recruitment, training, coordination, and retention.</p> <p>Provide technical and safety training and risk management.</p>	Ongoing	Base Operating Budget
<i>SDEL</i> <i>CEL</i>	Seasonal Access Road Management	<p>Annual maintenance to repair upper road sections and improve drainage (contracted services) including:</p> <ul style="list-style-type: none"> • Road plowing and maintenance • Brushing, trimming and vegetation maintenance 	Ongoing	Base Operating Budget
<i>SDEL</i>	Asset Management Plan Implementation & Service Level Planning	<p>Complete asset registry for Dakota Ridge assets and develop capital renewal plan.</p> <p>Define and document service levels for all classifications of parkland.</p>	Q2-Q3	Base Operating Budget
<i>SDEL</i>	Planning and coordination of Capital and Operational Projects	<p>Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.</p>	Q2-Q4	Base Operating Budget and Carry Forward funding

Key Performance Indicators (review for suggestions - <http://mbncanada.ca/>)

Q1 and Q4 reporting

- Season pass sales
- Number of operating days in the season
- Number of volunteers (trail hosts, groomers, work party)

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
None	n/a	n/a

Draft Budget Summary

Dakota Ridge Recreation Service Area 680	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	205,464	205,468	211,609	212,323	214,705	217,142	217,142
User Fees & Service Charges	27,504	38,000	38,000	38,000	38,000	38,000	38,000
Gain on Disposal of Tangible Assets	(700)	-	-	-	-	-	-
Other Revenue	-	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenues	232,268	245,468	251,609	252,323	254,705	257,142	257,142
Expenses							
Administration	26,712	26,715	27,537	26,715	26,715	26,715	26,715
Wages and Benefits	32,314	88,313	93,632	95,168	97,550	99,987	99,987
Operating	89,098	132,631	130,440	130,440	130,440	130,440	130,440
Amortization of Tangible Capital Assets	3,726	45,966	45,966	45,966	45,966	45,966	45,966
Total Expenses	151,850	293,625	297,575	298,289	300,671	303,108	303,108
Other							
Capital Expenditures (Excluding Wages)	5,396	33,872	-	-	-	-	-
Proceeds from Sale of TCA	(300)	-	-	-	-	-	-
Transfer to/(from) Reserves	(6,464)	(36,063)	-	-	-	-	-
Transfer to/(from) Accumulated Surplus	(700)	-	-	-	-	-	-
Unfunded Amortization	(3,726)	(45,966)	(45,966)	(45,966)	(45,966)	(45,966)	(45,966)
Total Other	(5,794)	(48,157)	(45,966)	(45,966)	(45,966)	(45,966)	(45,966)
Dakota Ridge Recreation Service Area (Surplus)/Deficit:	(86,212)	-	-	-	-	-	-

2023 FTE Approved FTE Count **0.85**

2024 Approved FTE Count **0.92**

FTE Change **0.04**

SERVICE PLAN

Department Summary

Division Summary:	Regional Solid Waste	Manager:	Marc Sole
Service Year:	2024	Function:	350
Department:	Infrastructure Services	Status:	Final

Service Overview:

The SCRD's Regional Solid Waste Division provides solid waste management for the Sunshine Coast. This includes operating the Sechelt Landfill and the Pender Harbour Transfer Station (PHTS), oversight of three closed landfills and three recycling depots, food waste drop-off program at PHTS, and the green waste recycling program. It also comprises solid waste programs including the annual Islands Clean Up, Backroad Trash Bash, Waste Reduction Initiatives Program (WRIP), and the Home Composter Rebate and Good Samaritan Program. Regional Solid Waste coordinates future solid waste planning, including a waste composition study, updating the SCRD Solid Waste Management Plan, and investigating future waste disposal options. These services and programs are funded through User Fees and Taxation.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Deliver ongoing core solid waste services	<ul style="list-style-type: none"> Operation and oversight of waste disposal sites and programs. Ensure appropriate regulatory agreements, leases and licenses are up to date for sites; including access roads. Provide disposal opportunities for remote communities. 	Ongoing	Taxation and User Fees
SDEL	To achieve sustainable solid waste management	<ul style="list-style-type: none"> Update Solid Waste Management Plan with future waste disposal strategies. 	Q1 2025	Taxation

SDEL	Improve solid waste diversion rates	<ul style="list-style-type: none"> • Ensure regulations facilitate increased diversion. • Continue to implement diversion initiatives (e.g., Pender Harbour Share Shed, textile recycling, styrofoam). • Continue to provide robust solid waste programs serving a broad population. • Continue to engage with regional and provincial partners to determine new initiatives and options for innovation. 	Ongoing	Taxation
SDEL	Increase awareness of waste management issues and promote waste reduction through education	<ul style="list-style-type: none"> • Provide outreach on annual programs (Backroad Trash Bash, Islands Clean Up, Composter Rebate, WRIP). • Provide public with accurate and current information (Recollect, website). • Attend events for community outreach. 	Ongoing	Taxation
SDEL	Provide services in a safe manner	<ul style="list-style-type: none"> • Plan and complete regular safety inspections of sites. • Ensure compliance with safety regulations. • Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation
SDEL	Secure a long-term waste disposal option	<ul style="list-style-type: none"> • Confirm the feasibility of extending the useful life of the Sechelt Landfill. • Further assess waste disposal options for after the Sechelt Landfill has reached its maximum capacity. 	Q4 2024	Taxation

Key Performance Indicators (review for suggestions - <http://mbncanada.ca/>)

- Annual diversion rate (%)
- Annual per capita/household disposal (kg)
- Total tonnage landfilled at Sechelt Landfill
- Total annual tonnage food waste, green waste
- Total cost of solid waste disposal per tonne
- Total cost of solid waste diversion per tonne
- Landfill Capacity
- Participation numbers in Solid Waste Programs

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Vertical Expansion Sechelt Landfill – Design Phase	\$165,000	Reserves (Operating) Taxation
Sechelt Landfill Contact Water Pond Relocation-Construction	\$520,000	Taxation
Site Improvements for Sechelt Landfill	\$90,000	Taxation
Solid Waste Contracts	\$215,000	Taxation
Sechelt Landfill Internet Connectivity Improvements	\$25,000	Taxation
Stage K Closure (Previously Stage H+) – Additional Funding Required	\$750,000	Landfill Closure Reserves
Asbestos Exposure Control Plan and Silica Exposure Control Plan	\$10,000	Taxation
Various Staffing Positions	TBC	User fees
Insurance Requirements for Landfills	\$80,000	Taxation

Draft Budget Summary

Regional Solid Waste 350	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Tax Requisitions	4,707,422	4,846,479	5,178,433	4,751,861	4,761,647	4,485,651	4,485,651
User Fees & Service Charges	2,041,753	2,873,816	2,854,016	2,833,766	2,833,766	2,833,766	2,833,766
Investment Income	108	-	-	-	-	-	-
Other Revenue	407,082	272,121	272,121	272,121	272,121	272,121	272,121
Total Revenues	7,156,365	7,992,416	8,304,570	7,857,748	7,867,534	7,591,538	7,591,538
Expenses							
Administration	673,860	673,861	728,937	673,861	673,861	673,861	673,861
Wages and Benefits	1,128,748	1,429,725	1,312,234	1,503,955	1,540,874	1,449,919	1,449,919
Operating	3,139,241	5,385,325	4,646,907	4,182,767	4,158,684	4,136,306	4,136,306
Debt Charges - Interest	-	7,368	12,357	9,270	6,220	3,170	3,170
Amortization of Tangible Capital Assets	72,280	54,261	54,261	54,261	54,261	54,261	54,261
Total Expenses	5,014,129	7,550,540	6,754,696	6,424,114	6,433,900	6,317,517	6,317,517
Other							
Capital Expenditures (Excluding Wages)	37,854	1,129,143	136,490	-	-	-	-
Landfill Closure & Post Closure Expenditures	-	2,500,000	-	-	-	-	-
Proceeds from Long Term Debt	(29,633)	(1,064,000)	-	-	-	-	-
Debt Principal Repayment	266,020	400,125	532,025	532,025	532,025	372,412	372,412
Transfer to/(from) Reserves	(71,534)	(763,392)	35,620	55,870	55,870	55,870	55,870
Transfer to/(from) Other Funds	(99,057)	(105,739)	-	-	-	-	-
Prior Year (Surplus)/Deficit	-	-	-	-	-	-	-
Unfunded Amortization	(72,280)	(54,261)	(54,261)	(54,261)	(54,261)	(54,261)	(54,261)
Transfer (to)/from Unfunded Liability	900,000	(1,600,000)	900,000	900,000	900,000	900,000	900,000
Total Other	931,370	441,876	1,549,874	1,433,634	1,433,634	1,274,021	1,274,021
Regional Solid Waste (Surplus)/Deficit:	(1,210,866)	-	-	-	-	-	-

2023 FTE Approved FTE Count **4.82**

2024 Approved FTE Count **5.06**

FTE Change **0.24**

SERVICE PLAN

Department Summary

Division Summary:	Regional Solid Waste Refuse Collection	Manager:	Marc Sole
Service Year:	2024	Function:	355
Department:	Infrastructure Services	Status:	Final

Service Overview:

Regional Solid Waste provides weekly food waste collection and every other week garbage collection services to eligible residents in Halfmoon Bay, Roberts Creek, Elphinstone and West Howe Sound. One 77-litre can of garbage and one 45-litre green bin of food waste is collected through the program. Food waste is delivered to Salish Soils for composting. Garbage is delivered to Sechelt Landfill.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Deliver ongoing regional residential solid waste refuse collection services	<ul style="list-style-type: none"> Oversight of service providers, hosting quarterly meetings, and troubleshooting issues as they occur. Ensure customers have access to replacement green bins when required. 	Ongoing	User fees
SDEL	Improve solid waste diversion rates	<ul style="list-style-type: none"> Promote high compliance with green bin program. Ensure regulations facilitate increased diversion. Use education and outreach to increase diversion. 	Ongoing	User fees
SDEL	Provide accurate and current information regarding refuse collection service	<ul style="list-style-type: none"> Effective use of Recollect app, website and social media platforms to inform the public of service level changes. 	Ongoing	User Fees

Key Performance Indicators

- Residential curbside collection annual tonnages (garbage and food waste).
- Total cost for Garbage collection per tonne.
- Numbers of monthly residential collection missed pickups.

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Green Bin Purchase for Curbside Food Waste Collection	\$27,000	Operating Reserves

Draft Budget Summary

Refuse Collection	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
355							
Revenues							
User Fees & Service Charges	1,232,850	1,228,607	1,232,675	1,231,389	1,232,833	1,234,312	1,234,312
Other Revenue	-	-	-	-	-	-	-
Total Revenues	1,232,850	1,228,607	1,232,675	1,231,389	1,232,833	1,234,312	1,234,312
Expenses							
Administration	103,992	103,987	107,773	103,987	103,987	103,987	103,987
Wages and Benefits	10,501	54,958	55,240	57,740	59,184	60,663	60,663
Operating	725,356	1,069,662	1,069,662	1,069,662	1,069,662	1,069,662	1,069,662
Amortization of Tangible Capital Assets	8,070	-	-	-	-	-	-
Total Expenses	847,919	1,228,607	1,232,675	1,231,389	1,232,833	1,234,312	1,234,312
Other							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Unfunded Amortization	(8,070)	-	-	-	-	-	-
Total Other	(8,070)	-	-	-	-	-	-
Refuse Collection (Surplus)/Deficit:	(393,001)	-	-	-	-	-	-

2023 FTE Approved FTE Count	0.55
2024 Approved FTE Count	0.55
FTE Change	0

SERVICE PLAN

Department Summary

Division Summary:	North Pender Harbour Water Service	Manager:	Shane Walkey Stephen Misiurak Bryan Shoji Mia Edbrooke
Service Year:	2024	Function:	365
Department:	Infrastructure Services	Status:	Final

Service Overview:

North Pender Harbour Water Service was established to provide water services to the North Pender Harbour Area within a portion of Electoral Area A and a portion of Kalpilin, shíshálh Nation Government District. The main water source of the North Pender Harbour water system is Garden Bay Lake. Water is pumped from a deep lake intake into the Garden Bay Pump Station where it is treated with Ultraviolet (UV) light, chlorinated, and then pumped to the Garden Bay reservoir. From the Garden Bay reservoir, the water is gravity fed throughout the distribution system. A second reservoir, Daniel Point reservoir, is fed from the water system through the Daniel Point pumps. There are 75+ fire hydrants, two reservoirs and two pump stations in this water service area.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Delivery of ongoing core water services to the public	<ul style="list-style-type: none"> Daily operations and management of water treatment and distribution system. 	Ongoing	Taxation and User Fees
SDEL	Improve asset management practices	<ul style="list-style-type: none"> Maintain and upgrade aging infrastructure to realize full life of assets. Ongoing watermain replacement. Plan for end of life replacement. Provide water system redundancy by looping watermains. Advance upgrading Garden Bay pump and treatment station. Prepare for implementation volumetric water rate structure. Purchase replacement generators 	Ongoing	Capital Reserves, Gas Tax, User Fees

SDEL	Provide service in a safe manner	<ul style="list-style-type: none"> Plan and complete regular site safety inspections. Ensure compliance with safety regulations. Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation and User Fees
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Key Performance Indicators

- Per capita water use
- Total water supplied (millions of litres)
- Total number of water users subscribed to the Monthly Water Use Update
- Total cost of treatment/distribution of drinking water per megalitres of drinking water treated (from MBNcanada)
- Total cost of distribution drinking water per km of water distribution pipe relative to number of water pumping stations operated (from MBNcanada)
- Sample results to meet drinking water guidelines

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Pneumatic Boring Tool	\$102,000	Reserves (Capital) 365 - 5% 366 - 10% 370 - 85%
Service Review Utility Services	\$150,000	Reserves (Operating) 365 - 5% 366 - 10% 370 - 85%
North and South Pender Water System Connection Feasibility Study and Design	\$50,000	Reserves (Operating) 365 - 50 % 366 - 50%
Supervisory Control Data Acquisition (SCADA) Update/Upgrade	\$580,000	Reserves (Capital) 365 - 10% 366 - 20% 370 - 70%
Various staffing positions	TBC	User fees

Draft Budget Summary

North Pender Harbour Water Service 365	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Frontage & Parcel Taxes	300,479	294,007	294,007	294,007	294,007	294,007	294,007
User Fees & Service Charges	588,750	531,695	531,695	531,695	531,695	531,695	531,695
Internal Recoveries	-	-	-	-	-	-	-
Other Revenue	(4)	-	-	-	-	-	-
Total Revenues	889,225	825,702	825,702	825,702	825,702	825,702	825,702
Expenses							
Administration	59,352	59,349	61,630	59,349	59,349	59,349	59,349
Wages and Benefits	163,804	308,785	279,780	325,619	333,762	342,107	342,107
Operating	126,913	445,354	126,313	126,313	126,313	126,313	126,313
Debt Charges - Interest	9,065	9,391	8,193	6,950	5,850	5,250	5,250
Amortization of Tangible Capital Assets	134,483	130,468	130,468	130,468	130,468	130,468	130,468
Total Expenses	493,617	953,347	606,384	648,699	655,742	663,487	663,487
Other							
Capital Expenditures (Excluding Wages)	20,728	1,017,449	86,523	21,000	21,000	21,000	21,000
Proceeds from Long Term Debt	-	-	-	-	-	-	-
Debt Principal Repayment	28,917	32,030	32,628	36,190	20,000	20,000	20,000
Transfer to/(from) Reserves	240,314	(157,656)	230,635	250,281	259,428	251,683	251,683
Transfer to/(from) Other Funds	-	(889,000)	-	-	-	-	-
Unfunded Amortization	(134,483)	(130,468)	(130,468)	(130,468)	(130,468)	(130,468)	(130,468)
Total Other	155,476	(127,645)	219,318	177,003	169,960	162,215	162,215
North Pender Harbour Water Service (Surplus)/Deficit:	(240,132)	-	-	-	-	-	-

2023 FTE Approved FTE Count **2.92**

2024 Approved FTE Count **3.16**

FTE Change **0.24**

SERVICE PLAN

Department Summary

Division Summary:	South Pender Harbour Water Service	Manager:	Shane Walkey Stephen Misiurak Bryan Shoji Mia Edbrooke
Service Year:	2024	Function:	366
Department:	Infrastructure Services	Status:	Final

Service Overview:

Electoral Area A service was established to provide potable water services to the South Pender Harbour Area. The treatment process at the South Pender Harbour Water Treatment Plant is a Dissolved Air Flotation (DAF) System which treats water from McNeill Lake and distributes the water to Salalus (Madeira Park) and area. The South Pender Harbour Water Distribution System is a network of 60+ fire hydrants, ductile, asbestos concrete, and plastic pipes ranging in sizes from 1 inch to 8 inches. The water system is fed mostly by gravity from the high elevation of the treatment plant.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Delivery of ongoing core water services to the public	<ul style="list-style-type: none"> Daily operation and management of water treatment and distribution system. 	Ongoing	Taxation

SDEL	Improve asset management practices	<ul style="list-style-type: none"> • Maintain and upgrade aging infrastructure to realize full life of assets. • Ongoing watermain replacement. • Water system redundancy by looping watermains. • Plan for end-of-life replacement. • Dam safety upgrades. • Prepare for implementation volumetric water rate structure. • Purchase replacement generators. 	2023/2024 Ongoing	Taxation / Reserves / Grants
SDEL	Provide service in a safe manner	<ul style="list-style-type: none"> • Plan and complete regular site safety inspections. • Ensure compliance with safety regulations. • Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation
SDEL	Ensure high quality drinking water	<ul style="list-style-type: none"> • Ensure processes meet or exceed regulatory requirements. 	Ongoing	Taxation

Key Performance Indicators

- Per capita water use
- Total water supplied (millions of litres)
- Total number of water users subscribed to the Monthly Water Use Update
- Total cost of treatment/distribution of drinking water per megalitres of drinking water treated (from MBNcanada)
- Total cost of distribution drinking water per km of water distribution pipe relative to number of water pumping stations operated (from MBNcanada)
- Sample results to meet drinking water guidelines

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Service Review Utility Services	\$150,000	Reserves (Operating) 365 - 5% 366 - 10% 370 - 85%
Pneumatic Boring Tool	\$102,000	Reserves (Capital) 365 - 5% 366 - 10% 370 - 85%
South Pender Harbour WTP – Heater Replacement	\$83,000	Reserves (Capital)
Water Supply Analyses South Pender	\$85,000	Reserves (Operating)

South Pender McNeill Lake Dam-Construction	\$53,000	Reserves (Capital)
Supervisory Control Data Acquisition (SCADA) Update/Upgrade	\$580,000	Reserves (Capital) 365 - 10% 366 - 20% 370 - 70%
North and South Pender Water System Connection Feasibility Study and Design	\$50,000	365 – 50% 366 – 50%
Various staffing positions	TBC	User fees

Draft Budget Summary

South Pender Harbour Water Service 366	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Frontage & Parcel Taxes	470,580	471,010	471,010	471,010	471,010	471,010	471,010
Government Transfers	-	-	-	-	-	-	-
User Fees & Service Charges	859,599	850,023	850,023	850,023	850,023	850,023	850,023
Investment Income	16,056	16,056	18,441	20,291	23,500	26,182	26,182
Other Revenue	27,471	-	-	-	-	-	-
Total Revenues	1,373,706	1,337,089	1,339,474	1,341,324	1,344,533	1,347,215	1,347,215
Expenses							
Administration	111,648	111,645	111,375	111,645	111,645	111,645	111,645
Wages and Benefits	348,405	507,765	445,204	535,880	549,280	563,011	563,011
Operating	253,922	505,194	258,199	258,199	258,199	258,199	258,199
Debt Charges - Interest	50,527	52,451	52,768	51,110	49,423	47,696	47,696
Amortization of Tangible Capital Assets	272,667	299,383	299,383	299,383	299,383	299,383	299,383
Total Expenses	1,037,169	1,476,438	1,166,929	1,256,217	1,267,930	1,279,934	1,279,934
Other							
Capital Expenditures (Excluding Wages)	47,225	1,389,544	115,110	25,000	25,000	25,000	25,000
Proceeds from Long Term Debt	-	(84,824)	-	-	-	-	-
Debt Principal Repayment	94,300	102,438	106,819	109,427	113,423	116,932	116,932
Transfer to/(from) Reserves	247,498	(506,930)	249,999	250,063	237,563	224,732	224,732
Transfer to/(from) Other Funds	(10,587)	(740,194)	-	-	-	-	-
Unfunded Amortization	(272,667)	(299,383)	(299,383)	(299,383)	(299,383)	(299,383)	(299,383)
Total Other	105,769	(139,349)	172,545	85,107	76,603	67,281	67,281
South Pender Harbour Water Service (Surplus)/Deficit:	(230,768)	-	-	-	-	-	-

2023 FTE Approved FTE Count	4.82
2024 Approved FTE Count	4.87
FTE Change	0.05

SERVICE PLAN

Department Summary

Division Summary:	Regional Water Service	Manager:	Shane Walkey Stephen Misiurak Bryan Shoji Mia Edbrooke
Service Year:	2024	Function:	370
Department:	Infrastructure Services	Status:	Final

Service Overview:

Regional Water Services provides potable water to more than 24,000 people in all Electoral Areas, District of Sechelt, Squamish Nation and the shíshálh Nation Government District. Water is also provided for fire protection, industrial use, and irrigation purposes. Regional Water Service is developing new water supply sources to better meet community water demand. As well, Regional Water is involved in initiatives to promote water conservation and long-term planning to increase water security.

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Deliver ongoing core water services to the public	<ul style="list-style-type: none"> Daily operations and management of water treatment and distribution systems. 	Ongoing	Taxation and User Fees
SDEL	Increase and diversify water supply sources	<ul style="list-style-type: none"> Complete feasibility studies for long-term source options (i.e., surface, groundwater). Advance potential water supply projects (Langdale Wellfield expansion, Gray Creek water treatment upgrades, Eastbourne well development). 	Ongoing	Capital Reserves, Gas Tax, User Fees

SDEL	Improve asset management practices	<ul style="list-style-type: none"> • Maintain and upgrade aging infrastructure to realize full life of assets. • Ongoing watermain replacement. • Plan for end-of-life replacement. • Dam safety upgrades. • Provide water system redundancy by looping watermains and increasing watermains. • Prepare for implementation volumetric water rate structure. • Purchase replacement generators. 	Ongoing	Taxation
SDEL	Provide services in a safe matter	<ul style="list-style-type: none"> • Plan and complete regular site safety inspections. • Ensure compliance with safety regulations. • Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation
SDEL	Use drinking water efficiently	<ul style="list-style-type: none"> • Install a water meter on every SCRD service connection. • Continue year-round leak resolution program. • Continue rainwater harvesting rebates. 	Q4 2024 Ongoing	Taxation
SDEL	Ensure high quality drinking water	<ul style="list-style-type: none"> • Ensure processes meet or exceed regulatory requirements. • Complete infrastructure upgrades (Chapman Creek Water Treatment Plant UV upgrade, Chaster Well). • Protect drinking water sources (i.e., Chaster Well Protection Plan). 	Ongoing	Taxation

Key Performance Indicators

- Per capita water use
- Number of days at Stage 4 Water Conservation Regulations
- Total water supplied (millions of litres)
- Total number of water users subscribed to the Monthly Water Use Update
- Total cost of treatment/distribution of drinking water per megalitres of drinking water treated (MBNcanada)
- Total cost of distribution drinking water per km of water distribution pipe relative to number of water pumping stations operated (from MBNcanada)
- Sample results to meet drinking water guidelines
- Increase in water supply
- Maintain water treatment and distribution systems
- Increase safety at work
- Extend useful life of equipment and structures
- Reduce staff stress and burnout
- Maintain service levels

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Service Review Utility Services	\$150,000	Reserves (Operating) 365 - 5% 366 - 10% 370 - 85%
Pneumatic Boring Tool	\$102,000	Reserves (Capital) 365 - 5% 366-10% 370-85%
Raw Water Reservoir – Site B	\$150,000	Reserves (Operating)
Langdale Well Field Construction	\$17,500,000	TBC
Chapman WTP – Distribution Meters Install	\$140,000	Reserves (Operating)
Aquifer 560 Watershed Agreement	\$130,550	Reserves (Operating)
Development and Implementation of Chapman Creek Environmental Monitoring Plan	\$150,000	User Fees
Chapman Creek Raw Water Pump Station Pump Maintenance and Upgrade	\$130,000	Reserves (Operating)
Exposed Watermain Rehabilitation Budget Increase	\$400,000	Reserves (Operating)
Chapman Siphon Removal	\$155,000	Reserves (Operating)
Supervisory Control Data Acquisition (SCADA) Update/Upgrade	\$580,000	Reserves (Capital) 365 -10% 366-20% 370-70%
Chapman WTP HVAC Replacement	\$155,000	Reserves (Capital)
Cove Cay Pumpstation Upgrades – Additional Budget	\$671,200	Reserves (Capital)
Various Staffing Positions	TBC	User fees
Vehicle Purchase –Flat Bed Crane Truck and Medium Size Truck	\$295,000	Long-term Debt

Draft Budget Summary

Regional Water Services	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
370							
Revenues							
Frontage & Parcel Taxes	4,577,886	4,361,164	4,361,164	4,361,164	4,361,164	4,361,164	4,361,164
Government Transfers	5,863	6,000,000	-	-	-	-	-
User Fees & Service Charges	8,230,021	7,782,962	7,782,962	7,782,962	7,782,962	7,782,962	7,782,962
Investment Income	76,692	76,692	82,900	95,567	12,782	10,839	10,839
Developer Contributions	6,811	6,811	-	-	-	-	-
Gain on Disposal of Tangible Assets	14,756	-	-	-	-	-	-
Internal Recoveries	(230)	-	-	-	-	-	-
Other Revenue	102,111	65,800	65,800	65,800	65,800	65,800	65,800
Total Revenues	13,013,910	18,293,429	12,292,826	12,305,493	12,222,708	12,220,765	12,220,765
Expenses							
Administration	1,121,508	1,121,507	1,110,310	1,121,507	1,121,507	1,121,507	1,121,507
Wages and Benefits	3,243,952	4,164,195	3,558,447	4,345,359	4,453,694	4,564,729	4,564,729
Operating	2,227,922	4,409,541	2,043,082	1,843,082	1,843,082	1,843,082	1,843,082
Debt Charges - Interest	224,358	370,741	532,170	581,179	564,585	536,127	536,127
Amortization of Tangible Capital Assets	1,461,637	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
Total Expenses	8,279,377	11,713,884	8,891,909	9,539,027	9,630,768	9,713,345	9,713,345
Other							
Capital Expenditures (Excluding Wages)	2,900,972	22,893,977	2,301,209	1,565,599	1,565,599	1,565,599	1,565,599
Proceeds from Sale of TCA	(18,256)	-	-	-	-	-	-
Proceeds from Long Term Debt	(2,801,667)	(8,977,367)	-	-	-	-	-
Debt Principal Repayment	271,097	477,846	997,337	1,000,649	949,548	956,621	956,621
Transfer to/(from) Reserves	2,475,417	(6,577,640)	1,750,989	1,928,725	1,733,993	1,633,100	1,633,100
Transfer to/(from) Appropriated Surplus	613,239	(42,349)	-	-	-	-	-
Transfer to/(from) Other Funds	893,683	452,978	(718)	(80,607)	(9,300)	-	-
Transfer to/(from) Accumulated Surplus	14,756	-	-	-	-	-	-
Unfunded Amortization	(1,461,637)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)
Total Other	2,887,604	6,579,545	3,400,917	2,766,466	2,591,940	2,507,420	2,507,420
Regional Water Services (Surplus)/Deficit:	(1,846,929)	-	-	-	-	-	-

2023 FTE Approved FTE Count **38.37**

2024 Approved FTE Count **37.63**

FTE Change **(0.74)**

SERVICE PLAN

Department Summary

Division Summary:	Wastewater Services	Manager:	Shane Walkey Bryan Shoji
Service Year:	2024	Function:	381-395
Department:	Infrastructure Services	Status:	Final

Service Overview:

The Sunshine Coast Regional District's (SCRD's) Wastewater Services is responsible for operations, maintenance, and upgrades to 15 wastewater systems according to facility specific operations, asset management and maintenance plans and regulatory standards. Each facility may consist of a collection system, treatment plant and effluent disposal infrastructure.

The 15 SCR D owned and operated wastewater systems are:

Area A	Area B	Area D/E/F
<ul style="list-style-type: none"> • Greaves Road • Lee Bay • Canoe Road • Merrill Crescent • Lily Lake • Painted Boat • Sakinaw Ridge 	<ul style="list-style-type: none"> • Jolly Roger • Secret Cove • Square Bay • Curran Road 	<ul style="list-style-type: none"> • Roberts Creek Co-housing • Woodcreek Park • Sunnyside • Langdale

The SCR D also operates the following three systems on behalf of the owner of the system:

- Malibu Camp
 - Pender Landing
 - YMCA
-

2024 Overview

Strategic Focus Areas:

CEL	Climate and Environment
SDEL	Service Delivery Excellence
SERL	Social Equity and Reconciliation
GEL	Governance Excellence

Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
SDEL	Deliver ongoing core wastewater services to the public	<ul style="list-style-type: none"> Daily operations and management of wastewater treatment facilities and systems. 	Ongoing	Taxation
SDEL	Improve asset management practices	<ul style="list-style-type: none"> Upgrade infrastructure as needed and compliance with regulatory standards. Maintenance of infrastructure to realize full life of assets. 	2024/2025	Taxation / Reserves / Grants
SDEL	Sustainable service delivery	<ul style="list-style-type: none"> Ongoing plant adjustments to achieve the best effluent quality for the least disposal and waste. 	Ongoing	Taxation
SDEL	Improve treatment processes for best end result	<ul style="list-style-type: none"> Ensure processes follow manufacturers required maintenance plans and specifications. Align processes with changing regulatory framework. Ensure compliance with legislative requirements. Ensure disposal of wastewater is in accordance with federal and provincial regulations. 	Ongoing	Taxation
SDEL	Provide services in a safe manner	<ul style="list-style-type: none"> Plan and complete regular site safety inspections. Ensure compliance with safety regulations. Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation

Key Performance Indicators

- (Wastewater KPI eggs from MBNC)
- Fecal, BOD and TSS sample results
- Percentage of wastewater to have bypassed treatment
- Megalitres of treated wastewater
- Cost of treated megalitre relative to number of wastewater treatment plants
- Compliance with regulations

Proposed Initiatives for 2024:

Project Name	Budget Request (\$)	Proposed Funding Source
Wastewater Service Area Base Budget Increases – Pumpout Expenses	Function 381 \$319 382 \$1,177 383 \$397 384 \$1,241 385 \$975 386 \$6,536 387 \$1,622 389 \$363 391 \$4,490 392 \$1,044 393 \$2,670 394 \$868 Total Revenue: \$21,702	User Fees & Service Charges
[386] Lee Bay 2024 User Rate Stabilization	\$9,011	Reserves (Operating)
[386] Lee Bay WWTP Sand Filter Treatment System Integration	\$85,000	Reserves (Operating)
[386] Lee Bay Wastewater Generator Replacement	\$81,000	Reserves (Capital)
[389] Canoe Road WWTP – Root Mitigation/Removal	\$6,600	Reserves (Operating)
[390] Merrill Crescent WWTP Electrical Works Replacement	\$52,500	Reserves (Capital) - \$20,000 Canada Community Build Fund - \$32,500
Various Position	TBD	User Fees

Draft Budget Summary

Greaves Rd Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
381		2023	2023	2024	2025	2026	2027	2028
Revenues								
Frontage & Parcel Taxes		2,700	2,700	3,000	3,300	3,600	3,900	3,900
Government Transfers		-	-	-	-	-	-	-
User Fees & Service Charges		3,249	3,139	3,139	3,139	3,139	3,139	3,139
Total Revenues		5,949	5,839	6,139	6,439	6,739	7,039	7,039
Expenses								
Administration		396	399	751	399	399	399	399
Wages and Benefits		1,719	2,011	1,795	2,112	2,167	2,218	2,218
Operating		200	2,584	744	744	744	744	744
Debt Charges - Interest		11	16	11	5	-	-	-
Total Expenses		2,326	5,010	3,301	3,260	3,310	3,361	3,361
Other								
Capital Expenditures (Excluding Wages)		-	-	191	-	-	-	-
Debt Principal Repayment		81	112	117	150	-	-	-
Transfer to/(from) Reserves		2,568	717	2,530	3,029	3,429	3,678	3,678
Total Other		2,649	829	2,838	3,179	3,429	3,678	3,678
Greaves Rd Waste Water Plant (Surplus)/Deficit:		(974)	-	-	-	-	-	-

Woodcreek Park Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
382		2023	2023	2024	2025	2026	2027	2028
Revenues								
Frontage & Parcel Taxes		32,856	32,850	32,850	32,850	32,850	32,850	32,850
Government Transfers		8,142	746,325	-	-	-	-	-
User Fees & Service Charges		57,988	57,119	57,119	57,119	57,119	57,119	57,119
Other Revenue		-	-	-	-	-	-	-
Total Revenues		98,986	836,294	89,969	89,969	89,969	89,969	89,969
Expenses								
Administration		5,256	5,256	5,712	5,256	5,256	5,256	5,256
Wages and Benefits		27,762	26,901	24,006	28,264	28,972	29,694	29,694
Operating		9,373	31,244	29,891	28,886	27,860	26,844	26,844
Debt Charges - Interest		113	141	92	40	-	-	-
Amortization of Tangible Capital Assets		7,470	8,959	8,959	8,959	8,959	8,959	8,959
Total Expenses		49,974	72,501	68,660	71,405	71,047	70,753	70,753
Other								
Capital Expenditures (Excluding Wages)		26,270	964,834	2,592	-	-	-	-
Proceeds from Long Term Debt		-	(99,591)	-	-	-	-	-
Debt Principal Repayment		720	972	20,938	21,225	19,918	19,918	19,918
Transfer to/(from) Reserves		19,412	(83,961)	6,738	6,298	7,963	8,257	8,257
Transfer to/(from) Other Funds		-	(9,502)	-	-	-	-	-
Unfunded Amortization		(7,470)	(8,959)	(8,959)	(8,959)	(8,959)	(8,959)	(8,959)
Total Other		38,932	763,793	21,309	18,564	18,922	19,216	19,216
Woodcreek Park Waste Water Plant (Surplus)/Deficit:		(10,080)	-	-	-	-	-	-

Sunnyside Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
383		2023	2023	2024	2025	2026	2027	2028
Revenues								
Frontage & Parcel Taxes		4,428	4,422	5,522	6,622	7,722	8,822	8,822
User Fees & Service Charges		6,144	6,141	6,325	6,325	6,325	6,325	6,325
Total Revenues		10,572	10,563	11,847	12,947	14,047	15,147	15,147
Expenses								
Administration		396	392	775	392	392	392	392
Wages and Benefits		953	2,211	1,969	2,322	2,381	2,439	2,439
Operating		259	11,970	470	470	470	470	470
Debt Charges - Interest		11	16	11	5	-	3,203	3,203
Total Expenses		1,619	14,589	3,225	3,189	3,243	6,504	6,504
Other								
Capital Expenditures (Excluding Wages)		-	-	210	-	-	244,500	244,500
Proceeds from Long Term Debt		-	-	-	-	-	(179,439)	(179,439)
Debt Principal Repayment		81	112	117	150	-	19,168	19,168
Transfer to/(from) Reserves		7,368	(4,138)	8,295	9,608	10,804	(75,586)	(75,586)
Total Other		7,449	(4,026)	8,622	9,758	10,804	8,643	8,643
Sunnyside Waste Water Plant (Surplus)/Deficit:		(1,504)	-	-	-	-	-	-

Jolly Roger Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
384		2023	2023	2024	2025	2026	2027	2028
Revenues								
Frontage & Parcel Taxes		6,264	6,464	8,064	9,664	11,264	12,864	12,864
User Fees & Service Charges		31,266	30,583	30,583	30,583	30,583	30,583	30,583
Total Revenues		37,530	37,047	38,647	40,247	41,847	43,447	43,447
Expenses								
Administration		2,484	2,485	2,756	2,485	2,485	2,485	2,485
Wages and Benefits		6,213	12,515	11,175	13,150	13,480	13,816	13,816
Operating		6,720	38,866	13,717	13,717	13,717	13,717	13,717
Debt Charges - Interest		56	70	46	20	-	-	-
Amortization of Tangible Capital Assets		1,290	1,293	1,293	1,293	1,293	1,293	1,293
Total Expenses		16,763	55,229	28,987	30,665	30,975	31,311	31,311
Other								
Capital Expenditures (Excluding Wages)		-	-	1,209	-	-	-	-
Debt Principal Repayment		360	485	509	653	-	-	-
Transfer to/(from) Reserves		7,776	(17,374)	9,235	10,222	12,165	13,429	13,429
Transfer to/(from) Other Funds		-	-	-	-	-	-	-
Unfunded Amortization		(1,290)	(1,293)	(1,293)	(1,293)	(1,293)	(1,293)	(1,293)
Total Other		6,846	(18,182)	9,660	9,582	10,872	12,136	12,136
Jolly Roger Waste Water Plant (Surplus)/Deficit:		(13,921)	-	-	-	-	-	-

Secret Cove Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
385		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Frontage & Parcel Taxes	7,560	8,568	11,968	15,368	18,768	22,168	22,168
	User Fees & Service Charges	27,686	27,355	27,355	27,355	27,355	27,355	27,355
	Total Revenues	35,246	35,923	39,323	42,723	46,123	49,523	49,523
Expenses								
	Administration	2,280	2,283	2,676	2,283	2,283	2,283	2,283
	Wages and Benefits	7,149	12,659	11,282	13,301	13,633	13,973	13,973
	Operating	8,440	40,049	12,549	12,549	12,549	12,549	12,549
	Debt Charges - Interest	56	70	46	20	-	-	-
	Amortization of Tangible Capital Assets	1,350	1,381	1,381	1,381	1,381	1,381	1,381
	Total Expenses	19,275	56,442	27,934	29,534	29,846	30,186	30,186
Other								
	Capital Expenditures (Excluding Wages)	-	-	1,222	-	-	-	-
	Debt Principal Repayment	360	485	509	653	-	-	-
	Transfer to/(from) Reserves	8,016	(19,623)	11,039	13,917	17,658	20,718	20,718
	Transfer to/(from) Other Funds	-	-	-	-	-	-	-
	Unfunded Amortization	(1,350)	(1,381)	(1,381)	(1,381)	(1,381)	(1,381)	(1,381)
	Total Other	7,026	(20,519)	11,389	13,189	16,277	19,337	19,337
	Secret Cove Waste Water Plant (Surplus)/Deficit:	(8,945)	-	-	-	-	-	-

Lee Bay Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
386		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Frontage & Parcel Taxes	44,352	44,856	53,756	62,656	71,556	80,456	80,456
	User Fees & Service Charges	59,641	57,057	57,057	57,057	57,057	57,057	57,057
	Other Revenue	-	-	-	-	-	-	-
	Total Revenues	103,993	101,913	110,813	119,713	128,613	137,513	137,513
Expenses								
	Administration	4,992	4,986	5,229	4,986	4,986	4,986	4,986
	Wages and Benefits	14,473	19,945	17,566	20,956	21,478	22,016	22,016
	Operating	29,710	48,441	34,591	34,591	34,591	34,591	34,591
	Debt Charges - Interest	56	70	46	20	-	-	-
	Amortization of Tangible Capital Assets	7,410	1,397	1,397	1,397	1,397	1,397	1,397
	Total Expenses	56,641	74,839	58,829	61,950	62,452	62,990	62,990
Other								
	Capital Expenditures (Excluding Wages)	-	-	38,740	-	-	-	-
	Debt Principal Repayment	360	485	509	653	-	-	-
	Transfer to/(from) Reserves	41,844	27,986	14,132	58,507	67,558	75,920	75,920
	Unfunded Amortization	(7,410)	(1,397)	(1,397)	(1,397)	(1,397)	(1,397)	(1,397)
	Total Other	34,794	27,074	51,984	57,763	66,161	74,523	74,523
	Lee Bay Waste Water Plant (Surplus)/Deficit:	(12,558)	-	-	-	-	-	-

Square Bay Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
387		2023	2023	2024	2025	2026	2027	2028
Revenues								
Frontage & Parcel Taxes		24,828	24,831	29,481	34,131	38,781	44,361	44,361
Government Transfers		-	10,000	-	-	-	-	-
User Fees & Service Charges		110,566	108,886	108,886	108,886	108,886	108,886	108,886
Investment Income		972	966	1,308	1,660	2,022	2,395	2,395
Other Revenue		-	-	-	-	-	-	-
Total Revenues		136,366	144,683	139,675	144,677	149,689	155,642	155,642
Expenses								
Administration		8,796	8,799	8,924	8,799	8,799	8,799	8,799
Wages and Benefits		25,697	47,043	42,111	49,421	50,656	51,924	51,924
Operating		33,127	72,565	32,565	32,565	32,565	32,565	32,565
Debt Charges - Interest		7,562	7,588	7,540	7,488	7,448	7,448	7,448
Amortization of Tangible Capital Assets		35,570	9,070	9,070	9,070	9,070	9,070	9,070
Total Expenses		110,752	145,065	100,210	107,343	108,538	109,806	109,806
Other								
Capital Expenditures (Excluding Wages)		-	13,589	4,568	-	-	-	-
Debt Principal Repayment		12,106	12,358	12,748	13,387	12,443	12,816	12,816
Transfer to/(from) Reserves		26,328	(17,259)	31,219	33,017	37,778	42,090	42,090
Transfer to/(from) Other Funds		-	-	-	-	-	-	-
Transfer to/(from) Accumulated Surplus		-	-	-	-	-	-	-
Unfunded Amortization		(35,570)	(9,070)	(9,070)	(9,070)	(9,070)	(9,070)	(9,070)
Total Other		2,864	(382)	39,465	37,334	41,151	45,836	45,836
Square Bay Waste Water Plant (Surplus)/Deficit:		(22,750)	-	-	-	-	-	-

Langdale Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
388		2023	2023	2024	2025	2026	2027	2028
Revenues								
Frontage & Parcel Taxes		18,000	18,000	18,000	18,000	18,000	18,000	18,000
Government Transfers		-	751,997	-	-	-	-	-
User Fees & Service Charges		58,903	57,089	57,089	57,089	57,089	57,089	57,089
Total Revenues		76,903	827,086	75,089	75,089	75,089	75,089	75,089
Expenses								
Administration		4,524	4,522	4,943	4,522	4,522	4,522	4,522
Wages and Benefits		14,646	22,356	19,878	23,490	24,079	24,678	24,678
Operating		17,970	51,137	26,137	26,137	26,137	26,137	26,137
Debt Charges - Interest		56	1,746	4,349	3,290	2,250	1,230	1,230
Amortization of Tangible Capital Assets		3,140	3,764	3,764	3,764	3,764	3,764	3,764
Total Expenses		40,336	83,525	59,071	61,203	60,752	60,331	60,331
Other								
Capital Expenditures (Excluding Wages)		-	1,024,966	2,137	-	-	-	-
Proceeds from Long Term Debt		-	(112,501)	-	-	-	-	-
Debt Principal Repayment		360	7,152	20,509	20,653	20,000	20,000	20,000
Transfer to/(from) Reserves		21,516	(38,481)	(603)	(3,003)	(1,899)	(1,478)	(1,478)
Transfer to/(from) Other Funds		-	(133,811)	(2,261)	-	-	-	-
Unfunded Amortization		(3,140)	(3,764)	(3,764)	(3,764)	(3,764)	(3,764)	(3,764)
Total Other		18,736	743,561	16,018	13,886	14,337	14,758	14,758
Langdale Waste Water Plant (Surplus)/Deficit:		(17,831)	-	-	-	-	-	-

Canoe Rd Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
389		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Frontage & Parcel Taxes	4,740	4,743	5,243	5,743	6,243	6,743	6,743
	User Fees & Service Charges	6,056	5,912	5,912	5,912	5,912	5,912	5,912
	Other Revenue	-	-	-	-	-	-	-
	Total Revenues	10,796	10,655	11,155	11,655	12,155	12,655	12,655
Expenses								
	Administration	648	644	997	644	644	644	644
	Wages and Benefits	1,615	2,956	2,660	3,107	3,183	3,265	3,265
	Operating	815	971	783	708	708	708	708
	Debt Charges - Interest	11	16	11	5	-	-	-
	Amortization of Tangible Capital Assets	1,470	-	-	-	-	-	-
	Total Expenses	4,559	4,587	4,451	4,464	4,535	4,617	4,617
Other								
	Capital Expenditures (Excluding Wages)	-	-	291	-	-	-	-
	Debt Principal Repayment	3,647	4,002	3,664	150	-	-	-
	Transfer to/(from) Reserves	2,064	2,066	2,749	7,041	7,620	8,038	8,038
	Unfunded Amortization	(1,470)	-	-	-	-	-	-
	Total Other	4,241	6,068	6,704	7,191	7,620	8,038	8,038
	Canoe Rd Waste Water Plant (Surplus)/Deficit:	(1,996)	-	-	-	-	-	-

Merrill Crescent Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
390		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Frontage & Parcel Taxes	6,300	6,300	7,000	7,700	8,400	9,100	9,100
	Government Transfers	-	-	-	-	-	-	-
	User Fees & Service Charges	27,659	27,276	27,276	27,276	27,276	27,276	27,276
	Other Revenue	-	-	-	-	-	-	-
	Total Revenues	33,959	33,576	34,276	34,976	35,676	36,376	36,376
Expenses								
	Administration	2,100	2,100	2,190	2,100	2,100	2,100	2,100
	Wages and Benefits	7,116	9,360	8,370	9,831	10,076	10,328	10,328
	Operating	8,732	8,863	8,722	8,666	8,666	8,666	8,666
	Debt Charges - Interest	56	70	1,015	1,281	886	544	544
	Amortization of Tangible Capital Assets	1,710	557	557	557	557	557	557
	Total Expenses	19,714	20,950	20,854	22,435	22,285	22,195	22,195
Other								
	Capital Expenditures (Excluding Wages)	-	-	37,807	-	-	-	-
	Proceeds from Long Term Debt	-	-	(36,900)	-	-	-	-
	Debt Principal Repayment	3,029	3,395	7,467	8,033	7,380	7,380	7,380
	Transfer to/(from) Reserves	9,792	9,788	5,605	5,065	6,568	7,358	7,358
	Unfunded Amortization	(1,710)	(557)	(557)	(557)	(557)	(557)	(557)
	Total Other	11,111	12,626	13,422	12,541	13,391	14,181	14,181
	Merrill Crescent Waste Water Plant (Surplus)/Deficit:	(3,134)	-	-	-	-	-	-

Curran Rd Waste Water Plant

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	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Frontage & Parcel Taxes	21,816	21,210	24,710	28,210	31,710	35,210	35,210
User Fees & Service Charges	39,670	39,434	39,434	39,434	39,434	39,434	39,434
Other Revenue	-	-	-	-	-	-	-
Total Revenues	61,486	60,644	64,144	67,644	71,144	74,644	74,644
Expenses							
Administration	3,864	3,866	3,856	3,866	3,866	3,866	3,866
Wages and Benefits	11,949	17,511	15,682	18,395	18,856	19,327	19,327
Operating	19,783	18,375	18,375	18,375	18,375	18,375	18,375
Debt Charges - Interest	56	70	46	3,792	5,011	3,477	3,477
Amortization of Tangible Capital Assets	5,220	3,324	3,324	3,324	3,324	3,324	3,324
Total Expenses	40,872	43,146	41,283	47,752	49,432	48,369	48,369
Other							
Capital Expenditures (Excluding Wages)	-	-	1,704	189,000	-	-	-
Proceeds from Long Term Debt	-	-	-	(156,000)	-	-	-
Debt Principal Repayment	360	485	509	18,853	31,200	31,200	31,200
Transfer to/(from) Reserves	20,652	20,337	23,972	(28,637)	(6,164)	(1,601)	(1,601)
Transfer to/(from) Other Funds	-	-	-	-	-	-	-
Unfunded Amortization	(5,220)	(3,324)	(3,324)	(3,324)	(3,324)	(3,324)	(3,324)
Total Other	15,792	17,498	22,861	19,892	21,712	26,275	26,275
Curran Rd Waste Water Plant (Surplus)/Deficit:	(4,822)	-	-	-	-	-	-

Roberts Creek Co-Housing Treatment Plant

392

	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Frontage & Parcel Taxes	13,956	13,950	13,950	13,950	13,950	13,950	13,950
User Fees & Service Charges	39,538	38,660	38,660	38,660	38,660	38,660	38,660
Total Revenues	53,494	52,610	52,610	52,610	52,610	52,610	52,610
Expenses							
Administration	3,696	3,696	3,985	3,696	3,696	3,696	3,696
Wages and Benefits	7,354	23,520	21,066	24,711	25,328	25,963	25,963
Operating	11,112	12,614	12,614	12,614	12,614	12,614	12,614
Debt Charges - Interest	114	141	92	40	-	-	-
Amortization of Tangible Capital Assets	6,400	4,766	4,766	4,766	4,766	4,766	4,766
Total Expenses	28,676	44,737	42,523	45,827	46,404	47,039	47,039
Other							
Capital Expenditures (Excluding Wages)	-	-	2,280	-	-	-	-
Debt Principal Repayment	720	972	1,020	1,307	-	-	-
Transfer to/(from) Reserves	11,664	11,667	11,553	10,242	10,972	10,337	10,337
Transfer to/(from) Other Funds	-	-	-	-	-	-	-
Unfunded Amortization	(6,400)	(4,766)	(4,766)	(4,766)	(4,766)	(4,766)	(4,766)
Total Other	5,984	7,873	10,087	6,783	6,206	5,571	5,571
Roberts Creek Co-Housing Treatment Plant (Surplus)/Deficit:	(18,834)	-	-	-	-	-	-

Lillies Lake Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
393		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Frontage & Parcel Taxes	7,368	7,112	8,512	9,912	11,312	12,712	12,712
	User Fees & Service Charges	27,903	27,799	27,799	27,799	27,799	27,799	27,799
	Total Revenues	35,271	34,911	36,311	37,711	39,111	40,511	40,511
Expenses								
	Administration	2,724	2,725	3,012	2,725	2,725	2,725	2,725
	Wages and Benefits	13,401	14,076	12,582	14,787	15,158	15,537	15,537
	Operating	8,015	15,173	11,173	11,173	11,173	11,173	11,173
	Debt Charges - Interest	56	70	46	1,868	2,455	1,703	1,703
	Amortization of Tangible Capital Assets	4,050	4,860	4,860	4,860	4,860	4,860	4,860
	Total Expenses	28,246	36,904	31,673	35,413	36,371	35,998	35,998
Other								
	Capital Expenditures (Excluding Wages)	11,215	27,970	1,365	110,300	-	-	-
	Proceeds from Long Term Debt	-	-	-	(76,415)	-	-	-
	Debt Principal Repayment	360	485	509	9,568	15,283	15,283	15,283
	Transfer to/(from) Reserves	(4,831)	(25,588)	7,624	(36,295)	(7,683)	(5,910)	(5,910)
	Unfunded Amortization	(4,050)	(4,860)	(4,860)	(4,860)	(4,860)	(4,860)	(4,860)
	Total Other	2,694	(1,993)	4,638	2,298	2,740	4,513	4,513
	Lillies Lake Waste Water Plant (Surplus)/Deficit:	(4,331)	-	-	-	-	-	-

Painted Boat Waste Water Plant		Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
394		2023	2023	2024	2025	2026	2027	2028
Revenues								
	Frontage & Parcel Taxes	11,616	10,912	12,462	14,012	15,562	17,112	17,112
	User Fees & Service Charges	21,888	22,477	22,477	22,477	22,477	22,477	22,477
	Total Revenues	33,504	33,389	34,939	36,489	38,039	39,589	39,589
Expenses								
	Administration	2,436	2,434	2,735	2,434	2,434	2,434	2,434
	Wages and Benefits	6,385	10,763	9,572	11,307	11,593	11,881	11,881
	Operating	5,091	8,271	8,271	8,271	8,271	8,271	8,271
	Debt Charges - Interest	56	70	46	20	-	-	-
	Amortization of Tangible Capital Assets	6,410	7,220	7,220	7,220	7,220	7,220	7,220
	Total Expenses	20,378	28,758	27,844	29,252	29,518	29,806	29,806
Other								
	Capital Expenditures (Excluding Wages)	-	-	1,029	-	-	-	-
	Debt Principal Repayment	360	485	509	653	-	-	-
	Transfer to/(from) Reserves	11,364	11,366	12,777	13,804	15,741	17,003	17,003
	Unfunded Amortization	(6,410)	(7,220)	(7,220)	(7,220)	(7,220)	(7,220)	(7,220)
	Total Other	5,314	4,631	7,095	7,237	8,521	9,783	9,783
	Painted Boat Waste Water Plant (Surplus)/Deficit:	(7,812)	-	-	-	-	-	-

Sakinaw Ridge Waste Water Plant 395	Actuals	Amended Budget	Preliminary Budget	Financial Plan; Forecast Budget			
	2023	2023	2024	2025	2026	2027	2028
Revenues							
Frontage & Parcel Taxes	25,008	25,003	25,003	25,003	25,003	25,003	25,003
User Fees & Service Charges	15,035	14,560	14,560	14,560	14,560	14,560	14,560
Total Revenues	40,043	39,563	39,563	39,563	39,563	39,563	39,563
Expenses							
Administration	4,704	4,707	4,774	4,707	4,707	4,707	4,707
Wages and Benefits	7,902	17,052	15,269	17,914	18,364	18,824	18,824
Operating	5,712	15,376	15,376	15,376	15,376	15,376	15,376
Debt Charges - Interest	114	140	92	40	-	-	-
Amortization of Tangible Capital Assets	13,440	16,127	16,127	16,127	16,127	16,127	16,127
Total Expenses	31,872	53,402	51,638	54,164	54,574	55,034	55,034
Other							
Capital Expenditures (Excluding Wages)	-	-	1,664	-	-	-	-
Debt Principal Repayment	719	971	1,019	1,306	-	-	-
Transfer to/(from) Reserves	1,320	1,317	1,369	220	1,116	656	656
Transfer to/(from) Accumulated Surplus	-	-	-	-	-	-	-
Unfunded Amortization	(13,440)	(16,127)	(16,127)	(16,127)	(16,127)	(16,127)	(16,127)
Total Other	(11,401)	(13,839)	(12,075)	(14,601)	(15,011)	(15,471)	(15,471)
Sakinaw Ridge Waste Water Plant (Surplus)/Deficit:	(19,572)	-	-	-	-	-	-

2023 FTE Approved FTE Count _ 1 _
2024 Approved FTE Count _ 1 _
FTE Change _ n/a _

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: SCRD Senior Leadership Team

SUBJECT: 2023 PROJECT CARRY-FORWARD REQUESTS

RECOMMENDATION(S)

- (1) THAT the report titled 2023 Project Carry-Forward Requests be received for information;
 - (2) AND THAT the FireHall #2 Development Design [216] project (\$250,000) be rescoped to fund long range needs assessments and preliminary design initiatives;
 - (3) And THAT the unused Public Transit [310] Supernumerary Compensation FTE (0.75 FTE) be delayed until 2024 (9 months in 2024 and 3 months in 2025);
 - (4) AND THAT the 0.12 temporary full-time equivalent (FTE) for Increased Building Maintenance Requirements [313] be carried forward to 2024;
 - (5) AND THAT the items above and carry forward projects in Attachment A be included in the SCRD's Draft 2024-2028 Financial Plan, including authorization to continue with the projects prior to the adoption of the Plan;
 - (6) AND FURTHER THAT following projects be cancelled;
 - Parks Building (Replacement / Upgrade) [650] - \$300,000 with funds being returned to capital reserves;
 - Suncoaster Trail (Phase 2) – Community Trail Project [650], \$10,881, with funds being returned to operating reserves.
-

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 transferred for inclusion of the 2024-2028 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 correctly reflected in the final Financial Plan Bylaw. A final reporting of the 2023 carryforwards will be included once the SCRD's year-end process is complete.

At the February 9, 2023 Board Meeting, the following Full-Time Equivalents were approved:

029/23 **Recommendation No. 71** Public Transit [310] – 2023 R1 Budget Proposal

AND THAT the following budget proposal be approved and incorporated into the 2023 Round 2 Budget:

- Budget Proposal 3 – Supernumerary Compensation (Temporary 0.75 FTE), \$40,431 (9 months prorated in 2023) and future at \$53,908 funded through Taxation.

029/23 **Recommendation No. 73** Building Maintenance Services [313] – 2023 R1 Budget Proposal

THAT the report titled 2023 Round 1 Budget Proposal for [313] Building Maintenance Services be received for information;

AND THAT the following budget proposal be approved and incorporated into the 2023 Round 2 Budget:

- Budget Proposal 1 – Increased Building Maintenance Requirements (0.12 FTE Temporary), \$24,900 One Time funded from Internal Recoveries.

At the October 26, 2023 Board meeting, the following Resolution was approved to bring forward a proposal to cancel the Halfmoon Bay Fire Department (HBFD) Firehall No. 2:

305/23 **Recommendation No. 3** Halfmoon Bay Fire Department Firehall No. 2 – Service Review and Project Update

THAT the report titled Halfmoon Bay Fire Department (HBFD) Firehall No. 2 – Service Review and Project Update be received for information;

AND THAT a proposal for a HBFD strategic plan be brought to the 2024 budget process;

AND FURTHER THAT as part of the 2024 budget process, a proposal to cancel the current Hall No. 2 Replacement Project be brought forward; and that a proposal for a new project that considers future needs, alternate sites, and alternate development models be brought forward.

The purpose of this report is to request that incomplete projects be included in the Draft 2024-2028 Financial Plan, alter the scope of the HBFD Firehall No. 2 project, and recommend cancellation of certain projects.

DISCUSSION

There are approximately 190 projects to be carried into 2024 (187 carryforwards in 2023).

Several factors have contributed to the delay of projects such as supply-chain issues, staffing vacancies, and general capacity for the volume of projects. Some projects are expected to be multi-year and some projects are expected to be completed soon into 2024.

Public Transit Supernumerary Compensation Carryforward

In 2023, staff proposed a one-year pilot to trail a supernumerary driver on duty to coincide with the first shift of each day which would be relied upon in the event of a cancellation. Due to staff shortages in Public Transit, the pilot was not implemented in 2023, however, staff are confident to implement in 2024. Therefore, it is recommended that the resource be carried-forward with 9 months prorated in 2024 and 3 months in 2025. Since this initiative was funded in 2023, and wage and benefit rates have increased, there will be a small impact to taxation which is not typical for carryforwards.

Building Maintenance Requirements FTE Carryforward

In 2023, an FTE increase 0.12 was approved to conduct a review of Building Maintenance services to identify gaps in services and opportunities for enhancements. Due to competing priorities, staff were not able to fully utilize 0.12 FTE to complete this initiative, therefore, the request is to carry-forward the unused portion into 2024. This will not have a direct taxation implication as Building Maintenance recovers costs through internal billing.

Halfmoon Bay Fire Hall No. 2

Staff reviewed the next steps in completing the HBFD Firehall No. 2 and determined more work is needed, such as a long-range needs assessment, site evaluation and analysis, scope, pre-design, and community engagement. As this differs from the approved project, staff are requesting funds be re-allocated to the initiatives listed above instead of cancelling the project and bringing forward a new proposal. This project would be included as a 2024 carryforward with no impacts to taxation or funding.

Cancelled Projects

There are several projects which are not recommended to proceed. The status, original scope or market conditions no longer reflect the current situation. These include:

- Parks Building (Replacement/Upgrade)-The Mason Yards Expansion study is currently underway and the results are planned to come forward in early 2024, which will inform next steps. Until there is clear direction for the property, it would not be prudent to invest in the site at this time. Therefore, it is recommended that this project be cancelled and the \$300,000 be appropriated within the capital reserves.
- Suncoaster Trail (Phase 2) – Community Trail Project- The completion of this project was dependent on Volunteer Support. Due to competing priorities, there is not any volunteer capacity at this time. The remaining budget in this project is \$10,881 to be funded from Parks [650] operating reserves. It is recommended that this project be cancelled and the funds returned to the operating reserve.

The Board may also review the carry-forward list and identify projects that may not align with current priorities. Recommendations may be made on projects identified and staff may need to bring back a report on the implications of cancelling or deferring projects at Round 2 Budget deliberations.

Financial Implications

Carry-forward projects typically do not have a direct financial or taxation impact for the following year’s budget, however, staff or other resources are required. Only remaining unused funding for the projects is carried over as some projects may still expend funds prior to the end of 2023. The projects that are not being recommended for carry-over into 2024, funds will be returned to the original source of funding.

Communications Strategy

A final reporting of the 2023 carryforwards will be provided once the SCRD’s 2023 year-end process is complete and prior to Financial Plan Bylaw adoption.

STRATEGIC PLAN AND RELATED POLICIES

The financial planning process is the mechanism to align the Board’s strategic priorities and polices.

CONCLUSION

In preparation for the 2024-2027 Financial Planning Process, a summary of carry-forward projects has been compiled with some projects not being recommended to continue in 2024. Staff recommendations include carrying forward resources for the Public Transit Supernumerary Compensation and Building Maintenance Requirements projects. Additionally, the Halfmoon Bay Fire Hall No. 2 project will undergo a change in scope, while some projects, like the Parks Building and Suncoaster Trail Phase 2, are recommended for cancellation.

Staff further recommend that the attached list of 2023 projects and associated funding be included in the 2024-2028 Financial Plan and that staff are authorized to continue with the projects prior to the adoption of the Plan.

The SCRD's commitment to aligning projects with strategic priorities remains a key focus during this process.

Attachment:

Attachment A: 2023 Preliminary Carry-Forward List

Reviewed by:			
Manager		CFO	X - T. Perreault
GM/Sr. Manager	PD – X – I.Hall CS – X. S. Gagnon IS - X – R. Rosenboom	Legislative	
CAO	X – D. McKinley	Other	

Attachment A- 2023 Preliminary Carry-Forward List

Function	Service	Project Name	Amount Spent to Date (2023)	2023 Budget	Estimate Carry Forward
110	General Government	Hybrid Meeting Solutions and Board Room Modifications	66,728	119,650	52,922
110	General Government	Meeting Management Solutions System	23,968	25,000	1,032
110	General Government	Organizational Corporate Review	0	30,000	30,000
110	General Government	Electronic Documents Records Management System Conversion Consulting	0	40,000	40,000
114	Admin Offices Building Maintenance	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Field Road Portion)	4,446	25,000	20,554
114	Admin Offices Building Maintenance	COVID-19 Field Rd Space Planning	29,345	70,020	40,675
115	Human Resources	LinkedIn Annual Recruiter Package License	0	12,000	12,000
116	Purchasing & Risk Management	Business Continuity Management Program	0	18,000	18,000
117	Information Technology	2020 Field Road Space Planning; IT Capital	3,095	33,299	30,204
117	Information Technology	Expansion of Digital, Online collaboration Software & Hardware	22,919	33,139	10,220
117	Information Technology	Records Management System Enhancements	37,519	58,163	20,644
117	Information Technology	Electronic Documents Records Management System Conversion Software	0	45,000	45,000
135	Corporate Sustainability Services	Greenhouse Gas Quantification	0	15,000	15,000
136	Regional Sustainability Services	Community Climate Plan	10,262	29,190	18,928
136	Regional Sustainability Services	Coastal Flooding Project	0	510,000	510,000
151	Feasibility Studies - Area A	Dream Valley Estates Water System Feasibility	0	30,000	30,000
155	Feasibility Studies - Area F	Connected Coast Connectivity Feasibility Study	0	2,500	2,500
200	Bylaw Enforcement	Enforcement Action	0	35,000	35,000
210	Gibsons & District Fire Protection	GVFD-Emergency Generator	0	150,000	150,000
210	Gibsons & District Fire Protection	Fire Truck Replacement	0	585,000	585,000
210	Gibsons & District Fire Protection	Capital Renewal (GDVFD)	0	104,892	104,892
210	Gibsons & District Fire Protection	SCRD Corporate Recycling Program infrastructure costs-GDVFD	0	1,279	1,279
210	Gibsons & District Fire Protection	Wildfire Preparedness Equipment	15,387	20,162	4,775
212	Roberts Creek Fire Protection	Capital Renewal (RCVFD)	0	16,500	16,500
212	Roberts Creek Fire Protection	Wildfire Preparedness Equipment (RCVFD)	12,483	30,000	17,517
216	Halfmoon Bay Fire Protection	Rescue 1 Fire Apparatus Replacement	0	623,200	623,200
216	Halfmoon Bay Fire Protection	Firehall #2 Redevelopment Design	0	250,000	250,000
220	Emergency Telephone - 911	Chapman Creek Radio Tower	15,660	483,295	467,635
220	Emergency Telephone - 911	Radio Tower Capital Project Consulting Services	900	61,991	61,091
220	Emergency Telephone - 911	911 Emergency Communications Equipment Upgrade	2,808	71,939	69,131
222	Sunshine Coast Emergency Planning	Contracted Services for Statutory, Regulatory & Bylaw Reviews	0	20,000	20,000
222	Sunshine Coast Emergency Planning	Hazard, Risk and Vulnerability Analysis Update	0	58,000	58,000
222	Sunshine Coast Emergency Planning	Extreme Heat Planning	0	120,000	120,000
222	Sunshine Coast Emergency Planning	2023 Firesmart Community Funding & Supports	19,937	188,803	168,866
310	Public Transit	Security lighting improvements [310]	0	2,353	2,353
310	Public Transit	Pressure Washer (Public Transit Portion)	0	5,250	5,250
310	Public Transit	Security System & CCTV	0	3,250	3,250
312	Maintenance Facility	Loaner Vehicle	0	10,000	10,000
312	Maintenance Facility	Security lighting improvements [312]	0	2,353	2,353
312	Maintenance Facility	HVAC Maintenance Safety System	1,000	4,000	3,000
312	Maintenance Facility	Pressure Washer (Fleet Portion)	0	5,250	5,250
312	Maintenance Facility	Garage Hoist	146,408	162,000	15,592
312	Maintenance Facility	Security System & CCTV	0	3,250	3,250
312	Maintenance Facility	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	0	7,878	7,878
312	Maintenance Facility	Corporate Fleet Strategy	0	75,000	75,000
315	Mason Road Works Yard	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Mason Road Portion)	0	45,000	45,000
315	Mason Road Works Yard	Mason Road Lease Renewal & Site Plan Implementation	62,739	27,705	35,034
345	Ports Services	Ports 5 Year Capital Renewal Plan	274	669,661	669,387
345	Ports Services	Hopkins Landing Port Major Replacements	0	994,672	994,672
350	Regional Solid Waste	Future Waste Disposal Options Analysis Study	33,938	241,535	207,597
350	Regional Solid Waste	Solid Waste Management Plan	40,321	143,319	102,998
350	Regional Solid Waste	Sechelt Landfill Useful Life Extension	0	50,000	50,000
350	Regional Solid Waste	Pender Harbour Transfer Station Site Improvements	20,028	854,919	834,891
350	Regional Solid Waste	Power Supply System Replacement	0	264,224	264,224
350	Regional Solid Waste	Sechelt Landfill Stage H+ Closure	0	2,500,000	2,500,000
350	Regional Solid Waste	Biocover Feasibility Study	19,216	286,000	266,784
350	Regional Solid Waste	Power Supply System Replacement Interim Operating Costs	0	9,637	9,637
350	Regional Solid Waste	Regulatory Reporting - Sechelt Landfill	24,033	57,432	33,399
350	Regional Solid Waste	Sechelt Interim Power Supply	0	48,000	48,000
365	North Pender Harbour Water Service	Emergency Generator	0	125,000	125,000
365	North Pender Harbour Water Service	Customer Relationship Management Tool [365]	0	2,500	2,500
365	North Pender Harbour Water Service	NPH Watermain Replacement	6,460	850,000	843,540
365	North Pender Harbour Water Service	Confined Space Document Review	0	2,500	2,500
365	North Pender Harbour Water Service	Water Supply Plan - NPHWS	31,526	91,356	59,830
365	North Pender Harbour Water Service	Water Meter Data Analytics - NPHWS	0	2,302	2,302
365	North Pender Harbour Water Service	NPH-Water Rate Structure Review	0	3,000	3,000
365	North Pender Harbour Water Service	NPH-Feasibility Study Long-Term Surface Water Supply Sources	0	5,000	5,000
365	North Pender Harbour Water Service	Garden Bay Treatment Plant Improvements	0	200,000	200,000
365	North Pender Harbour Water Service	Bylaw 320 Review [365]	0	2,000	2,000
365	North Pender Harbour Water Service	NPH-Water Strategy Implementation	0	4,350	4,350
366	South Pender Harbour Water Service	South Pender Harbour Water Treatment Plant Upgrades	0	50,863	50,863
366	South Pender Harbour Water Service	Customer Relationship Management Tool [366]	0	5,000	5,000
366	South Pender Harbour Water Service	Vehicle Replacement (Unit #436)	0	99,824	99,824
366	South Pender Harbour Water Service	McNeil Lake Dam Safety Improvements-Construction	5,300	603,570	598,270
366	South Pender Harbour Water Service	South Pender Harbour Watermain Replacement	10,424	600,000	589,576
366	South Pender Harbour Water Service	Confined Space Document Review	0	5,000	5,000
366	South Pender Harbour Water Service	Water Supply Plan - SPHWS	31,526	91,357	59,831
366	South Pender Harbour Water Service	Water Meter Data Analytics - SPHWS	0	4,605	4,605
366	South Pender Harbour Water Service	Dogwood Reservoir Feasibility	0	108,000	108,000
366	South Pender Harbour Water Service	SPH-Water Rate Structure Review	0	6,000	6,000
366	South Pender Harbour Water Service	SPH-Feasibility Study Long-Term Surface Water Supply Sources	0	10,000	10,000
366	South Pender Harbour Water Service	SPH Public Participation-Water Supply Plan Development	0	5,595	5,595
366	South Pender Harbour Water Service	Bylaw 320 Review [366]	0	4,000	4,000
366	South Pender Harbour Water Service	SPH-Water Strategy Implementation	0	8,700	8,700
370	Regional Water Services	Chaster Well Upgrades (Well Protection Plan - Phase 2)	1,648	116,895	115,247
370	Regional Water Services	Exposed Water Main Rehabilitation	1,600	126,198	124,598
370	Regional Water Services	Chapman Water Treatment Plant Chlorination System Upgrade	337,059	705,048	367,989
370	Regional Water Services	Universal Water Meter Installations - Phase 3 (DOS & SIGD)	7,509	9,391,750	9,384,241
370	Regional Water Services	Cove Cay Pump Station Rebuild and Access Improvements	0	250,000	250,000
370	Regional Water Services	Chapman Creek Water Treatment UV Upgrade	18,923	2,127,283	2,108,360
370	Regional Water Services	Vehicle Purchase - Strategic Infrastructure Division	36,471	46,500	10,029
370	Regional Water Services	Utility Vehicle Purchase	37,686	46,500	8,814
370	Regional Water Services	Church Road Well- Construction Phase	1,205,131	1,841,452	636,321
370	Regional Water Services	Groundwater Investigation-Langdale	232,681	912,421	679,740
370	Regional Water Services	RWS Vehicle Replacement (2021)	61,317	210,000	148,683

Attachment A- 2023 Preliminary Carry-Forward List

Function	Service	Project Name	Amount Spent to Date (2023)	2023 Budget	Estimate Carry Forward
370	Regional Water Services	Reed Rd. Pump Station Zone 4 Improvements	0	70,000	70,000
370	Regional Water Services	Chapman & Edwards Lake Communication System Upgrades	1,326	65,826	64,500
370	Regional Water Services	Eastbourne Groundwater Investigation	130,476	158,811	28,335
370	Regional Water Services	Development of Customer Relationship Management Tool	0	42,500	42,500
370	Regional Water Services	Trout Lake Re-Chlorination Station Upgrade	0	100,000	100,000
370	Regional Water Services	Valve Stems for Selma 2 Isolation	0	75,000	75,000
370	Regional Water Services	Chapman Lake Dam Safety Improvements – Construction	1,476	999,730	998,254
370	Regional Water Services	Edwards Lake Dam Safety Improvements – Construction	1,476	729,715	728,239
370	Regional Water Services	Single Axle Dump Truck	0	225,000	225,000
370	Regional Water Services	Light Duty Trucks	55,962	150,000	94,038
370	Regional Water Services	Emergency Repair Watermain Sechelt Airport	0	22,457	22,457
370	Regional Water Services	Egmont Water Treatment Plant Filtration Upgrades	0	2,750,000	275,000
370	Regional Water Services	Chapman Creek WWTP - Mechanical Equipment Upgrades	0	135,000	135,000
370	Regional Water Services	Exposed Watermain Rehabilitation Chapman Intake Line	0	220,000	220,000
370	Regional Water Services	Sechelt Nation Government District - Zone Metering	0	250,000	250,000
370	Regional Water Services	Eastbourne Groundwater Supply Expansion	0	1,200,000	1,200,000
370	Regional Water Services	EOC Task #225989- Reed Road Building Repair (Capital)	0	100,000	100,000
370	Regional Water Services	Generator Purchases	0	375,000	375,000
370	Regional Water Services	Implementation of Shishálh Nation Foundation Agreement	0	7,539	7,539
370	Regional Water Services	Confined Space Document Review	0	22,500	22,500
370	Regional Water Services	Bylaw 422 Update	0	29,820	29,820
370	Regional Water Services	Chapman Water Treatment Plant Sludge Residuals Disposal & Planning	0	511,732	511,732
370	Regional Water Services	Water Metering Data Analytics	0	39,142	39,142
370	Regional Water Services	Chapman Creek Environmental Flow Requirements Update	250	42,800	42,550
370	Regional Water Services	Groundwater Investigation	10,304	160,800	150,496
370	Regional Water Services	Groundwater Investigation-Maryanne West Park	0	100,000	100,000
370	Regional Water Services	Feasibility Study Surface Water Intake Upgrades Gray Creek	7,222	100,141	92,919
370	Regional Water Services	Water Supply Plan: Water Distribution Model Update and Technical Analysis	94,635	202,070	107,435
370	Regional Water Services	RWS-Water Rate Structure Review	0	51,000	51,000
370	Regional Water Services	RWS-Feasibility Study Long-Term Surface Water Supply Sources	29,645	210,000	180,355
370	Regional Water Services	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources	0	475,000	475,000
370	Regional Water Services	EOC Task # 22-5080 - Drought Response 2022	0	100,000	100,000
370	Regional Water Services	EOC Task #225989- Reed Road Building Repair	0	64,844	64,844
370	Regional Water Services	Chapman Creek WWTP Chlorine Decommissioning	0	65,000	65,000
370	Regional Water Services	Bylaw 320 Review [370]	0	34,000	34,000
370	Regional Water Services	RWS-Water Strategy Implementation	0	73,950	73,950
370	Regional Water Services	Church Road Compliance Monitoring	90,501	200,000	109,499
381	Greaves Rd Waste Water Plant	Septic Field Repairs	0	1,840	1,840
382	Woodcreek Park Waste Water Plant	Woodcreek Park WWTP System Upgrade	26,270	945,916	919,646
382	Woodcreek Park Waste Water Plant	Woodcreek Park-WWTP Collection System Designs	0	18,918	18,918
382	Woodcreek Park Waste Water Plant	Woodcreek Park Inspection Chamber Repairs	0	5,964	5,964
383	Sunnyside Waste Water Plant	Statutory Right of Way- Sunnyside WWTP	0	4,000	4,000
383	Sunnyside Waste Water Plant	Feasibility & Planning Study [383]	0	7,500	7,500
384	Jolly Roger Waste Water Plant	Statutory Right of Way- Jolly Roger WWTP	0	1,649	1,649
384	Jolly Roger Waste Water Plant	Outfall Maintenance [384]	0	11,000	11,000
384	Jolly Roger Waste Water Plant	Feasibility & Planning Study [384]	0	12,500	12,500
385	Secret Cove Waste Water Plant	Statutory Right of Way- Secret Cove WWTP	0	4,000	4,000
385	Secret Cove Waste Water Plant	Outfall Maintenance [385]	0	11,000	11,000
385	Secret Cove Waste Water Plant	Feasibility & Planning Study [385]	0	12,500	12,500
386	Lee Bay Waste Water Plant	Lee Bay Collection System Repairs	0	13,850	13,850
387	Square Bay Waste Water Plant	Square Bay Infiltration Reduction	0	13,589	13,589
387	Square Bay Waste Water Plant	Square Bay Infiltration Reduction Repairs	0	25,000	25,000
387	Square Bay Waste Water Plant	Square Bay System Upgrade Planning	0	15,000	15,000
388	Langdale Waste Water Plant	Langdale Wastewater Treatment System Upgrade	0	1,024,966	1,024,966
388	Langdale Waste Water Plant	Statutory Right of Way-Langdale WWTP	0	4,000	4,000
388	Langdale Waste Water Plant	EOC Task #225989- Langdale WWTP Building Repairs	0	21,000	21,000
393	Lilly's Lake Waste Water Plant	System Repairs & Upgrades	11,215	27,970	16,755
393	Lilly's Lake Waste Water Plant	Statutory Right of Way-Lilly's Lake WWTP	0	4,000	4,000
400	Cemetery	Solid Waste Bylaw Implementation- Cemetery	0	6,064	6,064
400	Cemetery	Seaview Cemetery Expansion	0	589,600	589,600
500	Regional Planning	Regional Housing Coordinator	64,885	110,135	45,250
500	Regional Planning	Mt. Elphinstone Watershed Strategy	0	10,000	10,000
504	Rural Planning Services	Planning Enhancement & OCP Harmonization	0	230,000	230,000
520	Building Inspection Services	Digital Plan Review Preparedness	2,052	5,500	3,448
540	Hillside Development Project	Hillside Development Project - Investment Attraction Analysis	0	90,000	90,000
540	Hillside Development Project	Hillside Development Project- Headlease Renewal	17	195,400	195,383
615	Community Recreation Facilities	Recreation Capital Renewal Projects	14,759	1,447,043	1,432,284
615	Community Recreation Facilities	SAC Sprinkler System Replacement	163,645	801,577	637,932
615	Community Recreation Facilities	General Recreation Capital Renewal Funding	0	2,927	2,927
615	Community Recreation Facilities	Brine Chiller & Condenser (GACC)	0	917,600	917,600
615	Community Recreation Facilities	Health & Safety Requirements	0	126,500	126,500
615	Community Recreation Facilities	GACC Zamboni Replacement	0	322,000	322,000
615	Community Recreation Facilities	GACC Package Rooftop Unit Replacement	0	355,700	355,700
615	Community Recreation Facilities	GACC Roof Replacement	0	2,899,900	2,899,900
615	Community Recreation Facilities	SAC Roof Replacement	0	556,300	556,300
615	Community Recreation Facilities	Carbon Neutral Design – Recreation Facilities	9,753	24,537	14,785
615	Community Recreation Facilities	Viability of Alternate Water Source for SCA Ice Operations	0	10,000	10,000
615	Community Recreation Facilities	Fitness Equipment Replacement	0	130,200	130,200
615	Community Recreation Facilities	Recreation Programming Review	0	835	835
615	Community Recreation Facilities	Aquatic Instructor Training One-time Costs	422	15,000	14,578
625	Pender Harbour Pool	Annual Gym Equipment Replacement (Base)	10,572	24,437	13,865
625	Pender Harbour Pool	Storage Container	0	10,000	10,000
625	Pender Harbour Pool	Aquatic Instructor Training One-time Costs	5,347	7,500	2,153
650	Community Parks - Operations	Coopers Green Park Hall & Parking-Design Plans	0	40,389	40,389
650	Community Parks - Operations	Community Parks Capital Asset Renewal	20,433	153,187	132,754
650	Community Parks - Operations	Halfmoon Bay Community Hall	47,449	3,411,966	3,364,517
650	Community Parks - Operations	Solid Waste Bylaw Implementation- Parks	4,892	80,569	75,677
650	Community Parks - Operations	Rosemary Lane (Keats Island) Erosion Mitigation	3,750	60,000	56,250
650	Community Parks - Operations	Coopers Green Park Enhancements	0	633,238	633,238
650	Community Parks - Operations	Baker Beach & Ocean Beach Esplanade Archaeological and Environmental Studies	16,460	46,202	29,742
650	Community Parks - Operations	Nominal Rent Tenure Application	0	21,500	21,500
650	Community Parks - Operations	Sunshine Coast Sports Fields Strategy	0	18,800	18,800
665	Bicycle & Walking Paths	Lower Road Retaining Wall	12,345	600,860	588,515
665	Bicycle & Walking Paths	Hwy 101 Fencing Removal & Signage	0	24,504	24,504
			3,476,213.61	55,378,788.00	49,497,642.39

ANNEX S

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
CORPORATE AND ADMINISTRATIVE SERVICES													
110		General Government - Hybrid Meeting Solutions and Board Room Modifications (Other)	Contracted services to develop audio-visual options (including hardware, sound, cameras, electrical, space needs), pricing, and an implementation plan to facilitate a range of hybrid meetings. Further recommendation that the scope for the 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. Boardroom chairs ordered and replaced. A kick-off meeting with an audio-visual service provider was scheduled for November 21. Procurement of sound system and Boardroom furniture under way. Tables and Chairs have been ordered for: Staff, Delegation, and Media. Contract signed with AV service provider for sound system equipment and install. Sound equipment sourced and ordered. Cameras and development and configuration of a meeting room control panel is underway.	\$52,921	All	Regional							
110		General Government - Corporate Review - Organizational	Comprehensive review of the Sunshine Coast Regional District's organizational structure identifying any gaps or opportunities to create better alignment with services and expectations. In addition, the review will assess staff resourcing levels and whether or not current staffing is sufficient in consideration of such things as the size of the community, the size of the organization, the SCR D's overall budget and the services that the SCR D is currently providing. August 29, 2023 - Vendor selected (Innova Strategy Group) and Contract being finalized. Staff interviews being scheduled for the week of Nov 27. Final report with recommendations presented to the Board being planned for January 2024.	\$30,000	All	Regional							
110		General Government - Legislative Coordinator (1.0 FTE)	Position brought forward from 2023 Budget - new position to address current and ongoing capacity needs in Legislative Services. Organize Policy review will be one of major tasks.		All	Regional	Board Directive	1	\$92,678	1	1-Taxation	Prorated for 2024 \$92,678 and \$119,323 (2025)	1.00
110		General Government - Howe Sound Community Forum - Hosting	Board Resolution 295/23 to provide a contribution toward the Howe Sound Biosphere Region Initiative Society's anticipated expenses as convener and organizer of the Howe Sound Community Forum.		All	E and F	Board Directive	2	\$4,500	1	1-Taxation		
110		General Government - Corporate Workplan	The Corporate Plan will identify and establish the work the SCR D needs to deliver over the next four years, along with the critical regional, sub-regional and local services, to meet the Sunshine Coast's most important needs and operationalize the Board's Strategic Plan. The Corporate Plan will connect the day-to-day work of our employees with our Board and the residents of Sunshine Coast that we serve.		All	Regional	Business Continuity	3	\$40,000	4	4-Reserves	Operating	
110		General Government - Organization Review - Phase 2 Implementation	Organization Review – Phase II Implementation builds upon the Organizational Review begun in Fall 2023.		All	Regional	Business Continuity	4	\$75,000	4	4-Reserves	Operating	
113		Financial Services - Utility Billing Program Resourcing - 2.3 FTE over 3 years (1.0 FTE equivalent in 2024)	Additional Resources required to support pending change to the service level of the Utility Billing Program required to support residential meter billing.		All	Regional	Strategic Plan	1	\$105,180	3	3-Support Services	Prorated for 2024 (two positions @ 0.5) \$105,180 and \$202,872 in 2025 and \$231,043 in 2026 (Support Services, Fees for utility billing portion and Operating Reserves to top up)	2.30
115		Human Resources - LinkedIn Recruiter Package (Pilot Project) - Online Tool License	Ongoing recruitment needs, creation of advertisements, testing methodology, contacting applicants, setting up interviews, and all other activities in pursuit of talent acquisition, especially in the difficult to fill roles, has increased substantially over the past number of years. This was approved as a pilot project only for 2023 for purposes of a LinkedIn Recruiter package, vital to ongoing talent acquisition.	\$12,000	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
115		Human Resources - Human Resources Capacity (1.0 FTE)	Legislative requirements and other considerations continue to change, and HR staff must ensure that an expert skill set exists that enables the organization to keep pace. Examples include Inclusion, Diversity, Equity, Accessibility and Belonging, Psychological Safety, Well-Being, Violence and Harassment, Leave Entitlements, Human Rights, Truth and Reconciliation, accommodative measures, complex injury and illness case management, return to work, compensation, classification, and more. The establishment of a senior level position, such as Assistant Manager, would ensure expertise is available on a year-round basis and will provide a path for succession planning.		All	Regional	Business Continuity	1	\$72,000	3	3-Support Services	Prorated at 0.60 FTE for 2024 \$72,000 and \$125,000 (2025)	1.00
116		Purchasing and Risk Management - Business Continuity Management Program	It is expected that in 2023 it will be legislatively mandated for local governments to have business continuity plans (BCP) will be mandated by the Province. The SCRCD does not have a completed BCP and this project is to develop a comprehensive corporate plan using a combination of staff and external consultants. Development phase of the Business Continuity Management Program Framework and Charter is underway.	\$18,000	All	Regional							
116		Purchasing and Risk Management - Statement of Values - Asset Appraisal for Insurance Requirements	A statement of values is a requirement under our insurance program. It is tool for the SCRCD and its Insurer use to determine the value of insured assets. Every couple of years SCRCD insurer underwriters require a formal appraisal of SCRCD's insured assets.		All	Regional	Strategic Plan	1	\$50,000	4	4-Reserves	Operating (Finance Operating Reserves) - ongoing \$15,000 base budget increase for reserve contribution	
117		Information Technology - Electronic Document and Records Management System (EDRMS) Functionality Enhancements (Business Continuity)	Advanced Content Server functionality - 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. Records enhancements to be implemented with migration to MS SharePoint for better alignment with MS Teams implementation. April 23 - EDRMS functional enhancements are being implemented in new M365 SharePoint solution that is aligned with Digital Collaboration Solutions project. June 14/23 - Project underway with consultant to implement SharePoint pilot for Planning. October 25, 2023 - Project will be complete by end of 2023.	\$20,644	All	Regional							
117		Information Services - Staff Cyber Security Awareness Program	Support security culture development using cyber threat awareness software, training and testing for SCRCD staff.		All	Regional	Business Continuity	1	\$20,000	3	3-Support Services	Ongoing	
117		Information Services - Vehicle Replacement	Replacement of 20-year-old vehicle: IT Chevy Tracker with EV vehicle per Fleet staff recommendation maintaining transport of IT staff and equipment to 16+ SCRCD facility sites.		All	Regional	Business Continuity	2	\$65,000	4	4-Reserves	Capital	
117		Information Services - Conversion to Microsoft Teams Phone	The existing Nortel CS1000 phone system is obsolete, end-of-life and no longer supportable. The replacement solution is Microsoft Teams Phone, which offers superior integration with our entire Microsoft ecosystem already in place.		All	Regional	Business Continuity	3	\$143,000	4	4-Reserves	\$100,000 Operating, \$33,000 Capital and \$10,000 reduction in expenses - \$45,000 ongoing base budget	
117		Information Services - Conversion of Records to Microsoft SharePoint	Enable migration of all SCRCD digital records from obsolete/unsupportable EDRMS (Electronic Document & Records Management Solution). Operational replication of pilot migration processes completed for Planning records, now for all remaining business units. Professional services project to "Move All Records to SharePoint" (MARS).		All	Regional	Discretionary	4	\$80,000	4	4-Reserves	Operating	
155		Feasibility (Area F) - Connected Coast Connectivity - Feasibility Study	Study for the establishment of a new service for Area F Island (Gambier and Keats) high speed internet through the Connected Coast.	\$2,500	F and F Islands	F and F Islands							

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110 / 115 / 117 / 200-290 / 365 / 366 / 370 / 504 / 520 / 615 / 650	Field Road Space Planning - additional funding approved 2021 included and IT Portion to be completed (Business Continuity)	2020 project delayed due to COVID-19, health orders and WorkSafeBC requirements. The addition of a 2021 proposal was to undertake additional work to review and update the prior analysis to respond to COVID-19. This additional work is not a new direction; it is adapting and validating the previously-directed approach. Position space analysis classification summary completed, furniture assessment continuing. The project has been reframed as an Alternative Work Strategy to allow for flexible work for staff. The IT equipment, furniture and staff needs assessments have been completed with the implementation considerations as part of COVID-19 re-start for the corporation. The tender for Thin Clients that will enable staff to virtually host meetings is on the market and the camera, mics and furniture equipment has been predominately delivered and installed. Additional work stations installed, Field Road currently now has 98 stations. April 23 - Modifications continue to add more workstations, with most recent being the Bylaw office and Finance areas.	\$70,879	All	Sechelt							
110 / 117	General Government / Information Services - Electronic Data Records Management System Conversion (0.6 FTE)	Retire SCRD's current on-premises Electronic Document Records Management System (Content Server) and replace it with a modernized cloud-based solution configured to manage both physical and electronic records in the Teams / SharePoint cloud environment. Project underway.	\$85,000	All	Regional							
110 / 130	General Government and UBCM / Elections Electoral Area Services - Training and Development (Base Budget Increase)	The current base budget allocates \$4,000 per year for staff training and development for the Administration and Legislative Services Department (12.8 FTEs) and \$2,500 per year for SCRD Board governance-related training and development. This is insufficient to meet present-day costs for ongoing training and development needs within the department and at the Board level.		All	Regional	Business Continuity	5	\$6,500	1	1-Taxation	Base Budget (\$4,000 [110] and \$2,500 [130])	
111 / 117	Asset Management / Information Services - Cityworks Process and Configuration Review / Expansion to Mobile Applications	The Cityworks software, first went live in 2017, however, was not fully implemented and full utilization of the system is not being realized. The software is intended to act as the maintenance and asset management system which is primarily used by the utilities (water/wastewater) divisions. The vision is to roll the software out to other divisions. Incremental improvements have been made over the past year and staff have taken it as far as they can. Additional training and implementation support is needed to facilitate improved usage of Cityworks software. A specialty consultant would deliver training modules to administration and field staff, provide updated user documentation, and review the software implementation to make recommended improvements. The outcome is to modernize work management through the use of mobile applications in the field and offer more efficient resource allocation. This training and implementation review is a pre-requisite for further implementation/use of Cityworks across other departments and may result in future needs being identified.		All	Regional	Business Continuity	1	\$35,000	3	3-Support Services	\$17,500 Operating Reserves and \$17,500 Support Services	
112 / 117	Corporate Finance - Budget Software	Implement new user-friendly budgeting software that satisfies the financial planning needs of the organization without heavy reliance on external excel files. Less dependence on Finance/IT to generate and manipulate reports as all information and report generation would be easily accessible to Budget Mangers and Senior Leadership.		All	Regional	Strategic Plan	1	\$250,000	4	4-Reserves	Operating / Temporary 0.15 FTE in 2024 only to implement the project	0.15
114 / 116 / 118 / 210 / 212 / 216 / 218 / 222 / 315 / 351 / 352 / 366 / 370 / 615	Various Functions - Corporate Security Enhancement and Implementation	The Physical Security project aims to comprehensively assess the physical security measures, practices, and vulnerabilities within all the SCRDs facilities. The primary objective is to ensure the safety of personnel, assets, and sensitive information by identifying weaknesses in our physical security infrastructure and recommending improvements. The security assessment and report are a critical component to support to the privacy impact assessment for the Privacy and Information Commissioner to ensure compliance of consideration of installing closed circuit tv (CCTV) as recommended by the RCMP with recent theft/security events at the SCRD.		All	Regional	Business Continuity	1	\$100,000	4	4-Reserves	Operating / Support Services / \$26,000 annual base budget for annual equipment and monitoring costs	

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
114 / 210 / 216 / 212 / 312 / 613 / 625	SCRD Corporate Recycling Program (Strategic Goal)	Field Road project started late 2021. Staff reassessed project and timelines as the COVID protocols changed and once facilities are re-opened when closed. Request for Proposal for Corporate Recycling for facilities, including food waste, is at phased implementation - Remaining to complete Fire Department	\$1,279	Various	Various							
506 / 510	Geographic Information Services and Civic Addressing - Mapping Orthophoto Refresh 2024	To maintain currency of SCRD Maps digital orthophoto imagery, last acquired during the spring of 2021. The GIS Services Section will acquire digital orthophoto imagery during leaf-off conditions in the spring of 2024. This is a 3-yearly, ongoing refreshment of SCRD Maps digital orthophoto imagery assets, last acquired in 2021. Objective is to support staff and public with, research, planning and development activities in SCRD		All	Regional	Business Continuity	1	\$75,000	4	4-Reserves	\$65,000 [506] and \$15,000 [510] - Operating Reserves	
SUBTOTAL CAS			\$ 293,223.00					\$ 1,213,858.00				4.45

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
COMMUNITY SERVICES													
310		Public Transit - Building Improvements - Security System and CCTV - Lighting - Increased Safety (includes additional approved in 2022)	The budget approved in 2021 for this project included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements Increased Safety) Exterior parking lot light install completed. Sept 28/23: Working with Leg Services and IT on the final PIA initial draft that was completed. This project will most likely carry forward to next year. Nov 14/23: No change from September update.	\$5,602	B, D, E, F, DoS, SNGD, ToG	Sechelt							
310		Public Transit - Annual Operating Agreement Base Budget Increase	The draft AOA considers an increase in ridership (revenues retained by SCRCD to offset costs), as well as increased costs for various operational areas such as fuel, lease fees, maintenance, insurance, BC Transit administrative overhead, and fixed operational costs such as management and administrative salaries, cleaning, uniforms, training, and infrastructure costs. For 2024, the increase to operating expenses because of the draft AOA is \$170,874 and the increase to lease fees is \$16,113 for a total increase of \$187,007. This increase is funded through a combination of taxation and BC transit recovery per the shared cost formula, as well as estimated increases in fare and advertising revenue.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Business Continuity	1	\$187,007	1	1-Taxation	Taxation \$83,054 and BC Transit Recovery / Fare Revenue \$103,953	
310		Public Transit - Transit Expansion Priorities (1.46 FTE)	On September 28, 2023, the Board adopted a resolution (278/23) to enter into a Memorandum of Understanding with BC Transit for 2024/25 service expansion priorities including increased weekday frequency of Route 90 and an annual increase of 550 service hours for handyDART; and to bring forward a budget proposal for the 2024-2027 financial plan deliberations. Route 90 expansion anticipated for a January 2025 commencement (requires additional bus which has been ordered) and handyDART expansion anticipated for July 2024.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Board Directive	2	\$31,188	1	1-Taxation	Taxation \$11,131 and BC Transit Share \$19,757 and Revenue \$300 - FTE due to timing is 0.26 FTE for 2024 and increase in 2025 for total 1.46	1.46
310		Public Transit - Transit Operations and Driver Support - Additional FTE Request (3.01 FTE)	Recommend deferring this proposal to Round 2 pending additional information from the Organizational Review. The Transit Division operates conventional bus services 22 hours per day (only closed from 0200-0400hrs) and 365 days a year in addition to handyDART services Monday-Saturday. Direct service delivery is supported by ~26 FTE drivers/transit assistants, which equates to more than 50 people depending on the season. There are currently 2.0 FTE Transit Superintendents (reporting 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 reporting, conflict resolution and administration of services related to bus stops and shelters. During all bus services operating hours (154 hours per week), 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. Compliance reporting and documentation required by BCT continues to increase and annual service audits have identified deficiencies in driver training and documentation. New drivers require BCT and SCRCD specific training as well as annual refresher training. Driver turnover exceeds 12 per year, which equates to more than 2,604 hours of training required. This training is provided by the Superintendent. With only 2 Superintendents (70 hours per week), there are significant gaps in the ability to provide this supervision and primary responder role, posing a significant safety risk.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Business Continuity	3	\$325,000	1	1-Taxation	2024 Prorated 2.41 FTE and 2025 - \$409,000	3.01

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
310		Public Transit - Free Transit for Youth	As per the November 23, 2023 Committee of the Whole staff report, it is recommended that this Project be referred to Round 2. Prior to COVID, the Board passed a resolution for staff to review youth ridership and rates. In 2023 a delegation presented to the Board requesting consideration of free transit for youth. Review of this consideration was undertaken as part of the 2023 Transit Service Plan priorities. A report was presented to the Committee of the Whole on November 23, 2023, outlining the advantages and challenges of providing free transit for youth. All fare revenues collected offset the local government portion of transit funding, thereby decreasing the tax subsidization. This budget proposal represents the projected fare revenue loss associated with this initiative and therefore an increase in tax subsidization.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Discretionary	4	\$28,850	1	1-Taxation		
310		Public Transit - Transit Vehicle Replacement	The primary role of the transit superintendent is to provide support for the drivers, ensure network reliability, and attend to transit-related events, accidents, road closures and detours, inclement weather, etc. The superintendent often travels more than 200 km in a single shift. The 2010 Ford Escape (Unit #457) has almost 330,000 kms and averages more than 40,000 kms use per year. Repairs costs have been increasing significantly over the past few years. It is at the end of its life and requires replacement. This budget includes the cost of replacing the Escape with an SUV type Hybrid (Electric-Gasoline or Electric-Diesel) 4WD / AWD vehicle, set of winter tires and rims, and installation of charging infrastructure.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Discretionary	5	\$65,000	4	4-Reserves	Operating	
312		Maintenance Facility (Fleet) - Fall Arrest / HVAC Maintenance Safety System (Business Continuity)	Additional safety system for fleet staff to perform HVAC maintenance on top of busses. Harness system purchases and installation to occur in Q2/3 2022. Sept 14/23: Working with procurement to secure contractor(s) to complete the work. Sept . 29/23: No companies on the Sunshine Coast offer both equipment supply and installation, three (3) mainland businesses were approached and one provided a price. Nov. 14/23: In negotiations with a company for the provision of both equipment and installation. It is possible this project will be completed by year end.	\$3,000	All	Sechelt							
312		Maintenance Facility (Fleet) - Garage Hoist Replacement (MANDATORY - Regulatory)	Replace a hoist in garage (used to service various fleet including buses, fire trucks, dump truck and backhoe) which is at the end of life (2006) and does not meet current ALL certification standards. Nov 13/23: first hoist installed, second hoist in progress. .	\$15,592	All	Sechelt							
312		Maintenance Facility (Fleet) - Fleet Loaner Vehicle (Business Continuity)	Retire current loaner vehicle and replace with another vehicle that will be retired when new EV's are received. Sept 28/23: Most of the new EVs have arrived, however, still working with other departments to select new fleet loaner. Nov. 14/23: No change from September update.	\$10,000	All	Regional							
312		Maintenance Facility (Fleet) - Electric Vehicle Maintenance (Strategic Goal)	Project planning stage complete - RFQ for electric charges completed Apr 8: EV Charger installed; awaiting new vehicle so training can commence Sept 28/23: The required EV diagnostic tools list is being finalized. Reviewing relevant workshops / courses for staff training (including on-line options). Nov 14/23: Have purchased the scanner. Identification of other tools and training still underway.	\$7,878	All	All							
312		Maintenance Facility (Fleet) - Building Improvements -Security System and CCTV - Lighting - Increased Safety (includes additional approved in 2022)	The budget approved in 2021 for this project included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements Increased Safety) Exterior parking lot light install completed. Sept 28/23: Working with Leg Services and IT on the final PIA initial draft that was completed. This project will most likely carry forward to next year. Nov. 14/23: No change from September update.	\$5,603	All	Sechelt							

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312		Fleet Maintenance - Corporate Fleet Strategy	A Corporate Fleet Management System or Strategy has been a corporate priority for years. A fleet strategy (or fleet management plan) would address the acquisition, maintenance, safety, budgeting and monitoring of the units in the corporate fleet. The objective of the strategy would be to develop a plan to manage and maintain vehicle and equipment fleet assets as efficiently and cost effectively as possible, improve service management and workflow automation, improve its customer service, streamline repair and maintenance services, increase staff efficiency and productivity, enable complete, real-time, easily accessible data that will enhance staff and management ability to analyze and maximize availability usage and cost effectiveness of this resource. Nov. 14/23: Internal discussions with divisions that have fleet (draft project charter) and RFP draft underway. Scheduled to release RFP in Q1 2024.	\$75,000	All	Sechelt							
312		Maintenance Facility (Fleet) - Fleet On-Call Compensation	To ensure business continuity of bus service and essential Fleet / Equipment and emergency generators, the Fleet division should have a Certified Technician (Mechanic or Maintenance Supervisor) on Standby for afterhours maintenance support for emerging in-service bus operational issues or critical fleet / equipment issues. A one-year pilot was approved in 2023 to provide standby pay as per the collective agreement and to review the business need for after-hours service response. A formal procedure and scheduling of a rotating 'standby' was implemented. This proposal is for the ongoing provision of on-call availability (and compensation) of mechanical staff.		All	Regional	Business Continuity	1	\$54,000	5	5-Other (Debt, Grant, Fees, etc.)	Internal Recoveries - Prorated for 2024 \$54,000 and \$76,100 from 2025	
313		Snow Removal and Ice Control Equipment	Nov. 14/2023: Procurement of equipment has commenced. Per staff s/b complete by end of 2023	\$67,000	All	D, E, Gibsons and Sechelt							
345		Ports Services - Ports Major Inspections	Major inspections on all 9 ports occur once every 5+ years. Nov 14/23: All major inspections have been completed. Final inspection reports anticipated by year end along with final invoicing. This information will be used to inform the capital renewal plans that are currently under development. Major inspection for Keats identified structural damage to two bearing piles along the approach. The structure is no longer considered safe for vehicular use. A barrier will be installed in front of the approach so that no vehicles can drive on the dock. Next steps to be determined.	\$102,095	B, D, E, F, and Islands	Various							
345		Ports Services - Ports 5 Year Capital Plan Repairs (Halkett Bay approach, West Bay float, Gambier structural, Eastbourne pile/footings, Keats float).	This project dates back to 2018. Grant applications have not been successful. It is anticipated that additional budget will be required to complete the work. This budget contains funding for major repairs to 5 specific ports (Gambier, West Bay, Keats, Halkett Bay and Eastbourne). Nov. 14/23: Keats Float project awarded, and float will be replaced by end of Q4. Engineering Contract to provide detailed drawings and updated cost estimates for other port major repairs is underway.	\$669,387	B, D, E, F, and Islands	All							
345		Ports Services - Hopkins Landing Port Major Replacements	Nov. 14/23: RFP was posted on BC bid October 23, 2023. Closes November 20, 2023. RFP award process to follow.	\$994,672	F	F							
345		Ports Services - Annual Repair and Maintenance Base Budget Lift	The current Ports repair and maintenance base budget is \$49,700 (with an increase of \$40,000 approved in 2023). This budget will be fully expended in 2023, with a backlog of annual maintenance and repairs that could not be addressed due to insufficient funds. Delaying these important items results in further deterioration of the asset. Industry experts suggest an annual repair and maintenance budget of a minimum of \$20,000 per dock. This project requests an additional base budget over a four-year period.		B, D, E, F	Regional	Strategic Plan	1	\$32,000	1	1-Taxation	2025 - \$64,000 2026 - \$96,000 2027 - \$130,000	
345		Ports Services - Major Capital Projects	A construction budget for major capital repairs (West Bay Float replacement, Halkett Bay Approach upgrades, Gambier Harbour structural repairs, Keats Landing Float replacement, and Eastbourne structural repairs) for 5 ports, was previously approved in May 2021. Work on these projects was delayed due to staffing capacity. In 2023, the Keats Landing Float replacement project was completed, leaving the other four projects to complete. Major inspections conducted in 2023 confirm the need to prioritize these projects. It is anticipated that the prior approved budget will be insufficient to complete the four projects.		B, D, E, F	F	Strategic Plan	2	\$215,000	4	4-Reserves	Capital	

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400		Cemetery Service - Seaview Cemetery Expansion (0.05 FTE)	April 27/23: RFP being drafted. June 22/23: Draft RFP complete and with Purchasing for review before tender July 2023. Sept 28/23: RFP under development (delayed due to changes in staffing) Nov. 14/23: Scope of work in RFP being revised. Anticipated release by end of year.	\$589,600	All	D / E							
613		Community Recreation - Zamboni Replacement	Nov. 14/23: Project awarded, Zamboni on order.	\$322,000	B, D, E, F, DoS, ToG, SNGD	Gibsons							
613		Community Recreation Facilities - Gibsons and Area Community Centre Brine Chiller and Condenser	April 27/23: Decarbonization audits to guide refrigeration plant component replacements complete final reports received. Nov. 14/23: Detailed design work ongoing, project is being scheduled to be completed in 2 phases to minimize impacts to ice operating season. Phase 1 Chiller replacement planned for 2024 and Phase 2 Condenser replacement planned for 2025.	\$917,600	B, D, E, F, DoS, SNGD, ToG	Gibsons							
615		Recreation Facility Maintenance - Viability of Alternate Water Source for Sunshine Coast Arena Ice Maintenance	Nov 14/23 update: Engineering services to confirm the viability of and provide design of storage, plumbing system and required refrigeration plant modifications to allow for the operation of the SCA ice utilizing water from an alternate source (Board report July 2023). Will now move forward in assessing the feasibility of the water well adjacent to the SCA as an alternate water source. The balance of this funding will be applied against the total project (budget lift being requested in 2024). Invoicing pending for preliminary engineering design work.	\$10,000	B, D, E, F, TOG, DOS, SNGD	Sechelt							
615		Community Recreation Facilities - Programming Review (Low Cost, High Value)	Nov 14/23: Received final product from consultants in Q3. Progress on implementation delayed due to staff capacity. Anticipated report to the Board in Q1 of 2024.	\$835	B, D, E, F, DoS, SNGD, ToG	Regional							
615		Community Recreation Facilities - Health and Safety Requirements (MANDATORY - HS)	After a risk assessment and review of WorksafeBC regulations, two emergency showers and an additional eye wash station are required at SAC. . Sept 28/23: Bid received, award in progress. Nov 14/23: Contract signing completed, construction scheduled for Q4 2023.	\$105,000	B, D, E, F, DoS, ToG, SNGD	Gibsons and Sechelt							
615		Recreation Facility Maintenance - Health and Safety Equipment	The engineered controls for this identified hazard include the purchase of a blade changing assistant for both arenas, a specialized rink glass transportation and lifting cart for both arenas, and an electric chain hoist to help lift heavy equipment from the lower-level pump room to the mid-level mechanical room at the Sechelt Aquatic Center (SAC). Nov 14/23: Quotes received for SAC chain hoist and SCA blade change assistant cart, requisitions in progress. Not proceeding with GACC blade change assistant, new ice resurfer is a different brand that is not compatible. Rink glass transportation and lifting cart procurement is ongoing, no longer available from arena equipment supplier, looking for other suppliers.	\$21,500	B, D, E, F, TOG, DOS, SNGD	Gibsons and Sechelt							
615		Community Recreation Facilities – Sechelt Aquatic Centre (SAC) Fire Sprinkler System Repair or Replacement (MANDATORY - Safety)	Dec 31/20 the fire sprinkler system at the Sechelt Aquatic Center developed a leak and a contractor was called in to repair the leak. Upon disassembly of the sprinkler piping to repair the leak it was discovered that there is significant microbiologic corrosion in the piping which has compromised sprinkler pipe walls leading to pinhole leak(s) and reducing the flow capacity of the piping. Work planned 2022 with a phased approach. Additional budget to complete project is a part of the 2022 Capital Renewal Plan. Sept 28/23: Phase 1 substantially completed July 14/23, invoicing pending. Phase 2 scheduled for May - June 2024. Nov 14/23: Draw 1 invoice payment completed, draw 2 invoice payment pending.	\$637,932	B, D, E, F, DoS, SNGD, ToG	DoS							

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615		Community Recreation - Capital Renewal Plan	Apr 27/23: One project substantially completed and two projects awarded with anticipated completion by Q4 2024. Tendering process started for 17 projects which includes re-tendering of SCA and GDAF door replacements. Thirteen projects are multi-year projects with expected completion in Q2-Q4 2024, tender process for these projects has not started. GDAF Roof Top Unit replacement project under review for potential scope changes, bid received substantially exceeded project budget. Nov 14/23: Two projects completed, completion of 5 previously awarded projects is anticipated by end of Q4. One project awarded with anticipated completion by Q1 2024. Nine projects planned for tendering in late Q3 were delayed due to staff shortages, eight are planned for tendering in Q4. Tender process has commenced for GACC and SAC roof replacement engineering design. Rescoping completed for GDAF Roof Top unit replacement, construction tender planned for Q4.	\$5,693,458	B, D, E, F, DoS, ToG, SNGD	Gibsons and Sechelt							
615		Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities (Strategic Goal)	Apr/23: completed, awaiting final reports with revisions. Nov 2023: Additional detailed engineering design work planned.	\$14,785	All	Sechelt / Gibsons							
615		Recreation Facilities Services - Recreation Facilities Needs Assessment and Business Case	The current SCRCD 10-year Parks and Recreation Master Plan was introduced in September 2013 and expires at the end of 2023. As identified in the Master Plan, the SCRCD needs to determine the future of the two aging Recreation Facilities (Gibsons and District Aquatic Facility (GDAF) and Sunshine Coast Arenda (SCA)). Future considerations could include reinvesting in the facilities, operating them until the end of their useful life, decommissioning, construction of new facilities, community engagement and a review of current and future participation needs and trends. This budget proposal seeks to conduct a thorough needs assessment, including community engagement, to help inform the future with the community regarding the future of Recreation Services on the Sunshine Coast.		B, D, E, F, Sechelt, Gibsons, sNGD	Gibsons and Sechelt	Business Continuity	1	\$100,000	4	4-Reserves	Operating	
615		Recreation Facilities Services - Ice Operations Budget Alignment (0.65 FTE)	Since 2022, the Board has supported a community initiative to bring a Junior Hockey team to the Sunshine Coast based at the GACC. The addition of this Junior team requires an extension of the ice season to accommodate their identification camps, training, and competition season including playoffs. In addition, the Coastal Sports & Entertainment Group is proposing spring development camps and programs for players ages 11-18 years beginning in 2024, and future partnerships that could offer daytime skills-based hockey programs. These programs are a key contributor to the overall sustainability of the franchise. An extended ice season aligns with the current user group's needs. For several years now user groups have advocated for this to accommodate their training and competition schedules. This proposal is to align the operational budget with the increased provision of ice at the GACC from 32 weeks to 42 weeks and recognizes both the increased revenues through rentals and programs as well as the increased expenditures. Increased expenditures are primarily driven by utilities and staffing costs.		B, D, E, F, Sechelt, Gibsons, sNGD	Gibsons	Business Continuity	2	\$122,900	2	2-User Fees	\$80,500 User Fees and \$42,400 Taxation / 0.65 FTE not prorated for 2024 \$62,250	0.65
615		Recreation Facilities Services - Gibsons and Area Community Centre Facility Upgrades (Junior Hockey) Project Leadership (0.38 FTE)	he Sunshine Coast Junior Hockey Society is proposing enhancements to the GACC to facilitate the Junior Hockey team franchise. The Society is hoping to complete the construction of these enhancements in time for the start of the first Junior Hockey season, however, it is anticipated that some projects may take longer and extend into 2025. Although the Society will be responsible for all the construction costs, SCRCD staff time will be necessary to ensure quality control and protection of the SCRCD's interests. The magnitude of proposed enhancements at the GACC will take significant staff time to review proposed drawings to ensure they meet SCRCD standards, construction oversight and coordination to mitigate service interruptions and ensure quality control, coordination of relevant agreements and asset transfer signoffs, etc. Facility Services does not have capacity within our existing staff resources to support a project of this magnitude. The proposal is for anticipated costs associated with agreements (legal, insurance) and additional staff resources for project oversight.		B, D, E, F, Sechelt, Gibsons, sNGD	Gibsons	Business Continuity	3	\$80,400	1	1-Taxation	total includes 0.38 FTE not prorated for 2024 / 2025 0.13 FTE \$13,285	0.38

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615		Recreation Facilities Services - Sunshine Coast Arena Water Well Investigation	This project would engage professional services to determine the viability and feasibility of the well adjacent to the SCA as a water source for ice operations (thereby reducing demand on the Chapman system). This well is currently decommissioned and is no longer licensed. Proposed expenses also include internal resourcing (one time FTE) for project oversight and technical expertise.		B, D, E, F, Sechelt, Gibsons, sNGD	Sechelt	Board Directive	4	\$63,000	1	1-Taxation		
615		Recreation Facilities Services - Sechelt Aquatic Centre Heat Pump Replacements	To replace three heat pumps at SAC that have experienced critical failures, two provide heat recovery heating to the Lap and Leisure pools and one provides heat recovery domestic water pre-heating. The pools and domestic water have two systems that can be used to provide heat; one relies on the heat pumps and the other is gas boilers. The heat pumps have failed, so we are relying on the boilers, which impacts operating efficiency, and GHG emissions. Through a basic comparison of pre and post heat pump failure data staff estimate there is an approximate 115% increase in natural gas usage and corresponding 192 tCO2e GHG emissions increase from the failed heat pumps. This is 15.5% of the SCR D's total GHG emissions. These heat pumps are not currently designated as critical in the capital plan and therefore are not funded for replacement within the annual capital renewal funding.		B, D, E, F, Sechelt, Gibsons, sNGD	Sechelt	Strategic Plan	5	\$188,500	5	5-Other (Debt, Grant, Fees, etc.)	Local Government Climate Action Program (LGCAP)	
615		Recreation Facilities Services - Contract Increases (Base Budget Increase)	Facility Services holds numerous multiyear service agreements with service providers for the provision of goods, products, and contracted work related to delivery of facility services. Three of these service agreements are up for renewal in 2024 and it is anticipated that the cost of providing the goods, products, and contracted work in these agreements will be greater than the current values. A base operating budget lift will help to maintain existing service levels and avoid service interruptions due to an anticipated contract increase as well as avoid mid-year financial plan amendments.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Business Continuity	6	\$45,400	1	1-Taxation	Base Budget Increase	
625		Pender Harbour Fitness and Aquatic Centre - Storage Container (Business Continuity)	PHAFC requires an external container (sea-can) to store equipment and facility parts. Previously had been sharing an old storage container with the School District (SD), however the SD is replacing this container with a much smaller one, and the needs of PHAFC have increased. May 9: This project requires a building permit and further coordination with the SD prior to working through the purchasing requirements and delivering to site. Project anticipated completion later in Q4. Nov 14/23: the procurement process did not produce any bids, staff are reviewing options for procurement.	\$10,000	A	A							
625		PHAFC Annual Fitness Equipment Replacement (Low Cost, High Value)	Sept 28/23: Items have been identified for replacement and the procurement process has been initiated and is on track for completion. Nov 14/23: Procurement has been initiated, however delivery is not confirmed and will likely arrive Q1 2024.	\$13,865	A	A							
650		Community Parks - Archeological and Environmental Studies (Business Continuity)	With protocols and shared decision making processes, more due diligence in archeological assessments, management plans and other studies are becoming common practice. In 2022, this project will allow Parks to move forward on protective mitigation strategies specifically for Bakers Beach and tenure renewal on Ocean Beach Esplanade, which require AMP's and further assessments. Apr 27/23: SCR D has received archaeological impact assessments and plans for both Baker Beach and Ocean Beach Esplanade Parks. Recommendations for OBE are for further study and planning should SCR D propose future site alterations. Culturally significant findings at Baker Beach Park, dictate further site analysis by shisháhl Nation.	\$29,742	A, B, D, E, F	Various							

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650		Community Parks - Garbage Receptacles (Minor Capital Repairs)	Jun 22/23: PAFR completed for the install of receptacles at multiple parks. Inventory being ordered and operations completing install at all locations throughout late Q2-Q3. Currently, there is a supply chain delay of approximately three months. Sept 28/23: Awaiting delivery of receptacles (Mid October 2023). Parks Operations staff have completed roughly 50% of concrete pad installations. Project completion anticipated by end of Q4. Nov 14/23: Garbage receptacles received. Concrete slabs completed. Operations staff to start installing units once locking mechanisms are received.	\$4,431	A, B, D, E, F	A, B, D, E, F							
650		Community Parks - Suncoaster Trail (Phase 2) Community Trail Project	Decommissioning a steep fall-line trail, re-routing a sustainable grade switch back trail, rebuilding two sections of boardwalk. Funding supports any archeological related costs, the acquisition of materials, and staff time organizing the event. Apr 27/23: Project temporarily delayed in 2022, in order for RSTBC land manager to receive final permit from Nation. Continued conversations with community partner CMBTA, to build the planned improved structure over a sensitive wetland area. Jun 22/23: Nation and land manager approvals in place. Community group capacity concerns have stalled any further progress on this project. Options being explored through separate community group partners. Sept 28/23: Further progress on this project have stalled due to community capacity. Nov 14/23: No change from September update. Staff recommend cancelling this project	\$10,881	A, B, D, E, F	B, D, E, F							
650		Community Parks - Coopers Green Boat Ramp Repairs (Minor Capital Repairs)	Mar 22 update: Concrete repairs at Coopers Green Park Boat Ramp delayed in 2021 due to staff capacity. Jun 22/23: Staff have confirmed scope of services with land manager, and are currently drafting RFP for procurement by July. Sept 28/23: Engineer procured. Inspection and recommendation report anticipated in early Q4. Nov 14/23: No change from September update.	\$33,963	A, B, D, E, F	B							
650		Community Parks - Park Site Furniture Replacement (Minor Capital Repairs)	Jun 22/23: PAFR completed for the install of various site fixtures, furniture, and receptacles at multiple parks. Inventory being ordered and operations completing install at all locations throughout late Q2-Q3. Currently, there is a supply chain delay of approximately three months. Sept 28/23: Procurement process to purchase 6-7 pre-cast picnic tables underway. Will be installed in various parks that have empty concrete slabs. Nov 14/23: RFP for picnic tables closed. Evaluation process to begin for contract award.	\$15,605	A, B, D, E, F	B							
650		Community Parks - District Lot 1313 Nominal Rent Tenure (NRT) Application	Considerations for the application include the development of a parks management plan, Nation and community engagement, and related fees. Apr 27/23: Staff have reviewed provincial tenure applications information, and have notified Communications of the upcoming need for public engagement. Currently drafting notice of intent and request for recommendations, to be submitted to Skwxwú7mesh Nation. Jun 22/23: Staff have begun populating administrative information required on provincial NRT application through provincial online portal. Communications and Parks project team set a Q3 target for initial community engagement sessions. Reaching out to Nation July 2023 to request engagement, clarification of intent for land, as well as a letter of support. Nov 14/23: Project lead assigned and planning initiated. Rights and Titles submission to Squamish Nation. Initial exploratory meeting conducted to understand Squamish Nation's interest in DL 1313. Awaiting formal response.	\$21,500	A, B, D, E, F	Regional							

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650		Community Parks - Keats Island Trail Erosion Mitigation (Rosemary Lane) (0.033 FTE)	Instability of the slope adjacent to the trail leading down to Wreck Beach (Keats Island). Associated costs include altering and adjusting the slope, erosion control blanket, ditching, and revegetation. Apr 27/23: Scope of work finalized. Communication has occurred with Skwxwú7mesh Nation. Permit for works under development. Jun 22/23: Archaeological permitting complete and submitted. Staff awaiting response from Nation. Draft RFP in development. Sept 28/23: Communicating with adjacent private property. Acquiring archeological permitting currently underway for Squamish, Musqueam, and Tsleil-Waututh Nations (anticipate completion of PFR by late October). Recommendations from the geotech report has been included within RFP for engineering works and is currently being reviewed. Nov 14/23: No change from September update. Continue to progress with planning.	\$56,250	A, B, D, E, F	F Islands							
650		Community Parks - Sunshine Coast Sports Fields Strategy	SCRD, ToG, DoS, sNGD, SD46. The intent of a joint sports field strategy would be to provide a long-term vision for the provision of field sport amenities on the Sunshine Coast, including guiding relationships with community groups, supporting effective programming decisions, and addressing the sustainability of field assets. Jun 22/23: Staff organizing inter-jurisdictional kick-off meeting for summer 2023. Next steps are to establish rules of engagement through a project partnership MOU to determine partnerships for finances, procurement, and roles of each participating party. Draft Project Charter also in development May 2023. Sept 28/23: Delayed due to changes in staffing. Nov 14/23: Delayed due to changes in staffing. Project participations (DoS, sNGD, SD) ready for an anticipate kickoff in Q1 2024. ToG interested in participating but not able to financially contribute.	\$18,800	A, B, D, E, F	Regional							
650		Community Parks - Vinebrook Bridge Replacement	Nov 14/23: Delayed due to staff capacity. Estimated RFP draft to be completed by year end.	\$63,755	A, B, D, E, F	A							
650		Community Parks - Katherine Lake Water System Replacements	Nov 14/23: Not started due to staff capacity. Once back to full staffing compliment, the project will start.	\$15,000	A, B, D, E, F	A							
650		Community Parks - Coopers Green Park - Hall and Parking Design Plans	Intent is to review parking and site circulation and provide recommendations for improvements. Mar 22: desk top study currently underway but not complete. Anticipate an update in Q2. Nov 24/22: On hold until site for Hall is confirmed. Apr 27/23: No change. Jun 22/23: Project on hold. Sept 28/23: Project on hold. Nov 14/23: Project on hold, but will commence alongside of the park enhancement project.	\$40,389	A, B, D, E, F	B							
650		Community Parks - Coopers Green Park Enhancements	Nov 14/23: Project lead assigned. Planning not yet initiated.	\$633,238	A, B, D, E, F	B							
650		Community Parks - Halfmoon Bay Community Hall (Coopers Green Hall Replacement / Upgrade (Other)	Sept 28/23: revised hall budget (at Connor Park) approved in July 2023. Community events hosted throughout the summer. Site survey complete. Preliminary geotechnical complete. Review with shisháh Nation shows no known archeological sites. Staff to staff discussions with SD46 and MOTI (no noted concerns). Pre-Design planning underway, update report to Board anticipated in October. Nov 14/23: Pre-Design report presented to Board and site chosen. Moving forward with procurement process to progress to detail design and construction as per the October EAS staff report.	\$3,364,517	A, B, D, E, F	B							
650		Community Parks - Building (Replacement / Upgrade) (Business Continuity)	Project Brief in development. Options for consideration given pandemic response and guidelines. Mar 22: On hold until further exploration of Mason Yards planning is complete. Nov 14/23: No change from September update. Staff recommend cancelling this project	\$300,000	A, B, D, E, F	Sechelt							

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650	M	Parks Services - Inspections for Parks Engineered Structures and Reserve Contribution	The Regional District owns and maintains within the Parks division 43 structural bridges, 15 retaining walls, and 2 boat ramps. Currently the Parks staff completes annual inspections (visual only). As these items are engineered structural items, a detailed structural inspection that examines the internal condition of various components and subsequent reporting is required to be completed by qualified engineers every 5 years as per provincial policy (last inspections completed in 2016-2017). A bridge is classified as a permanent structure even though it may have untreated timber (non-permanent) components. Having the inspection reports will guide the SCRD in minor maintenance which will prolong the assets service life. Each of the structures varies in size, material, and inspection needs. The project scope includes retaining an Engineer to inspect the structures inventoried by the SCRD and to submit a corresponding report that includes current condition, load rating, maintenance required, end of life estimate, and replacement cost.		A, B, D, E, F	Regional	Safety / Env	n/a	\$75,000	1	1-Taxation	2025 and Ongoing \$12,500 contribution to Reserves	
650		Parks Services - Cliff Gilker Sports Field Recovery (0.14 FTE)	Poor turf quality, extreme drought, an inability to adequately irrigate due to extended water restrictions, as well as excessive use/traffic wear has resulted in turf failure on Cliff Gilker sports field. This project will initiate an enhanced turf recovery program to improve the long-term health and resiliency of Cliff Gilker turf and reopen the field for public use in the fall of 2024. This project is in response to the May 18th EAS Committee adopting the recommendation that Cliff Gilker Field be closed until the fall of 2024 and "for staff to submit budget proposals for a turf recovery program as well as hooking up the irrigation system to the onsite well, for the Boards consideration during 2024 budget deliberations." (132/23)		A, B, D, E, F	D	Business Continuity	1	\$27,000	1	1-Taxation		0.14
650		Parks Services - Cliff Gilker Sports Field Irrigation System	To ensure the long-term health and resilience of Cliff Gilker sports field turf and protect potable water supply for public consumption, there is a need to explore/develop a reliable non potable water supply for field irrigation. This project is result of EAS committee resolution 132/23 that directed staff to "submit a budget proposal for a turf recovery program as well as hooking up the irrigation system to an onsite well, for the Boards consideration during the 2024 budget deliberation." The project will involve engaging professionals to conduct the necessary investigation and testing, initiate proper licensing and permitting, procurement and installation of required irrigation infrastructure.		A, B, D, E, F	D	Business Continuity	2	\$195,000	5	5-Other (Debt, Grant, Fees, etc.)	Canada Community - Building Fund	
650		Parks Services - Parks Facilities Booking Technician (0.70 FTE)	This request is to support the permanent budget lift of 0.7 FTE to support Parks Services through facility bookings and special event planning support. 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 the facility management software. Over the 2-year pilot program, the Facilities Booking technician role has created efficiencies with the coordination of the facilities bookings function and processes for all parks facilities, implemented process improvements, and provided consistent staff coverage resulting in improved customer satisfaction.		A, B, D, E, F	Regional	Business Continuity	3	\$20,500	1	1-Taxation	2024 - \$20,500 (0.23 FTE prorated) / 2025 - \$64,000 (0.70 FTE)	0.7

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650		Parks Services - Parks Service Review	This project involves an independent review of the Parks Services Function. Parks Services currently operates and maintain over 1,500 hectares of parkland with over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails, along with other parks infrastructure such as benches, tables, bridges, garbage receptacles and permanent washroom facilities. Services are delivered through a combination of direct service delivery, contracted services, and volunteer contributions through community partnerships. The delivery of these services has been challenging over the last several years due to a combination of factors including, the impacts of climate change, increased expectations from the community, community growth, aging infrastructure, decades of insufficient asset management, increasing regulatory requirements (i.e., archeology, environmental) and rising costs. While the staffing compliment has increased over the past three years, the backlog of regular operational tasks, repair and maintenance of assets, as well as capital projects continues to grow. Clearly defined operational service levels are required. Defined service levels would inform the necessary operational resourcing and help to manage expectations.		A, B, D, E, F	Regional	Strategic Plan	4	\$35,000	1	1-Taxation		
650		Parks Services - Contract Increases (Base Budget Increase)	Parks Services holds numerous multiyear service agreements with vendors and service providers for the provision of goods, products, and contracted work related to delivery of parks services. Two of these service agreements are up for renewal in 2024 and it is anticipated that the cost of providing the goods, services, and/or contracted work will increase and exceed current base budget allocations. A base operating budget lift will help to maintain existing service levels and avoid service interruptions due to an anticipated contract increase as well as avoid mid-year financial plan amendments.		A, B, D, E, F	Regional	Business Continuity	5	\$3,300	1	1-Taxation	Base Budget Increase	
665		Bicycle and Walking Paths - Lower Road Retaining Wall Repair Resolution #079/21 from March 11, 2021	Engineered mitigation of a retaining wall adjacent to a bike lane. Sep 22: Conceptual design supported by Fortis, and new cost estimate received which exceeds approved budget. 2023 budget proposal being prepared. Apr 27/23: Currently awaiting MoTI approval of design plans. RFP is being drafted for early Q2. Jun 22/23: PAFR being scheduled in June 2023. Permit for works application submitted to Nation. Staff awaiting MoTI engineers to review and provide feedback on conceptual designs for repairs. Sept 28/23: Met with MOTI in August and early September. MOTI may conduct a culvert review, as an undersized culvert may be contributing to the soil instability. MOTI suggests a temporary measure vs complete replacement of the retaining wall, until culvert review is completed. Plan of action to be confirmed in September. Moving forward with PAFR. Nov 14/23: MOTI will conduct a culvert review over the next year. MoTI and SCRD discussed possibility of a temporary measure until culvert study is complete. MOTI provided design requirements. SCRD working with engineer to explore temporary design and costing. Once drafted, temporary design will be presented for MoTI and Fortis for approval prior to construction commencement.	\$588,515	B, D, E, F	D							
665		Bicycle and Walking Paths - Highway 101 Fencing Removal and Signage	Nov 14/23: Project planning initiated. Scope and requirements being discussed with MoTI and Squamish Nation.	\$24,504	B, D, E, F	F							
665		Bicycle and Walking Paths - Connect the Coast Feasibility Study Phase 1	Trac is proposing to conduct a feasibility study for the priority segments of the Connect the Coast report, of which two segments are located within Area E. The study will assess the technical feasibility of constructing the proposed segments, conduct conceptual and detailed design work, obtain cost estimates and engage with stakeholders. Trac indicated they would be actively pursuing grants throughout the coming year, in particular, the Green Municipal Funding grant (Transportation networks and community grant). If the application is successful, the GMF grant requires a contribution from municipal partners of 10% of the project costs.		B, D, E, F	E	Discretionary	1	\$35,000	4	4-Reserves	Operating	

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670		Regional Recreation Programs - Reduce Taxation	In the past, community leisure programming has been delivered by recreation using school facilities. School facilities are available for SCRD led programming under the provisions of the Joint Use Agreement. The community has identified a need for programming in the following areas: adult and children cooking classes, children sport programs, and adult sport leagues. The proposal supports the following programming service level: • Fall 2024: delivery of 7 programs (programs may vary in length from one-day camps to multi-week sessions) • 2025: programming from January-December (excluding summer months). Delivery of 15 programs.		All	Regional	Discretionary	1	-\$5,900	1	1-Taxation		
680		Dakota Ridge Recreation Service Area - One-Time Minor Capital - Upgrades and Renewal (Low Cost, High Value)	One-time minor capital expenses for Dakota Ridge priorities. Grooming drag attachment purchased and received. Wood stove and chimney replaced. Nov 14/23: Signage purchased and will be ready for season opening. Working with finance to determine what potential projects could qualify for the balance of this minor capital funding.	\$6,999	A, B, D, E, F	D							
114 / 310 / 312 / 365 / 366 / 370 / 650		Various Functions - Corporate Electric Vehicle (EV) Charging Stations (Phase 2) (Strategic Goal)	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. Discussions started for greater integration with other Field Rd and Mason Rd planning and retrofit work. Nov 14/23: Focus to be on Field Rd to meet immediate needs and pending clarity on Mason Rd Site Plan. Electrical Engineer being hired for design work.	\$65,554	All	Sechelt / Gibsons							
310 / 312		Public Transit / Maintenance Facility (Fleet) - Pressure Washer Replacement (MANDATORY - Asset Failure)	The pressure washer, heavy duty equipment used for daily cleaning of fleet, has reached the end of its useful life Nov 14/23: In negotiations with a company for the provision of both equipment and installation. It is possible this project will be completed by year end.	\$10,500	All	Sechelt							
310 / 312 / 370 / 650		Various - Mason Rd Lease Renewal and Site Plan Implementation (0.20 FTE Temporary Project Manager) (Business Continuity)	Negotiation of the lease renewal at Mason Yards with Crown and First Nations as well as expansion options, likely Transit service expansion. Proposal for an internal staff member for project management (including contract management and coordination internally and with other agencies) and procuring a consultant to support the implementation of the initiative. Request to renew current lease for Mason Yards submitted to province in 2022. Working in partnership with BCT for a Mason Yard Expansion study. Analysis of space needs for Transit, Fleet, Utilities and Parks completed 10 and 20 year projections. Sept 28/23: Final report anticipated Q4 2023. Nov 14/23: No change from September update.	\$35,034	All	Sechelt							
310 / 615	M	Transit Services / Recreation Facilities Services - Enhanced Sick Leave Provisions (Base Budget Increase)	Effective in 2022, the Government of Canada introduced new Employment Standards Act Legislation that now includes a mandatory sick leave entitlement of up to 5 calendar days be provided to all newly hired staff following 90 days of employment, and casual staff on an annual basis. This change to the Legislation has resulted in more sick leave usage, which is now also compensated (up to 5 calendar days), thus requiring the SCRD to pay additional costs that are not within existing operating budgets. This request is for an ongoing base budget lift for this new expense. These increases to salaries and wages annually need to be captured moving forward so as to remain within the allocated Benefits allocation.		Various	Regional	Regulatory	n/a	\$25,000	1	1-Taxation	Base Budget Increase	
313 / 114 / 210 / 212 / 352 / 613	M	Various Functions (Building Maintenance Related) - Service Level Increase Snow Removal and Ice Control	As per the October 12, 2023 Committee of the Whole Staff Report, Snow Removal and Ice Control Equipment, over the past few years procurement of contractors to provide this service has become increasingly difficult and was unsuccessful for the 2023 – 2024 season. Due to the inability to secure a contractor for the upcoming fall and winter season, snow removal and ice control services will need to be provided through internal resources. The equipment to provide this service was approved by the Board on October 12, 2023 and the ongoing costs include materials and additional staff resources (1.0 FTE plus shift premiums and overtime allowances).		Various	Various	Safety / Env	n/a	\$169,225	5	5-Other (Debt, Grant, Fees, etc.)	Support Services, Taxation, Internal Recoveries / includes 1.0 FTE at \$94,775 not prorated	1.00

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350 / 615	M	Regional Solid Waste / Recreation Facilities Services - First Aid Premiums	Level one first aid attendants are required at GACC, SCA, SAC, Sechelt Landfill and Pender Harbour Transfer station to comply with Worksafe BC requirements.		Various	Regional	Regulatory	n/a	\$27,600	1	1-Taxation	Base Budget Increase	
400 / 650		Community Parks and Cemeteries - Solid Waste Bylaw Implementation (0.03 FTE)	A revised Solid Waste Bylaw was adopted that provided thresholds for the percentage of food waste and food soiled papers permitted in landfill waste disposal effective Nov 1/22. This project provides for the capital investment required to replace and/or add new waste receptacles throughout the various parks and cemetery) to align with the bylaw and provide for the separation of waste and compostable materials where appropriate. Sept 28/23: Project underway, approximately 60% of concrete slabs have been installed. Receptacles still delayed. Archeological assessments pending for some locations. Communication / public education plan development in progress (designing receptacle stickers and public awareness ad). Plan is to complete in Q4. Nov 14/23: Ongoing delays with delivery of new bear proof receptacles. Installation will be prioritized once delivery date is known. Receptacle stickers are nearing completion for design. Discussions continue around community education / communication plan.	\$81,741	All	Regional							
614 / 625 / 650 / 680		Various Functions - Recreation Software Implementation	The SCRDC contracts with a service provider for the software system that manages business transactions including: customer database, facility rentals, admission/pass sales, point of sales, program registration and reporting / analysis / financial accounting. Parks Services and Dakota Ridge also utilize this software for facility rentals and pass sales. Scope of services will address known gaps in functionality, reporting, data analysis, etc. This proposal considers the following anticipated costs: • Ongoing base budget lift for increased licensing fees • One-time costs for project implementation support provided by the vendor, staff project implementation support and development of operational procedures for new software, staff training and change management, and public promotion.		Various	Regional	Business Continuity	1	\$150,000	1	1-Taxation	2024 - \$75,000 (0.63 FTE Project Lead) / 2025 \$15,600 (0.13 FTE Project Lead)	0.63
SUBTOTAL CS				\$ 15,713,323.50					\$ 2,294,970.00				7.97

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PLANNING AND DEVELOPMENT													
135		Corporate Sustainability Services - Green House Gas (GHG) Quantification (Strategic Goal)	External consultants, specializing in emissions quantification, to support quantifying GHG emissions reductions of projects and potential carbon offsets. Oct 2022: RFP being finalized. In contract finalization stage. Sept 2023: quantification of composting and green waste completed with final report coming shortly. Other activities could be quantified. Nov 2023: no update	\$15,000	All	Regional							
136		Regional Sustainability Services - Community Climate Plan Development (Strategic Goal)	Development of community climate plan, including BARC membership (building adaptive and resilient communities), public participation and summer student (0.33 FTE). Masters student completed co-op placement. Adaptation Community Project Team completed initial adaptation objectives and umbrella actions. Focus groups and targeted interviews started. Discussion paper and questionnaire completed for November public engagement. Oct 2022: Engagement focus groups and interviews continues and completing preparations for November public engagement launch. Draft planned for presentation in Q2. Sept 2023: Draft CCAP presented and referred to strategic planning. Nov 2023: Updating draft with evolving field and draft Strategic Plan.	\$18,928	All	Regional							
136		Regional Sustainability Services - Community Emergency Preparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	AND THAT the Sunshine Coast Regional District (SCRD) supports the project application to the UBCM Disaster Risk Reduction – Climate Adaptation Program for development of a Coastal Flood Mapping for the SCRD and agrees to provide overall grant management; Sept 2023: RFP completed and inter-governmental project team created. Nov 2023: RFP to market	\$510,000	All	Regional							
200		Bylaw Enforcement Action	In progress	\$35,000	Regional	Regional							
210		Gibsons and District Fire Protection - Wildfire Preparedness Gear and Equipment (Low Cost, High Value)	Wildland gear for volunteer firefighters - specialized wildland coveralls and equipment. This project has started and is expected to conclude in Q4 2023 90% of the equipment has arrived, 10% still required to be ordered.	\$4,775	E, F and ToG	E, F and ToG							
210		Gibsons and District Fire Protection - Capital Renewal Projects (Business Continuity)	Hall #1 - Lighting interior and exterior, Emergency Alarm, Gear Washing Machine, Vehicle, Ford Explorer and Hall #2 Transformer, Control Panel. Ford Explorer complete. Lighting nearly complete. Alarm and Gear washing next projects to work on.	\$104,892	E, F and ToG	E, F and ToG							
210		Gibsons and District Volunteer Fire Department - Emergency Generator (MANDATORY - Safety)	Backup power generation for both fire halls. Q1 2022 examining grant opportunities, synergy with other electrical projects. Meeting with solar association to determine energy requirements / solar feasibility Q3 2022. Investigating portable generator option.	\$150,000	E, F and ToG	E, F and ToG							
210		Gibsons and District Fire Protection - Capital Plan Projects - Fire Truck Replacement (Business Continuity)	Replacement of frontline engine to meet Fire Underwriters Survey (FUS) requirements. Proposal to keep apparatus for reserve / wildfire deployment. Minor operating budget adjustment for maintenance, insurance and fuel. RFP scope being developed. Bid is currently out to market. Fire Commission meeting scheduled for Apr 18/23 to discuss project budget and next steps. Reported to June 22 COW. Update expected for 2024 capital plan budget.	\$585,000	E, F and ToG	E, F and ToG							
210		Gibsons and District Fire Protection - Assistant Fire Chief - Prevention and Safety (1.0 FTE)	With a full complement of 40 volunteer firefighters and five support staff, increased call volume and climate change challenges, a full time Assistant Fire Chief – Prevention is required to support the Gibsons and District Volunteer Fire Department.		Gibsons, E and F	Gibsons, E and F	Business Continuity	1	\$71,733	1	1-Taxation	Prorated for 2024 0.5 FTE and \$139,410 for 2025	1.00
210		Gibsons and District Fire Protection - Command Vehicle Budget Increase	With a full complement of five fire apparatus and three support vehicles, increased call volume and climate change challenges, a replacement command vehicle is required to support the Gibsons and District Volunteer Fire Department. The current vehicle is a 2004 Ford E350 and is due for replacement per capital plan. Proposed to replace with a ¾ ton pickup, complete with emergency lighting and canopy to better meet current service requirements. Service level enhancement: to increase ability to tow hazardous materials or structure protection trailers, ability to transport equipment, ability to travel on back roads, ability to travel in snow, addition of lighting and siren for emergency response.		Gibsons, E and F	Gibsons, E and F	Business Continuity	2	\$64,800	4	4-Reserves	Operating	
210		Gibsons and District Fire Protection - Base Budget Increase	Base budget increase request to assist with inflationary increases for fuel, equipment, call volume and training requirements. Increases requested for: travel, catering, clothing (turnout gear), fuel, equipment and supplies.		Gibsons, E and F	Gibsons, E and F	Business Continuity	3	\$50,000	1	1-Taxation	Base Budget	

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212		Roberts Creek Fire Protection - Wildfire Preparedness Gear and Equipment (Low Cost, High Value)	Expect final shipment end of Q4 2023	\$17,517	D	D							
212		Roberts Creek Fire Protection - Capital Plan Projects (Business Continuity)	Capital plan projects from fire department 20 year capital plan. Ventilation exhaust fan,(Completion Q4). Electrical control panel. Estimate exceeded budget. Capital plan updated. 2024 Budget proposal. Tablets added per CF List	\$16,500	D	D							
212		Roberts Creek Fire Protection - Assistant Fire Chief - Prevention, Training and Safety (0.5 FTE)	Assistant Chief to guide health and safety and add to daytime emergency response. Will assist with fire prevention, public education, training, operational readiness and maintenance and pre-incident planning.		D	D	Business Continuity	1	\$26,599	1	1-Taxation	Prorated for 2024 0.25 FTE and 0.5 FTE for 2025 at \$47,704	0.50
212		Roberts Creek Fire Protection - Asphalt Repair	Repair sinking asphalt against building foundation. Contingency included if perimeter drain damaged or non-existent.		D	D	Business Continuity	2	\$10,600	4	4-Reserves	Operating	
212		Roberts Creek Fire Protection - Duty Officer Vehicle	A fleet enhancement of one response/utility vehicle will eliminate the use of personal vehicles for department operations. The new command vehicle will not be received until 2025 and the surplus vehicle from Halfmoon Bay will fill this need until then at a very low cost with high return to XRC.		D	D	Business Continuity	3	\$7,934	1	1-Taxation		
212		Roberts Creek Fire Protection - Department Uniform	The department uniform will include station wear and jacket. XRC currently has very limited supply of station wear appropriate for events. This project will have a positive effect on our identity and morale.		D	D	Business Continuity	4	\$15,000	4	4-Reserves	Operating	
212		Roberts Creek Fire Protection - Base Budget Increase	Base budget increase for RCVFD to support operations. Fuel, electricity, travel, catering, supplies, small machinery, and equipment.		D	D	Business Continuity	5	\$30,000	1	1-Taxation	Base Budget	
216		Halfmoon Bay Fire Protection - Rescue 1 Fire Apparatus Replacement	RFQ to be released Q4 2023.	\$623,200	B	B							
216		Halfmoon Bay Fire Protection - Fire Hall #2 Redevelopment Project (Business Continuity)	Project proposed to be cancelled and rescope to address long range needs assessment and potential alternate sites. Budget process documentation prepped following Board direction.	\$250,000	B	B							
216		Halfmoon Bay Fire Protection - Assistant Fire Chief - Prevention, Training and Safety (0.5 FTE)	Assistant Chief to assist in emergency response, fire prevention, public education, training, OH&S, equipment preparation, maintenance, and pre-incident planning.		B	B	Business Continuity	1	\$26,005	1	1-Taxation	Prorated for 2024 0.25 FTE and 0.5 FTE for 2025 at \$47,110	0.50
216		Halfmoon Bay Fire Protection - Base Budget Increase	Base budget increase for HMBVFD to support operations. Fuel, electricity, travel, catering, supplies, small machinery, and equipment.		B	B	Business Continuity	2	\$20,000	1	1-Taxation		
220		Emergency Telephone 911 - Chapman Creek Radio Tower (MANDATORY - Asset Failure)	RFP for tower construction has been developed. Geotech report is complete. Development Permit processed. RFP issued. Project award expected Q4 2022. Continuing to try to find a contractor. Contract has been awarded with construction expected to commence in Q4 2023, or Q1 2024.	\$467,635	All	Sechelt							
220		Emergency Telephone 911 - Radio Tower Capital Project Consulting Services (Business Continuity)	Waiting for authorization agreement to be signed. Ongoing work by Planetworks Consulting. Agreement signed.	\$61,091	All	Regional							
220		Emergency Telephone 911 - 911 Emergency Communications Equipment Upgrade (Business Continuity)	Signal Testing started. Agreement with Telus to be signed. Roberts Creek project is complete. More upgrades to follow on various other towers. Two locations are being considered on Vancouver island as potential sites for back-up communication.	\$69,131	All	Regional							
220		Emergency Telephone 9-1-1 - Base Budget Increase	As part of maintaining service level for the 911 system, there are additional, ongoing fees and charges associated with the operation and necessary redundancy of the 911 equipment.		All	Regional	Board Directive	1	\$44,750	1	1-Taxation		
220		Emergency Telephone 9-1-1 - Next Generation 9-1-1 (Placeholder)	SCRD (and all Sunshine Coast local governments) have been provided grants to support data preparation, legal costs associated with data agreements, training and education related to the implementation of next generation (NG) 911 service. The change to this service is mandated by CRTIC. Intergovernmental dialogue on needs, collaboration opportunities and potential cost sharing is underway. Local governments are seeking additional information from senior governments and agencies on specific requirements and timing for these requirements. This proposal has the effect of incorporating grant funds into the budget and establishing a project that can be initiated, likely collaboratively/regionally, once more information is available.		All	Regional	Business Continuity	2	\$45,000	5	5-Other (Debt, Grant, Fees, etc.)	Grant	

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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 includes assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties. RFP has been issued.	\$20,000	All	Regional							
222		Sunshine Coast Emergency Planning - Hazard, Risk and Vulnerability Analysis (HRVA) Update	The HRVA underpins all emergency planning on the Sunshine Coast. Updated climate, demographic, development and topographic information can be used to prepare an improved HRVA. Last update was 2005. RFP is being developed. RFP issued. Award subject to budget confirmation in Q3 2023. Contract has been awarded with work to begin early in Q4 of 2023.	\$58,000	All	Regional							
222		Sunshine Coast Emergency Planning - Extreme Heat Planning Grant	The SCRd applied for, and received, a grant to fund the development of an Extreme Heat Response Plan. The funding is part of a regional grant which has the support of the other three local jurisdictions. The grant covers the entire cost of the development of the plan. RFP developed, published, closed and proposals evaluated. Vendor selected and Contract signed with work to begin early in Q4 of 2023.	\$120,000	All	Regional							
222		Sunshine Coast Emergency Planning - 2023 Firesmart Community Funding and Supports	FireSmart work is ongoing. Planning for 2024/2025 grant application to maintain program.	\$168,866	All	Regional							
222		Sunshine Coast Emergency Program (SCEP) - Community Evacuation Planning Support (0.2 FTE)	Funding for a facilitator to develop a community evacuation plan template and to provide workshops for community associations to write their community evacuation plan, from a local knowledge perspective.		All	Regional	Board Directive	1	\$10,353	1	1-Taxation	Prorated for 2024 0.1 FTE at \$10,353 and \$20,700 for 2025	0.20
222		Sunshine Coast Emergency Program (SCEP) - Neighbourhood Emergency Preparedness Financial Support (Pilot Project)	Grant opportunity for registered community and neighbourhood organizations to apply for funding to improve neighbourhood emergency preparedness and resiliency. Suggested to run first year as a "Pilot".		All	Regional	Board Directive	2	\$10,000	1	1-Taxation		
222		Sunshine Coast Emergency Program (SCEP) - Emergency Support Services (ESS) Director Staffing Increase (0.1 FTE Increase)	ESS Director – staffing increase from 0.1 FTE to 0.2 FTE		All	Regional	Business Continuity	3	\$7,898	3	1-Taxation	Increase existing ESS position to 0.2 FTE	0.10
222		Sunshine Coast Emergency Program (SCEP) - Emergency Management Technician (1.0 FTE)	The Sunshine Coast Emergency Program requires expanded administrative support to assist with updating EOC standard operating procedures, stakeholder emergency plans and contact information, current out dated templates, community out reach material and EOC documentation, procedures and filing. Maintain the EOC equipment and processes in a state of readiness.		All	Regional	Business Continuity	4	\$46,013	4	1-Taxation	Prorated 0.5 FTE for 2024 / 2025 - \$94,787 (1.0 FTE)	1.00
222		Sunshine Coast Emergency Program (SCEP) - SCEP On-Call Program Contact	This proposal would address the service need for an all-hours contact point for emergency alerts, warnings and program activations. A combination of backfill/substitution pay and existing flexible schedule provisions will be used. Includes modest incremental telecommunication and training costs. This strategy responds to the increased demand on emergency program staff in recent years and the analysis presented to the SCRd Board in summer 2023.		All	Regional	Business Continuity	5	\$20,000	1	1-Taxation	Base Budget	
290		Animal Control - Vehicle Replacement	Purchase of a new bylaw vehicle, preferably a four wheel drive hybrid or electric pick-up truck with a canopy to replace current Ford Escape. The current vehicle is not practical for apprehending dogs as the catchpole cannot remain on the dog in the vehicle, there is no hygienic barrier between the dog and the BEO, and the cleaning of urine, feces and vomit is difficult.		A, B, D, E, F, sNGD	A, B, D, E, F, sNGD	Business Continuity	1	\$100,000	4	4-Reserves	Capital \$58,000 and Operating \$42,000	
500		Regional Planning Services - Regional Housing Coordinator (Year 1 and 2)	Continuation of this contracted role to enable further progress on housing action plan. Involves extensive intergovernmental and community coordination. Contract in place, work continuing.	\$45,250	A, B, D, E, F	B, D, E, F							

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500		Regional Planning - Mt. Elphinstone Watershed Strategy	Based on further dialogue with partners including Town of Gibsons and MoTI related to the R1 proposal for a hydrology study of Mt. Elphinstone, this revised proposal would see SCRDR convene a summit-style planning exercise that includes all governments, First Nations and agencies responsible for land management in the south Mt. Elphinstone watershed as a first step. NGOs with watershed management expertise could also play a role. The overall objective would be to improve watershed management to support ecological function / integrity and protect infrastructure and private property. SCRDR's interests relate to emergency preparedness, aquifer protection, utility infrastructure and the land use / other bylaws that support these things. Project scope / plan drafted for review with prospective partners. Project paused based on coordinated decision / request with Town of Gibsons. To be reinitiated late Q4/early 2024.	\$10,000	All	Regional							
500		Regional Planning - Regional Land Evaluation - Housing Potential	A Land Use Study is one of the key priorities outlined in the Sunshine Coast Housing Action plan. It will provide the community with an inventory and assessment of all public, institutional, non-profit, faith-based, and community-owned land in the region.		All	Regional	Discretionary	1	\$35,000	5	5-Other (Debt, Grant, Fees, etc.)	Grant generated by Municipal Regional Destination Tax \$27,656 and Operating Reserves \$7,344	
500		Regional Planning - Regional Housing Coordinator	Continuation of this contracted role to enable further progress on housing action plan. Involves extensive intergovernmental and community coordination.		All	Regional	Discretionary	2	\$81,617	5	5-Other (Debt, Grant, Fees, etc.)	Grant generated by Municipal Regional Destination Tax	
504		Rural Planning Services - Planning Enhancement - including additional funding (Business Continuity)	The Development Approvals Process Review (DAPR) project under Planning Enhancement Project 1 (PEP1) has been successfully run with a report back to the Board in early Q3 of this year. The Board accepted the findings of the report and endorse it to inform Budget 2024, with approximately \$29,000 remaining in the grant-funded budget, UBCM has provided an extension to SCRDR until March 15, 2024. Staff are working to do further consulting work with the remaining funds (Contract amendment endorsed by Board in July Report) and are currently devising a plan to investigate medium-term solutions to improving the Subdivision application process, which is jointly held with MOTI. 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 can offset taxation the following year. Position posted. Recruitment completed and detailed project design phase initiated. RFP and final Project Execution Plan Q4, 2023. Staff wages have begun being withdrawn from this project budget.	\$230,000	A, B, D, E, F	Regional							
504		Rural Planning - Planning Services Technical Review Baseline Staff Positions (2.0 FTE)	SCRDR Planning and Development services have seen record demand in recent years, with staffing levels being insufficient to cope. Development applications have reached record high volumes and long-range planning documents have become outdated. SCRDR's Development Approvals Review Process (DAPR) recently concluded, and the final report was endorsed to guide planning enhancements through consideration of the 2024 budget process and beyond. Through this report, a minimum of 2 new full-time equivalent (FTE) positions were recommended for the 2024 budget year, being a planning technician and an environmental planner to ensure baseline planning services can be supported. A Planning Technician 3 would serve as a planning services supervisor to provide additional processing capacity and oversee and enhance inquiry services. The Environmental Planner is identified as necessary to provide sufficient professional capacity in the review of applications and creation of policies related to environmental protection. Through the DAPR review, shishálh Nation also requested that SCRDR consider creating this position to support a variety of intergovernmental needs that support reconciliation and environmental protection. As DAPR implementation work continues to evolve it is anticipated that the need for other new positions will be identified.		A, B, D, E, F	Regional	Board Directive	1	\$175,293	2	2-User Fees	Two Positions prorated to 0.75 FTE each - 2024 total value \$175,293 / 2025 (2.0 FTE) - \$240,736	2.0

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
504		Rural Planning - Planning Enhancement Project 2 - Staff Position (1.0 FTE)	The recent Development Approvals Process Review (DAPR) report found this framework to be outdated and recommends updating. Required updates align with SCR D's Planning Enhancement Project 2 (PEP2), also known as OCP Renewal. PEP2 is designed to achieve the significant planning policy framework overhaul required to action this key DAPR recommendation. The existing project budget includes \$150,000 in total consultant-led GIS mapping services but does not include budget for an internal staff resource to support the consultant portion of the work and complete final bylaw maps. Staff have determined the market rate for consulted mapping services is \$150 per hour and the existing approved budget results in about 1000 consultant hours of GIS work. This translates into slightly over 6 months' worth of full-time mapping work and should be sufficient to complete necessary consultant-led portion of background studies to support policy changes, if supported by a full-time in-house staff resource for the duration of the project. As such, funding for a temporary full-time GIS technician to conduct in-house mapping services from 2024 through 2026 is requested to ensure successful completion of PEP2.		A, B, D, E, F	Regional	Board Directive	2	\$63,608	2	2-User Fees	One Position prorated to 0.75 FTE each - 2024 total value \$63,608 / 2025 (1.0 FTE) - \$87,355	1.0
504		Rural Planning - Planning Enhancement Project 1.1 - Development Approvals Process Mapping and Tempest Enhancements - Project Exploration, Initiation and Scoping	The final DAPR report determined that SCR D's approval processes rely on multiple core technologies which are becoming outdated and not consistently used. Existing technology implementations and process workflows are in many cases no longer aligned with business needs and have in many cases been rendered ineffective. To reconcile existent technology deficits, the report made specific recommendations related to SCR D's processes and use of Tempest to both enhance use of technology and application tracking. It has been determined that a full re-integration of Tempest will be required to achieve the desired outcome, which will involve a process that investigates all benefits that can be harnessed from the most modern version of Tempest. As part of this work, SCR D must first document all its current and desired planning-related processes in order to harmonize Tempest capabilities to fully support each planning process. This will be a multi-year project and involve budget requests for at minimum 2024 and 2025. This proposal is for Budget 2024 budget year and involves the first project phase of project initiation and scoping. The project requires the following resources for 2024: 1) Planning and IT staff resources are required to complete internal review of process mapping and identify technology solutions. 2) Funding for a consultant to assist with investigating how tempest functionality can better support planning processes.		A, B, D, E, F	Regional	Board Directive	3	\$69,925	1	1-Taxation	0.50 FTE for 2024 - \$62,425 plus \$7,500 contracted expenses / 2025 (0.2 FTE) \$25,264	0.5
520		Building Inspection Services - Digital Plan Review Preparedness - Hardware, Software and Training	The submission of digital building permit applications is a goal of the SCR D Board and the Building Division. In order to succeed a system will need to be in place to digitally review the submitted drawings for compliance with the BC Building Code and applicable Bylaws. By acquiring the hardware, software and training prior to the acceptance of the digital building permit submissions, the Building Division will be prepared to review the digital plans when they are accepted. Privacy Impact Assessment completed. Software purchase / installation initiated with IT.	\$3,448	A, B, D, E, F, sNGD	Regional							
540		Hillside Development Project - investment Attraction Analysis	SCR D has large portions of land remaining from earlier Hillside Industrial Park subdivision. Industrial investment interest currently exists. However, the two large remaining properties (50 and 63 hectares) are not prepared for sale or development. A review of lands and related uses is recommended to attract investment opportunities at Hillside. An investment attraction analysis with support of a professional land management or economic development consultant can assist in enabling SCR D to make effective and coordinated decisions for land use and property disposition opportunities. Planning meetings with SCREDO completed, partnership agreement prepared. Partnership agreement being signed by SCREDO.	\$90,000	All	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
540		Hillside Development Project - Headlease Renewal (0.2 FTE)	Hillside water lot headlease from the Province expires December 31, 2023. prepare a renewal application that includes Consultation with First Nations, Preliminary Archaeological Field Reconnaissance (PAFR), updated environmental baseline study, management plan [introduce new operating requirements for SCRD going forward; e.g. spill response and inspection plan]. Temporary (maximum 2-year) staffing lift to support project management. Project manager recruited, started Q2. Preliminary engagement initiated.	\$195,383	All	F							
SUBTOTAL PD				\$ 3,869,615.41				\$ 1,032,128.00					6.80

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INFRASTRUCTURE SERVICES													
151		Dream Valley Estates Water System Feasibility	Associated costs for associated assessment and feasibility study for the potential takeover/conversion of Dream Valley Estates Water System	\$30,000	A	A							
350		Regional Solid Waste - Regulatory Reporting for Sechelt Landfill (MANDATORY - Regulatory)	Ministry of Environment reports to be prepared by the SCRD's contracted engineering firm. Design, Operations and Closure Plan Update; Post-closure Operations and Maintenance Plan Update COMPLETE; Geotechnical and Seismic Assessment Update COMPLETE; Environmental Monitoring Plan Update COMPLETE; Hydrogeological Assessment Update (DUE IN 2025); Leachate Management Update (DUE IN 2025); Gas Assessment and Generation Update (DUE IN 2026).	\$53,173	All	Regional							
350		Regional Solid Waste - Pender Harbour Transfer Station Site Improvements - Phase I (Business Continuity)	A site inspection by an engineer in 2021 concluded that significant upgrades are required to this site. Phase 1 will include the urgent upgrades and the design for Phase 2. Phase 1 upgrades in progress and XCG Contract Amended to include design work for 2023 upgrade program. Site layout concept designs reviewed and final design in progress.	\$69,891	All	A							
350		Regional Solid Waste - Power Supply Repair Sechelt Landfill including Interim Operating Costs (MANDATORY - Asset Failure)	The past propane generator used to supplement the solar-based power system for the Sechelt Landfill failed mid-February 2021. The site is currently using two diesel generators on a temporary hook up until BC Hydro is able to connect us with power on their grid. Power is required for the scale, computer and telephone for example. Connection application to BC Hydro grid was submitted on May 9, 2023. On Nov 6/23, BC Hydro came to the site to discuss the design and next steps. Running off generators will likely continue through most of 2024, as not all timelines can be defined, involving other entities (Ministry of Forest Work Permit, response from Telus regarding partial ownership interest)	\$9,637	All	Regional							
350		Regional Solid Waste (Sechelt) - Sechelt Landfill Power System Replacement	Board direction to pursue a direct connection to BC Hydro grid. Application submitted to BC Hydro, awaiting their final quote. On Nov 6/23, BC Hydro came to the site to discuss the design and next steps. Not all timelines can be defined because they involve other entities (Ministry of Forest Work Permit, response from Telus regarding partial ownership interest). Potentially complete in 2024.	\$264,224	All	Sechelt							
350		Regional Solid Waste (Sechelt) - Sechelt Landfill Extending Useful Life	In 2021 SCRD staff identified an opportunity to increase the lifespan of the Sechelt Landfill by 3 to 3.5 years. This project involves the relocation of the contact water pond, which is responsible for managing water that comes in contact with solid waste. To meet construction timelines a budget must be established for all professional fees and construction of the new contact water management system in 2023. Construction must take place in summer 2024; therefore, the budget must be approved 6 months prior to fit within procurement deadlines. Contact water pond detailed design has been completed. The Ministry of Environment and Climate Change has provided a list of requirements for the application. Staff are working through the list.	\$50,000	All	Sechelt							
350		Regional Solid Waste (Pender Harbour) - Pender Harbour Transfer Station Upgrades (Phase 2)	Due to degradation to the infrastructure, beyond the scope of available staffing resources XCG conducted a fulsome site assessment and recommended that a complete redesign and construction is necessary to address the numerous issues. Phase 1 of the proposed action will continue through 2023 and 2024. Some projects defined in Phase 1 made more sense to be included with Phase 2 of the redesign. The purpose of this proposal is to fund the completion of Phase 2 of the Pender Harbour Transfer Station Site upgrades. Design to be completed in 2023 with RFP and construction occurring in 2024.	\$765,000	All	A							
350		Regional Solid Waste - Sechelt Landfill Stage H+ Closure (MANDATORY - Regulatory)	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 deferred until Contact Pond relocation options analysis is completed. XCG contract amendment completed to include design work, which will be integrated with the contact pond options. July 2023 DOCP Update shows progressive closure to Stage K that will be budgeted for 2024 construction start in conjunction with Contact Water Pond relocation work.	\$2,500,000	All	Regional							

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350		Regional Solid Waste - Solid Waste Management Plan Update (Strategic Goal)	RFP awarded in Jun 2022. Public and Technical Advisory Committee (PTAC) meetings started in Feb 2023. May / 23, Board approved community engagement with community on the Solid Waste Management Plan Update. Engagement Period 1 closed Jun 9/23. PTAC meetings continuing through the fall to identify proposed strategies for the SWMP update.	\$102,998	All	Regional							
350		Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phases 1 and 2) (Business Continuity)	Results of Part 1 and 2 were presented at Jan 20/21 Special ISC meeting. Development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station. Scope will depend on findings Phase 1. Results Part 3 were presented at July ISC meeting. RFP for feasibility study for one additional site and second opinion on landfill siting options did not resulting in securing contractor. Contractor has been awarded. Two reports completed and shared with sNGD. RFP being prepared for feasibility of all options.	\$207,597	All	Regional							
350	M	Regional Solid Waste - Toxic Waste Insurance Requirements for Landfills	New Requirement through Municipal Insurance Association of British Columbia		All	Regional	Regulatory	n/a	\$70,000	1	1-Taxation		
350		Regional Solid Waste - Sechelt Landfill Contact Water Pond Relocation - Construction	In 2021, SCRD staff identified an opportunity to increase the lifespan of the Sechelt Landfill by relocating the contact water pond, which manages stormwater that comes in contact with solid waste. An options analysis and conceptual design were completed in 2023, with detailed design and regulatory approvals in progress. This project is expected to extend the landfill life by approximately four years until mid to late 2030 at less than half the cost of exporting waste for disposal off Coast.		All	Sechelt	Strategic Plan	2	\$520,000	1	1-Taxation		
350		Regional Solid Waste - Sechelt Landfill Site Improvements	Some areas of the Sechelt Landfill drop off area have been identified that require repair or improvement to ensure site safety for staff and the public and to ensure business continuity and regulatory compliance. These improvements include: resurfacing of the scale, the construction of a new propane tank storage, mattress trailer ramp repairs and electric fence maintenance. This budget proposal also allow for the purchase and maintenance of hand held gas-monitors to meet regulatory requirements.		All	Sechelt	Business Continuity	3	\$110,000	1	1-Taxation	\$11,000 Base Budget for testing	
350		Regional Solid Waste - Solid Waste Contracts (Base Budget Increase)	Solid Waste Services has over forty contracts that support all our services. Service levels are guided by the Solid Waste Management Plan and Board direction. In some cases, service levels are also dictated by the MOECC, WorkSafe and other regulatory authorities. Staff follow the SCRD procurement policies and issue Requests For Proposals (RFP) or Request For Quote's (RFQ) to obtain contractors and qualified professionals to provide many services. Once a contract expires, we are required to go out to the market to allow fair opportunity for new contractors to bid on the work. This often amounts to an increase in budget needs. This proposal includes all contracts that are expiring in 2024 up to Q2 2025.		All	Regional	Business Continuity	4	\$389,403	1	1-Taxation	Base Budget - \$412,685 in 2025 and \$524,879 in 2026	
350		Regional Solid Waste - Solid Waste Operations Technician (1.0 FTE)	Additional solid waste operations support is required to enable the SCRD to navigate and comply with the solid waste regulatory environment, including staying up to date on increasingly complex safety regulations and best practices, day-to-day operations and maintenance issues, site inspections, and asset management. Currently, these tasks fall to the Superintendent of Solid Waste Operations and the Manager of Solid Waste Services. This position will enable a more efficient division of work at the operational level, providing the Superintendent and Manager with more capacity to focus on future waste disposal, strategic planning, and contract management.		All	Regional	Business Continuity	5	\$58,447	1	1-Taxation	Prorated for 2024 \$58,447 (0.58 FTE) and \$99,434 wages and expenses (2025)	1.00
350		Regional Solid Waste - Sechelt Landfill Internet Connectivity Improvements	Reliable internet access is required to process payments at the Sechelt Landfill, as well as for staff to perform their day-to-day work responsibilities. Currently, internet is provided through three methods: Starlink satellite internet, radio signal internet, and cell service. In part due to physical changes adjacent to the landfill all three connection types are unreliable and do not provide enough bandwidth for guaranteed site operations.		All	Sechelt	Business Continuity	5	\$25,000	1	1-Taxation		

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
352		Regional Solid Waste - Biocover Feasibility Study - Phase 2 (Strategic Goal)	Biocover - a type of final cover applied to landfills designed to oxidize methane emissions into carbon dioxide to reduce greenhouse gas (GHG) emissions. A Phase 1 Feasibility Study was undertaken in 2020 and concluded a biocover would provide economic benefits to the SCRD, the community, and provide significant GHG emission reductions. In Mar / 21, a budget of \$150,000 to conduct Phase 2 was adopted. Phase 2 will involve a pilot study where a biocover will be added to small portion of the Sechelt Landfill and monitored over a one-year period. Before posting the RFP for Phase 2, staff conducted a review to confirm the availability and approximate cost of identified biocover materials. Staff identified the approved \$150,000 budget is not sufficient to cover both the consulting fees and the materials for the pilot. Justification: The initial budget request did not take the cost of materials into account. Further, consulting fees and material costs have increased. Project completion is not possible with the current approved budget. Additional funding approved through 2023 budget process. RFP to secure professional services to carry out pilot program closed on May 24, 2023. Phase 2 Study to determine the feasibility of utilizing a Biocover during the final closure of the Sechelt Landfill instead of traditional fill as cover. Staff have been working on securing materials for the study. 2023 Budget proposal submitted for additional funding for material costs. RFP closed on May 24 / 23 and awarded to Sperling Hansen. Site grading, baseline monitoring, and material sourcing complete. Biocover installation to start week of Nov 13/23	\$266,784	All	Sechelt							
352	M	Regional Solid Waste (Sechelt) - Stage K Closure (Previously Stage H+) - Additional Funding Required	Additional funding is required to close the northern slope of the Sechelt Landfill. The total cost for closure of the northern slope, including the haul road, is estimated to be \$3.25 million (2023 cost estimate). \$2.5 million is budgeted; an additional \$750,000 is required to complete this work. Progressive closure reduces the amount of contact water (surface water that has come into contact with waste) that needs to be managed on site and spreads the cost of closing the landfill over several years. Work is expected to begin in late 2024, following the relocation of the contact water pond to the northeast corner of the property. Closure of the Sechelt Landfill must be done in accordance with provincial regulations.		All	Sechelt	Regulatory	n/a	\$750,000	4	4-Reserves	Capital	
352		Regional Solid Waste (Sechelt) - Vertical Expansion Sechelt Landfill - Design Phase	The construction of a perimeter berm or wall on the south and west sides of Sechelt Landfill has the potential to provide additional airspace to bury garbage on the south and west slopes of the site. Based on a preliminary analysis it's estimated that this could provide seven years of additional landfill life at the current annual infill rate. The construction of such berm or wall would not extend beyond the current limit of waste (i.e., within the Sechelt Landfill property) and would require an updated provincial permit and need to be included in the Solid Waste Management Plan that is currently being updated. This budget proposal allows for the engineering to refine the concept into preliminary design drawings and costs estimate. This cost estimate will be considered in business case analysis of this option.		All	Sechelt	Strategic Plan	1	\$165,000	4	4-Reserves	Operating Reserves \$100,000 and Taxation \$50,000 (\$15,000 wage allocation for Capital existing FTE 0.08)	
355		Refuse Collection - Green Bin Purchase for Curbside Food Waste Collection	The supply of Green Bins used for curbside food waste collection is in need of restocking. Staff are replacing bins at an average of four bins per week and we estimate utilizing 210 bins in 2024. As of September 2023, we have 222 bins. The minimum order quantity from the supplier is 336 and it may take up to eight months to receive bins; therefore, an order will need to be placed in spring 2024 to have enough bins available for residents by the fall of 2024.		B, D, E, F	B, D, E, F	Business Continuity	1	\$27,000	4	4-Reserves	Operating	
365		North Pender Harbour Water Service - Water Supply Plan (Strategic Goal)	Water System Modelling will be completed in Q4. This is the first step towards new a SCRD Water Master Plan. A consultant has provided a draft hydraulic model which is under review by staff. An internal two day water hydraulic modeling review with staff is scheduled for mid November.	\$59,830	A and SNGD	A							

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365		North Pender Water System - Confined Space Document Review (MANDATORY - Safety)	A qualified professional is required to review and update the SCRCD Confined Space Documents. Contract with Pinchin Env Jan / 23 to update the program. Pinchin has completed all site visits. Draft documents were received end of September. Training on the new program took place in mid-October and is scheduled for mid-November.	\$2,500	A and SNGD	A							
365		North Pender Harbour Water Service - Emergency Generator (Other)	The purchase of a generator for the North Pender system that can provide emergency backup energy to operate the Garden Bay Pump Station. The engineering specifications for the purchase and installation of this generator has been combined in a tender with the Garden Bay Feasibility study and will be awarded in May, 2022. Completion of specifications expected in Q4 2022. This engineering will enable a tender to be issued for the purchase and installation of the generator. SCRCD has received a final report and expect to begin work on the generator project in Q3, 2023.	\$125,000	A	All							
365		North Pender Harbour Water Service - North Pender Harbour Watermain Replacement (Business Continuity)	Replacement of the existing 100 mm asbestos cement watermain on Panorama Drive with a 200 mm ductile iron water main. This section was selected for replacement as means of improving system reliability and improving fire protection to the more than 70 homes that front Panorama Drive. It has also been subject to several leaks of the past years, resulting in disruption to service and response from SCRCD Utilities staff. Due to staffing shortage and permitting issues, project will be initiated late Q4 2023 for tendering. MOTI comments pending on SCRCD design and RoW (Watermain depth and path).	\$843,540	A and SNGD	A							
365		North Pender Harbour Water Service - Garden Bay Treatment Plant Improvements (Preliminary / Pre-Design Work)	The North Pender Harbour water system is supplied by Garden Bay Lake. When the weather changes the lake experiences a turnover which increases the turbidity of the water drawn from the lake. The current treatment plant does not have filtration so when turbidity events occur the facility is not capable of treating for it. Additionally, due to the lack of filtration the facility is not capable of removing organics to eliminate the creation of disinfection byproducts (DBP's) which are created when water with elevated organics is chlorinated. The SCRCD does not meet the Canadian Drinking Water Quality Guidelines (CDWQG) for turbidity and DBP's at times throughout the year, this has been noted by the VCH Health officer in annual reports. This project is for preliminary engineering and pre-design which may include surveying, legal assessments, desktop conceptual design, improved estimates and/or archaeological and environmental assessments. Not started.	\$200,000	A and SNGD	A							
366		South Pender Harbour Water Service - Public Participation - Water Supply Plan Development (Strategic Goal)	Draft Water Strategy presented to the Board in Q1 2024. Staff developing associated Action Plans.	\$5,595	A	Regional							
366		South Pender Water System - Confined Space Document Review (MANDATORY - Safety)	A qualified professional is required to review and update the SCRCD Confined Space Documents. Staff entered into a contract with Pinchin Env in Jan / 23 to updated the program. Pinchin has completed all site visits. Draft documents received end of September. Training on the new program took place in mid-October and is scheduled for mid-November.	\$5,000	A	A							
366		South Pender Harbour Water Service - Water Supply Plan (Strategic Goal)	Water System Modelling will be completed in Q4, 2023. This is the first step towards new a SCRCD Water Master Plan. A consultant has provided a draft hydraulic model which is under review by staff. An internal two day water hydraulic modeling review with staff is scheduled for mid November.	\$59,831	A	A							
366		South Pender Harbour Water Service - Treatment Plant Upgrades - Phase 2 (Business Continuity)	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. Weir automation paused due to staffing issues. Additional funds were approved as there was not enough funding to complete the weir automation.	\$50,863	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
366		South Pender Harbour Water Service - McNeil Lake Dam Safety Improvements - Construction (Business Continuity)	WSP Canada Inc., engineering consultant firm, completed a detailed dam safety analysis of the McNeil Lake Dam, which included design work, construction cost estimates and completion of tender ready construction documents for the upgrades to this dam. The cost estimate, due to global increases in construction costs and other inflationary increases resulted in a significant increase compared to the original construction budget for dam safety upgrades for McNeil Lake of \$515,000. WSP has recommended an additional 15% contingency on top of the May /22 budget estimate, which increases the total projected cost to \$592,250, and represents a total project cost increase of \$78,750. Construction RFP was awarded to Jim Dent Construction. Material and equipment procurement proceeding. Construction will begin following completion of Chapman and Edwards work.	\$598,270	A	A							
366		South Pender Harbour Water Service - South Pender Harbour Watermain Replacement (Business Continuity)	Continuation of 2018 work, would replace the existing 150 mm asbestos cement diameter water main with a 200 mm diameter main on Francis Peninsula Road from Pope Road to Rondeview Road. This section was selected for replacement as means of improving system reliability and protection in that portion of the South Pender Water Service Area. Project will be initiated late Q4 2023. Similar to North Pender but less urgent for construction.	\$585,576	A	A							
366		South Pender Harbour Water Service - Dogwood Reservoir: Engineering and Construction (MANDATORY - Asset Failure)	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure: project included 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. Modelling has been awarded and needs to be completed.	\$108,000	A	A							
366		South Pender Harbour Water Service - 2021 Vehicle Purchases (Business Continuity)	Annual replacement of aged vehicle(s); #436 truck is 12 years old, has high mileage and rust is becoming an issue. Replace with truck with similar capabilities. Vehicle ordered, expected delivery in Q4 2023.	\$99,824	A	A							
366	M	South Pender Harbour Water Service - Heater Replacement	The SPHWTP was constructed in 2014 and the infrared heaters in the roof installed as a mechanism for building heating are almost ten years old. Most of the existing heating system has failed or are in poor operating condition, and the current situation presents a risk to the piping (freezing during the colder months), other mechanical and/or treatment related infrastructure and staff comfort. The heaters are located in hard to reach areas that require a arial lift to access, this presents a risk of having a heavy piece of equipment on top of the clear well which is under the main level of the treatment plant. Staff recommend replacing the existing heaters with more efficient heaters that have a longer life cycle and locating them in areas that are easy to inspect and service.		A	A	Imminent Asset Failure	n/a	\$80,000	4	4-Reserves	Capital	
366	M	South Pender Harbour Water Service - McNeill Lake Dam Construction	A comprehensive McNeil Lake Dam Safety Review was completed in 2020. The results of this dam safety review and subsequent annual safety reviews identified several deficiencies that require correction/upgrading. The upgrade work design and tender specifications were completed by WSP Canada Inc., in 2023 and construction awarded to Jim Dent Construction Ltd., in September 2023. The project budget has less than \$7,700 contingency remaining. Due to the relatively remote and complex nature of the work, Staff recommend that the project budget be increased by \$53,000 to approximately 10% of the construction budget.		A	A	Safety / Env	n/a	\$53,000	4	4-Reserves	Capital	

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366		South Pender Harbour Water Service - Water Supply Analyses South Pender	<p>The South Pender water system relies on two main sources for its water supply: McNeill Lake and Harris Lake. Each lake has a water storage license. McNeill Lake is the primary source of water, while Harris Lake serves as a backup supply during periods of low water levels in McNeill Lake.</p> <p>This summer, the South Pender water system faced significant Stage 3 water restrictions due to the inadequate water levels in McNeill Lake to safely meet the system's demands.</p> <p>This project aims to improve the South Pender water sources, McNeill and Harris Lakes, to ensure they can meet the water demand from the system. An engineering firm will be hired for the review and will provide comment on operation and control methods complete with recommended upgrades recommendations for improvements, complete with Class D cost estimates. To assess the lakes' current conditions, an updated bathymetric survey will be necessary, either as part of the assessment or prior to it. The potential for amending the current water license requirements to allow for an increased diversion from McNeill Lake will also be assessed. The best-case scenario would be to complete the review of the existing water sources and receive recommendations by the summer of 2024, with any suggested design and construction work and/or submission of a Water License amendment application ideally to be carried out in the 2025.</p>		A	A	Business Continuity	8	\$85,000	4	4-Reserves	Operating	
370		Regional Water Service - Groundwater Investigation - Phase 4B - Church Road Construction (Strategic Goal)	80 hour continuous test successfully completed in late Jun/23. Leave to Commence Letter from the ministry has been received. Plant put on to service Jul 11/23. The two year Soames Creek monitoring and reporting has begun. Sine Wave filter install complete but commissioning presented issue due to faulty contractor work and EFN requirements. Second attempt at commissioning expected to be schedule in November. Finalizing the EFN for Soames Creek will be done in conjunction with AE and ISL.	\$636,321	A, B, D, E, F, F Islands and DoS	F							
370		Regional Water Service - Chapman Water Treatment Plant Chlorination System Upgrade	This project is substantially complete and is in closeout. A final consultant change order will be taken to the Board in Q4 for extra consultant services.	\$367,988	A, B, D, E, F and DoS	B, D, E, F, DOS							
370		Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis (Strategic Goal)	Water System Modelling will be completed in Q4. This is the first step towards new a SCRD Water Master Plan. A consultant has provided a draft hydraulic model which is under review by staff. An internal two day water hydraulic modeling review with staff is scheduled for mid November.	\$107,435	A, B, D, E, F, F Islands and DoS	Regional							
370		Regional Water Service - Eastbourne Groundwater Development Phase 1 (Strategic Goal)	Field siting of the preferred locations for the two primary wells completed in early July. First Nations consulting completed. Drilling of the three test wells have been completed and were stress tested in March. The consultant presented a summary final report to the Board at the Oct 26/23 Committee of the Whole and recommends 2 wells to meet needs of water users (still far below typical SCRD volumes).	\$28,335	A, B, D, E, F, F Islands and DoS	F							
370		Regional Water Service - Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources (Strategic Goal)	<p>In order to explore the potential of new sites in 22/23 the following approach is recommended:</p> <ul style="list-style-type: none"> - Update 2017 desktop study with most recent information and analytical tools. - Drilling of smaller wells for increased understanding of factors such as aquifer types, depth, composition - Drill, test and analyze up to three additional test wells to confirm their potential water supply potential. (estimated at \$100,000 each) - Contingency allowance <p>Staff have acquired engineering services from Kalwij Water Dynamics to investigate five new wells. Consultant drafting a presentation / report identifying the 5 proposed locations for wells in priority order.</p>	\$475,000	A, B, D, E, F, F Islands and DoS	All							
370		Regional Water Service - Confined Space Document Review- Regional Water System (MANDATORY - Safety)	A qualified professional is required to review and update the SCRD Confined Space Documents. Contract with Pinchin Env in Jan/23 to update the program. Pinchin has completed all site visits. Draft documents were received end of September. Training on the new program took place in mid-October and is scheduled for mid-November.	\$22,500	A, B, D, E, F, F Islands and DoS	Regional							

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370		Regional Water Service - Groundwater Investigation - Phase 2 (Part 2) - Langdale Well Field Development and Maryanne West Park (Strategic Goal)	Additional scope added and well siting currently underway. Long-term monitoring at Langdale Creek has been completed and a final report of the findings has been received. Consultant will present to Committee of the Whole on Jan 11, 2024.	\$679,740	A, B, D, E, F, F Islands and DoS	Regional							
370		Regional Water Service - Chapman Creek Water Treatment Plant Chlorine Gas Decommissioning	Decommissioning of the existing system will happen once the OSGH installation project is completed and when operations staff is confident that the new system is performing as intended. The OSGH system has been operational but there remains some outstanding deficiencies, this has led to the delay of decommissioning.	\$65,000	A, B, D, E, F, F Islands and DoS	D							
370		Regional Water Service - Exposed Watermain Rehabilitation Chapman Intake Line - New Project	Spring 2022, a structural assessment of the primary Chapman Water Intake transmission line was completed and the results of the inspection revealed the presence of corrosion and deterioration of the supporting steel waterline trestle structure is present. The steel trestle structure was constructed as part of the original water intake line some 30 plus years ago and the aging structure is in need of considerable maintenance as none had ever been completed since its original construction.	\$220,000	A, B, D, E, F, F Islands and DoS	D							
370		Regional Water Service - Valve Stems for Selma 2 Isolation (MANDATORY - Asset Failure)	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. Quotes received, work will be scheduled for Q4 2023. Purchase order issued to contractor for preliminary work.	\$75,000	A, B, D, E, F, F Islands and DoS	All							
370		Regional Water Service - Groundwater Investigation Round 2 Phase 3 (Strategic Goal)	Langdale: The consultant submitted the well testing report for internal review in May. The consultant will provide the final report to the Province as part of the preliminary water license application that will be submitted to the Province mid Q4. Tech Memo 4 identified proposed main path ways, pumps and treatments required based on water quality. Consultant will present to Committee of the Whole on Jan 11/24.	\$150,496	A, B, D, E, F, F Islands and DoS	Regional							
370		Regional Water Service - Exposed Watermain Rehabilitation	Three segments previously recoated. One tender was received in July and exceeded the available budget. Tender award report Nov 23/23.	\$124,598	A, B, D, E, F and DoS	B, D, DOS							
370		Regional Water Service - Chaster Well Upgrades (Well Protection Plan - Phase 2) including additional funding	An RFP was completed in August and there were zero respondents. Purchasing will reissue as and Invitation to Tender in September. Retender in progress with revised scope.	\$115,247	A, B, D, E, F and DoS	E							
370		Regional Water Service - Reed Road Pump Station Zone 4 Improvements (Business Continuity)	Preliminary in-house design has started. Construction anticipated for late 2023. The primary objective of this project is to increase the fire flows in the Cemetery Road area. Preliminary design is paused pending the results from the 2023 Water Modelling Report.	\$70,000	A, B, D, E, F, F Islands and DoS	E							
370		Regional Water Service - Chapman Lake Dam Safety Improvements - Construction (MANDATORY - Regulatory)	Construction RFP closed Jul 31/23 and awarded to Jim Dent Construction. Material and equipment procurement in progress. Targeting Aug 1/24 construction start in conjunction with Chapman Lake Dam upgrade work.	\$998,254	A, B, D, E, F, F Islands and DoS	All							
370		Regional Water Service - Edwards Lake Dam Safety Improvements - Construction (MANDATORY - Regulatory)	Construction RFP closed Jul 31/23 and awarded to Jim Dent Construction. Material and equipment procurement in progress. Targeting Aug 1/24 construction start in conjunction with Chapman Lake Dam upgrade work.	\$728,239	A, B, D, E, F, F Islands and DoS	All							
370		Regional Water Service - Bylaw 422 Update (Business Continuity)	Reviewing potential proposals for changes to Bylaw 422. Staff are preparing proposals for the Board's consideration in early 2024 that focus on bylaw modernization.	\$29,820	A, B, D, E, F, F Islands and DoS	Regional							
370		Regional Water Service - Cove Cay Pump Station Rebuild and Access Improvements (MANDATORY - Asset Failure)	The Cove Cay Pump Station needs upgrades such as a new roof, siding and interior work. All existing pump station interior infrastructure requires upgrading including the pump, motors, controls, and fittings. A new intake line is also being considered as part of this upgrade as the current line is shallow and made of inferior piping. Road access to this pump station is steep and challenging for service vehicle access. Options to relocate the pump station to a more accessible location will be considered. Preliminary planning for this project has begun and an RFP to complete conceptual design should be issued in Q4 2023.	\$250,000	A, B, D, E, F, and DoS	A							

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370		Regional Water Service - Chapman Water Treatment Plant UV Upgrade (Business Continuity) (Phase 1 and 2)	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redundancy. Engineering tender has been awarded and preliminary drawings and estimates conclude that the budget is very undervalued and staff will be bringing a new budget proposal forward to budget 2023 for the installation and construction phase. Further 3D modelling has taken place to assist in design. The Chapman Creek Water Treatment Plant (WTP) utilizes ultraviolet (UV) radiation as one of the many treatment processes at the facility. The UV is a critical component of the disinfection process that destroys illness causing micro organisms prior to the distribution of drinking water at the Chapman Creek Treatment Plant. Due to more accurate cost estimates received in the Q3 2022 the budget will need to be increased due to increased costs for UV equipment and more in depth modifications to the plant than was initially expected to meet health requirements. 90% design to be received and construction tendering planned for Q4 2023. Project on hold until contract for design is completed. 90% design drawings expected Q4 2023 with construction tendering planned for Q1 2024.	\$2,108,360	A, B, D, E, F, F Islands and DoS	D							
370		Regional Water Service - Church Road Well Field - Compliance Monitoring	One of the conditions of our Water License for the Church Road project is to undertake several years of impact and compliance monitoring. Staff have acquired ISL and AE Engineering services for this contract in early July 2023. ISL scope amendment in draft for award of additional work to complete this monitoring and supply acquired data to AE for finalised EFN.	\$109,499	A, B, D, E, F, F Islands and DoS	Gibsons							
370		Regional Water Service - Feasibility Study Surface Water Intake Upgrades Gray Creek (Strategic Goals)	The flow monitoring equipment was installed in late September 2022 and has been recording creek flow data since that time.	\$92,919	A, B, D, E, F, F Islands and DoS	Regional							
370		Regional Water Service - Eastbourne Groundwater Supply Expansion (Phase 2)	Currently, the Eastbourne water system on Keats Island serves permanent and seasonal customers and the water system has a pumping and supply capacity limitation including a residential fire flow deficit. During the peak summer months there have been instances in which the residential customers have run out of water. The system also has inadequate fire protection storage capabilities, and lacks any water supply redundancy as the existing primary water well and pumps cannot be taken out of service as there is not any backup to them. This project is to enable the development of the wells, tie in and construction required to connect these wells to the existing Eastbourne system. Awaiting final report from the consultant from Phase 1 to draft up the RFP for Phase 2.	\$1,200,000	A, B, D, E, F, F Islands and DoS	F							
370		Regional Water Service - Meters Installation Phase 3 District of Sechelt and Sechelt-Indian Government District (Strategic Goal)	AAP successful to secure the electoral approval for the Long-Term Loan for this project. Meter supply and installation RFP awarded and Canada Community Building Fund-Strategic Priorities Fund grant accepted on Apr 20/23. Contract with Neptune finalized May 29/23. Field meter installation work started Oct 26/23. Approximately 160 meter retrofits completed to date representing approximately 16% of Phase 1 work.	\$9,384,241	A, B, D, E, F, F Islands and DoS	Sechelt and SNGD							
370		Regional Water Service - Implementation of shisháh Nation Foundation Agreement	Resolution 266/19 No. 7 - Foundation Agreement, Current focus on transfer D 1592	\$7,539	A, B, D, E, F and DoS	Regional							
370		Regional Water Service - Emergency Repair Watermain Sechelt Airport	SCRD in discussions with DoS regarding cost and DoS portion of the project.	\$22,457	A, B, D, E, F, F Islands and DoS	Sechelt							
370		Regional Water Service - Installation and Decommissioning of the Edwards Lake Siphon System and Drought Response Costs	Requested two year extension, 2023 and 2024 for siphon use.	\$100,000	A, B, D, E, F, F Islands and DoS	All							
370		Regional Water Service - Chapman Creek Environmental Flow Requirements Update (Strategic Goal)	Request for an amended EFN (combination of 200 l/s, 180 l/s and 160 l/s) have been submitted to FLNRORD for their review. Seeking feedback from DFO and Ministry of Forests re EFN reduction.	\$42,500	A, B, D, E, F, F Islands and DoS	Sechelt							

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370		Regional Water Service - Reed Road Building Repair	Roof has been patched after windstorm damage. Damage has not impacted infrastructure inside the building.	\$164,844	A, B, D, E, F, F Islands and DoS	E							
370		Regional Water Service - Chapman Water Treatment Plant Sludge Residuals Disposal and Planning (Business Continuity)	The Chapman Creek Water Treatment Plant produces residuals that need to be dewatered and disposed of. An RFP for short and long term planning has been awarded in May 2022 with the goal to have short term options completed by Q3 2022. Further work with partners is required to formalize work plan. In collaboration with the shisháħ Nation and Lehigh Hanson, a temporary measure is in place to avoid overflow during the fall, winter and spring seasons. The listed parties are discussing and collaborating on technical assessments related to the implementation of a long-term solution.	\$511,732	A, B, D, E, F, F Islands and DoS	D							
370		Regional Water Service - 2021 Vehicle Purchases (Business Continuity)	Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet: 1) Vehicle #438: 2008 Ford F250 2WD Truck w/ Service Body Truck is 12 years old and approaching end of useful live and increasing repair cost anticipated, 2) Vehicle #474: 2012 Ford F350 Flat Deck Truck, Out of commission and 3) Vehicle #477: 2012 Ford F150 4X4 Truck. Vehicles 1 & 2 have been ordered and will arrive in Q4, 2023. Vehicle 3 has been delivered.	\$148,683	A, B, D, E, F, F Islands and DoS	Regional							
370		Water Service- Utility Crew - 2 New Vehicles plus aftermarket vehicle modifications - (Business Continuity)	Two new vehicles in support of the newly hired utility services staff. Staff are investigating options to purchase available vehicles from lots. One 1/2 ton truck delivered late Q3 of 2023. Staff are looking to purchase another truck off the lot for Q4 with remaining funds.	\$94,038	A, B, D, E, F, F Islands, SNGD, and DoS	Regional							
370		Regional Water Service - Single Axle Dump Truck Replacement (Business Continuity)	Replacement single axle Dump Truck (1996) is required due to the condition, mechanical and maintenance history and mileage. The vehicle supply has been awarded and awaiting delivery in Q4 2023.	\$225,000	A, B, D, E, F, F Islands and DoS	All							
370		Regional Water Service - Trout Lake Re-chlorination Station Upgrade (MANDATORY - Asset Failure)	The Trout Lake re-chlorination station is aged and needs an upgrade. Demolition and removal of existing roof along with engineering and installation of the replacement roof by contracted resources. A review of the best and most efficient way of replacing the current piping and chlorination assets will also be engineered and upgraded. Project on hold due to staff vacancies. The goal is to initiate this work in Q4 2023.	\$100,000	A, B, D, E, F, F Islands and DoS	All							
370		Regional Water Service - Chapman and Edwards Lake Communication System Upgrade (Business Continuity)	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. Starlink satellite installed at Chapman Lake, communication reliability improved, Wi-Fi at dam now, will also support photographs to be taken, no need for radio repeater. A camera still needs to be installed. Starlink being installed at Edwards Dam in Q4 2023. Project substantially Complete	\$64,500	A, B, D, E, F, F Islands and DoS	Regional							
370		Regional Water Service - Egmont Water Treatment Plant - Feasibility Study and Preliminary Development	The Egmont water treatment facility does not have adequate filtration for removal of organics in the drinking water. A feasibility study is required to explore and recommend additional treatment options for managing the elevated organics in the water supply from water supply at Egmont (i.e. Waugh Lake). It is anticipated that this study will result in the development of preliminary corrective measures such as improved filtration options like upgraded cartridge filters and/or additional treatment improvements. RFP is drafted and with purchasing.	\$275,000	A, B, D, E, F, F Islands and DoS	A							

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370		Regional Water Service - Chapman Creek Water Treatment Plant - Mechanical Equipment Upgrades	The treatment process includes a number of steps enabled by mechanical equipment to provide the high level of drinking water produced by the treatment plant. Two of the mechanical processes are the addition of soda ash to adjust the Ph and the Dissolved Air Flotation (DAF) tanks to remove solids and colour from the water. General maintenance on this equipment is ongoing but full replacement and upgrading is required. Project is for contracting an engineering consulting firm to recommend and design an upgrade / replacement solution for the soda ash system and the purchase and installation of replacement components for both the soda ash and DAF system. It may also require hiring a contractor to assist SCRDR staff with installation efforts as needed. Staff have started identifying key components that need replacement and are working on a list and prioritizing work required.	\$135,000	A, B, D, E, F, F Islands and DoS	D							
370		Regional Water Service - Sechelt Nation Government District - Zone Metering	As sNGD is not installing water meters, zone metering of sNGD areas is required to analyze water use for the Chapman Water System. Project on hold until determination on Sechelt Nation metering is agreed upon.	\$250,000	A, B, D, E, F, F Islands and DoS	sNGD							
370		Regional Water Service - Generator(s) Purchase for Various Sites	Utilities has two mobile generators which are well beyond their useful life and have high hours. These need to be replaced to maintain water supply in various areas where power outages are less impactful. Sandy Hook pump station requires a generator to ensure the Sandy Hook area always receives water. Egmont WTP requires a generator to maintain water flows depending on time of year and demand. RFQ to be drafted and posted in Q4 of 2023.	\$375,000	A, B, D, E, F, F Islands and DoS	Various							
370		Regional Water Service - Raw Water Reservoir - Site B	The previous Phases 1-4 of this project concentrated on defining the required size of the raw water reservoir, site selection analysis, greenhouse gas emission and hydro power generation studies, and sub-surface geotechnical analysis of the preferred Site B location. Phase 4 of the study included further refining of the conceptual design of the preferred site (Site B), including geotechnical drilling and geophysics program to determine depth of bedrock; analysis and conceptual design of hydropower generating potential, greenhouse gas analysis, and updated cost estimate. The proposed scope of Phase 5 is dependent on the progress on the development of the Lower Crown RWR as initiated by the shisháih Nation and will be more defined prior to the Round 2 budget meetings. Phase 5 could include charting out a phased approach for the construction of several sizing options for such RWR. This evaluation would consist of the following: <ul style="list-style-type: none"> Determine the necessary consultant engineering resources and SCRDR staffing levels necessary for advancing preliminary design of the raw water storage reservoir, and Complete a financial impact summary of the capital costs, potential revenue generation from hydro-power and impacts to SCRDR water user rates and capital reserves. 		A, B, D, E, F and Sechelt	Sechelt	Strategic Plan	1	\$150,000	4	4-Reserves	Operating	
370		Regional Water Service - Langdale Well Field - Construction	There will be a presentation to Board on the preliminary design and updated cost estimate on the January 11, 2024 COW meeting. Based on the directions received at that meeting staff will proceed with the final design, permitting and tendering of the construction project. This budget proposal will allow for the actual construction management and commissioning of the proposed Langdale Well field. This budget proposal considers the costs for an electoral approval process, if required. More information on the timing of the above-listed activities will be included in a staff report that will be presented at the January 11, 2024 COW meeting.		A, B, D, E, F and Sechelt	F	Board Directive	2	\$17,500,000	5	5-Other (Debt, Grant, Fees, etc.)	Alternate Approval Process Required	

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370		Regional Water Service - Aquifer 560 Watershed Agreement	In September 2023, the SCRCD signed the Aquifer 560 Watershed Agreement. The agreement was developed because both jurisdictions manage water systems that rely upon groundwater sources in Aquifer 560. The agreement covers several topics, including expanding the aquifer monitoring and additional engineering to optimize shared infrastructure and potential emergency response. This budget proposal includes a \$100,000 allowance to upgrade infrastructure to implement any recommendations following the engineering study.		A, B, D, E, F and Sechelt	Regional	Business Continuity	3	\$130,550	4	4-Reserves	Operating and part from Canada Community-Building Fund - with \$17,000 per year for monitoring	
370		Regional Water Service - Chapman Creek Raw Water Pump Station - Pump Maintenance and Upgrade	The Chapman WTP is supplied with water via the raw water pump station (CRWPS). The CRWPS was built in 2004 along with the treatment plant. A risk identified in 2022 is the inability of the plant to flow less than 80 L/sec. Operating at this low flow is required during Stage 4 when the community is encouraged to reduce flows to conserve water. A smaller pump and motor should be installed to enable flows down to as low as 40 L/sec. Having a pump/motor with the ability to run at lower flows will also provide options of right sizing which pumps are operated at different flows.		A, B, D, E, F and Sechelt	D	Business Continuity	4	\$130,000	4	4-Reserves	Capital	
370		Regional Water Service - Exposed Watermain Rehabilitation (Budget Increase)	In 2023, the results of a tender for the recoating of the three Chapman Creek crossings were received and the one compliant tender received was more than \$500,000, not including staff time. Therefore, additional funds in the amount \$400,000, inclusive of staff time, are required to complete the retendering and coating of the primary exposed water mains across Chapman Creek.		A, B, D, E, F and Sechelt	D	Business Continuity	5	\$400,000	4	4-Reserves	Operating Reserves \$350,000 and User Fees \$50,000	
370		Regional Water Service - Vehicle Purchases - Flat Bed Crane Truck and Medium Size Truck	The Utility Services division is using a heavy-duty truck with a telescopic crane attachment to support the outside water crew in numerous tasks related to construction and repair work within the water distribution network on the Sunshine Coast. This vehicle is aged (30+ years old) and has undergone previous rebuilds and attempts at extending its lifespan but has reached the end of its useful and mechanical life and requires replacement with a similar type truck. A medium duty truck was written off after a vehicle accident during a snow event in the spring of 2023. The vehicle needs to be replaced with a similar type of truck to meet operational needs. Staff are recommending replacing this gas vehicle with an electric vehicle if possible.		A, B, D, E, F and Sechelt	Regional	Business Continuity	6	\$295,000	5	5-Other (Debt, Grant, Fees, etc.)	MFA Short Term Loan	
370		Regional Water Service - Development and Implementation of Chapman Creek Environmental Monitoring Plan	In 2023 the SCRCD has applied for a water license amendment for the permanent reduction in Environmental Flow Needs (EFN) on the water license for Chapman Creek by 40L/s. The Province indicated that as part of the licensing requirement the SCRCD will likely have to develop and implement an Adaptive Management Plan (AMP) and Environmental Monitoring Plan (EMP). This project is proposed to fund works required to develop and implement the AMP, EMP and any other requirements in obtaining a permanent reduction in EFN. This budget proposal will allow for the development of the listed plans, installation of additional hydrological monitoring stations and up to 3 years of hydrological and fish habitat monitoring and any updates to the AMP and EMP based on these monitoring efforts.		A, B, D, E, F and Sechelt	D	Strategic Plan	7	\$150,000	2	2-User Fees		
370	M	Regional Water Service - Chapman Water Treatment Plant - HVAC Replacement	The Chapman WTP was constructed in 2004 and has a 19-year-old HVAC system which is failing. The mounting for the HVAC system is also causing issues with the roofing and has had instances of leaking over the last several years. Maintaining the existing system has become increasingly costly and the facility requires a new system altogether. A properly functioning HVAC system is critical to the safety and ongoing operational capabilities of the Chapman WTP.		A, B, D, E, F and Sechelt	D	Imminent Asset Failure	n/a	\$155,000	4	4-Reserves	Capital	

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370	M	Regional Water Service - Cove Cay Pumpstation Upgrades - Additional Funding	The Cove Cay pump station is located at the North-East corner of Ruby Lake and pumps water into a reservoir that provides potable water and fire supply to the communities of Earls Cove and Jervis Inlet. While the prior approved budget allowed for addressing the imminent asset failure of some of the pump station infrastructure, VCH has further ordered the SCRCD to apply for a Construction Permit to add multi-barrier treatment by June 2024 and complete the construction by the end of July 2025. The existing approved budget will be utilized to complete conceptual and detailed design in 2023, but additional budget is required to construct an upgraded pump station, add multi-barrier treatment, and potentially replace the intake pipe.		A, B, D, E, F and Sechelt	A	Imminent Asset Failure	n/a	\$671,200	4	4-Reserves	Capital	
370	M	Regional Water Service - Chapman Water Treatment Plant - Distribution Meters Install	The Chapman Treatment plant has several flow meters to manage the water flows throughout the treatment plant, including into the treatment plant and reservoir as well as one leaving the reservoir. The water meter measuring flow leaving the reservoir was installed in 2004 and at the end of its useful life. The flow meter failed in late 2022, a temporary strap on meter is currently being used in its place, flow can be seen on SCADA but unfortunately it cannot be programmed into SCADA. Due to the inaccessible location and lack of the ability to bypass the meter for servicing the existing meter will be replaced with two meters in a much better and serviceable location. An additional benefit will be redundancy and the ability to shut one off for maintenance		A, B, D, E, F and Sechelt	A	Regulatory	n/a	\$140,000	4	4-Reserves	Capital	
370	M	Regional Water Service - Chapman Siphon Removal	BC Parks Use Permit #102714 allows the installation and use of a siphon for water extraction from Chapman Lake in times of drought. One of the terms of this permit is to remove the siphon prior to the expiration of the permit, this permit has been extended to October 31, 2025. Inclusion of these funds in 2024 budget would ensure a timely project initiation of this projects and could result in cost savings due to the alignment with other construction projects at the lake. This project will involve the development of a Siphon Removal Plan as well as the deconstruction and complete removal of the siphon and associated works at Chapman Lake and Chapman Creek. Costs of this work will include helicopter flights, heavy machinery rentals, and other subcontractor costs. This infrastructure is considered temporary and will be removed prior to expiration of the permit and once removed will not have an operational financial impact. Reuse of the removed infrastructure may have a positive benefit to future projects that can utilize the used piping/fittings that are no longer required at Chapman Lake.		A, B, D, E, F and Sechelt	D	Regulatory	n/a	\$155,000	2	2-User Fees		
381		Greaves Road Waste Water Plant - Septic Field Repairs (MANDATORY - Asset Failure)	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. Jetting and cleaning of two runs were completed while the two remaining runs may need to be replaced entirely due to excessive roots. Trees within 3m to 5m have been removed to prevent further root intrusion, D box had repairs completed on it. With remaining funds siphon tank lid will be replaced.	\$1,840	A	A							
382		Woodcreek Park Wastewater Treatment Plant – Collection System Designs (MANDATORY - Asset Failure)	Oct. 22/20 a grant application was submitted in support of the construction phase upgrades to the treatment plant and collection system. In Apr. 2022, the SCRCD was notified of the successful grant selection by the Province in the amount up to \$769,000. Jun 23/22 the Board approved entering into a contract with the Federal Government for this grant in the amount of \$769,000 of which the SCRCD's match would be up to \$200,000 funding. Engineering Services RFP closed Jan 4/23 and a contract to complete detailed design and tender specifications was issued in March 2023. Operational trials completed which pushed the project schedule back nearly seven months. Detailed design nearing 30% completion.	\$938,564	E	E							
382		Woodcreek Park Waste Water Treatment Plant - Inspection Chamber Repairs (Business Continuity)	This project has been integrated with the overall wastewater treatment plant upgrade project.	\$5,964	E	E							

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
383		Sunnyside Wastewater Treatment Plant - Feasibility and Planning Study	Feasibility study to help Asset Management and Infrastructure Services to develop and update the capital planning documents that inform decision making and rate determination. The Sunnyside wastewater service area includes infrastructure such as collection piping, septic tanks and disposal fields that are approaching the end of their useful lives (in some cases) and this study will help the SCRCD to develop a better understanding of the costs and timelines associated with the renewal of the infrastructure. In addition, legal consultation will further help the SCRCD in determining what options exist in regards to the site and ownership and/or use considerations. Feasibility studies improve the success rate of receiving grants which will assist the users with associated costs. Owner has put property up for sale. Three SCRCD departments are working together to determine next steps for the lot.	\$7,500	E	E							
384		Jolly Roger Wastewater Treatment Plant - Feasibility and Planning Study	The Jolly Roger Wastewater Treatment Facility is located on Mercer Road in Halfmoon Bay. The Jolly Roger treatment facility services the Secret Cove Landing (formerly Jolly Roger) development and is a sequencing batch reactor activated sludge system that discharges into an ocean outfall. Similar to the 2020 Feasibility Studies for Greaves, Merrill and Langdale, an Asset Management Plan action item for Jolly Roger is to hire an engineering consulting firm to evaluate the existing infrastructure and site conditions at the Jolly Roger wastewater system and to recommend options for future improvements, upgrades and/or replacements of the treatment facility and collection system. A feasibility study will help the Asset Management Department and Infrastructure Services Division develop and update the capital planning documents that inform decision making and rate determination. Feasibility studies also improve the success rate of receiving grants which will assist the users with associated costs.	\$12,500	B	B							
385		Secret Cove Wastewater Treatment Plant - Feasibility and Planning Study	The Secret Cove Wastewater Treatment Facility is located on Secret Cove Road in Halfmoon Bay and services the marina, restaurant and residential properties within the development. The facility is a sequencing batch reactor activated sludge system that discharges into an ocean outfall. Similar to the 2020 Feasibility Studies for Greaves, Merrill and Langdale, an Asset Management Plan action item for Secret Cove is to hire an engineering consulting firm to evaluate the existing infrastructure and site conditions of the Secret Cove wastewater system and to recommend options for future improvements, upgrades and/or replacements of the treatment facility and collection system. A feasibility study will help Asset Management and Infrastructure Services to develop and update the capital planning documents that inform decision making and rate determination. Feasibility studies also improve the success rate of receiving grants which will assist the users with associated costs.	\$12,500	B	B							
386		Lee Bay Wastewater Treatment Plant - Collection System Repairs (Business Continuity)	During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs. Staff workload has delayed further work on this project.	\$13,850	A	A							
386		Lee Bay Wastewater Treatment Plant - User Rate Stabilization	Due to very high Operating Reserves staff have recommended supplementing 2024 Operating budget with Operating Reserves rather than raise rates.		A	A	Business Continuity	1	\$9,011	4	4-Reserves	Operating	
386		Lee Bay Wastewater Treatment Plant - Generator Replacement	The Lee Bay Wastewater Treatment Plant is the largest wastewater service area operated and managed by the SCRCD and provides liquid wastewater treatment to approximately 120 users. The system utilizes a backup stationary generator to provide power to the facility during events where BC Hydro supplied power is disrupted (i.e. storms, fallen trees, upgrades, etc.). The generator is over 25 years old and is at the end of its useful life. The fleet supervisor and asset management team have recommended its replacement immediately due to its overall poor condition (leaking fuel pump), unavailability of replacement parts and the risks associated with continuing to rely on such an old piece of equipment. Staff recommend that the generator be replaced with a permanent generator on site at the Lee Bay wastewater treatment plant.		A	A	Business Continuity	3	\$81,000	4	4-Reserves	Capital	

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
386	M	Lee Bay Wastewater Treatment Plant - Sand Filter Treatment System Integration	<p>Due to gradually increasing effluent volumes being treated over the years at the Lee Bay wastewater treatment plant (WWTP), the treatment facility has reached a technical threshold in terms of effluent volume that now requires the commissioning of the existing sand filter system. The plant design regulates this filter system use during the expected future flows and wastewater treatment may degrade if not used.</p> <p>This system is part of the original design and construction but has been sitting dormant for almost two decades and will require re-commissioning work and/or upgrades to allow it to be utilized.</p> <p>The work required will involve hardware purchases and installations such as pump system(s) replacement as well as upgrades and reconditioning of the gravel filter system, cleaning of tankage, aeration and weir systems (to name a few).</p>		A	A	Regulatory	n/a	\$86,000	4	4-Reserves	Operating		
387		Square Bay Waste Water Treatment Plant - Infiltration Reduction (Started 2019 - 2020 portion)	Repairs and upgrades to the collection system to reduce infiltration proceeding. Further analysis of various sections of collection system is underway. Phase 2 Two sections of the collection system identified with infiltration were repaired on Susan Way drastically reducing the infiltration of ground water. More inspections of the collection system during rain events will take place to identify more areas for attention.	\$13,589	B	B								
387		Square Bay Waste Water Treatment Plant - Square Bay Infiltration Reduction (MANDATORY - Regulatory)	Repairs and upgrades to the collection system to reduce infiltration are proceeding. Further analysis of various sections of collection system is underway. Staff have identified additional areas and have implemented the repairs. More repairs to the collection system are required to avoid future non-compliance incidents. This work is ongoing.	\$25,000	B	B								
387		Square Bay Wastewater Treatment Plant - Square Bay System - Upgrade Planning	The collection system is in poor condition as noted in the Asset Management Plan. A system review is required for future upgrades to the collection system to reduce infiltration and maintenance.	\$15,000	B	B								
388		Langdale Waste Water Plant - Remediation Project (Business Continuity)	The Langdale WWTP system is currently operating in a bypass capacity, and residential sewage is being transferred to the YMCA treatment facility adjacent to the WWTP site. This project consist of 2 phases: Phase 1 is the completion of a legal agreement with the YMCA for the combined long term management of the YMCA facility and Phase 2 consist of the decommissioning and demolition of the existing facility and the construction of a new and permanent tie in to YMCA WWTP. ICIP Grant proposal has been submitted. Removal of the building is required to improve safety for staff, this work will take place in Jul/Aug 22. Further construction work will await the conclusion of the grant application process. Removal of building has been delayed until Q4 2022. Staff continue discussions with the YMCA and undertake technical assessments and preliminary design work. SCRD was successful in receiving the grant. RFP has been drafted.	\$1,024,966	F	F								
388		Langdale Waste Water Plant - EOC #225989 - Building Repairs	SCRD received grant money to replace treatment facility. Project is on pause pending the outcome of remediation project.	\$21,000	F	F								
389		Canoe Road Wastewater Treatment Plant - Root Mitigation / Removal	The Canoe Rd WWTP has a small treatment and disposal field that is critical to the ongoing management of liquid wastewater on site. The field is located adjacent to a roadway as well as a forested area that has numerous large trees including a large maple. It has been noted during annual inspections that tree roots in the area pose a possible risk to the functionality and condition of both the treatment system and septic field piping. This project will involve various site works including (but not limited to) removal of adjacent tree(s) and/or preventative landscaping to help remove or prevent roots from entering the treatment and disposal site.		A	A	Business Continuity	2	\$6,600	4	4-Reserves	Operating		
390	M	Merrill Crescent Wastewater Treatment Plant - Electrical Works Replacement	The electrical system that controls the treatment plant for liquid wastewater at Merrill Crescent is aged and requires replacement and/or upgrade work. The risk for plant failure is very high given the condition of the existing system and requires immediate replacement.		A	A	Imminent Asset Failure	n/a	\$30,300	5	5-Other (Debt, Grant, Fees, etc.)	\$30,300 from the Canada Community - Building Fund		

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
393		Lily Lake Waste Water Plant - System Repairs and Upgrades (MANDATORY - Regulatory)	Lily Lake WWTP is out of compliance under the Municipal Wastewater Regulation due to poor effluent quality. Several repairs and upgrades have been identified to address the current performance issues. Preliminary workplan investigation underway. Materials have been ordered, design for trash tank piping has been completed. Some modifications have been made, more to come. Staff have completed work in both trash tanks. As built need to be updated.	\$16,755	A	A							
351 / 352	M	Regional Solid Waste (Sechelt and Pender Harbour) - Asbestos Exposure Control Plan and Silica Exposure Control Plan	An update to the Asbestos Exposure Control Plan, as well as a Silica Exposure Control Plan, are required to ensure a safe work environment for staff at the Pender Harbour Transfer Station and Sechelt Landfill. Without an update to the Asbestos Exposure Control Plan and the development of a Silica Exposure Control Plan, service level reductions will occur, including the cessation of drywall collection for recycling, and site operations may cease in the event of a regulatory inspection that determines silicates (i.e. dust) to be above safe levels.		All	Sechelt and A	Regulatory	n/a	\$10,000	1	1-Taxation		
351 / 352 / 365 / 366 / 370 / 381-395		Various Functions - Environmental Technician (1.0 FTE)	Over the past few years, several significant changes have resulted in an increased workload regarding Environmental monitoring and compliance. We currently only have one environmental professional who is no longer able to meet the increasing demand for such professional expertise, which is considered a risk to the organization. Adding one Environmental Technician would allow increase our ability to meet the increasing demand for environmental monitoring and compliance associated with water, wastewater and solid waste infrastructure projects, for example the flow and fish habitat monitoring now required for Soames creek and Chapman creek. It would also allow for an improved quality assurance and reporting on environmental permitting requirements to regulatory agencies. Staff also identified an increasing need for professional environmental expertise during the development and commissioning phase of infrastructure projects as well as long-range planning work. if this additional position is not approved, staff will bring forward a new budget proposal to retain a contractor to complete some of the regular require environmental monitoring work, for example for the solid waste disposal sites.		Various	Regional	Business Continuity	1	\$54,749	2	2-User Fees	Prorated 0.60 FTE for 2024 funded from User Fees - 44,791 and Capital Reserves \$9,968 and in 2025 1.0 FTE - \$87,007	1.00
365 / 366		North and South Pender Harbour Water Services - Piping System Connection Feasibility Study and Design	Review the opportunity to connect North and South water systems. Primarily the benefit would be redundancy and/or back-up for each water system.		A	A	Business Continuity	3	\$50,000	4	4-Reserves	Operating - 365 - 50% and 366 - 50%	
365 / 366 / 370		Water Service - Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources (Strategic Goal)	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River demand. Project to be initiated in late Q4 2023.	\$195,355	A, B, D, E, F, F Islands and DoS	Regional							
365 / 366 / 370		Water Service - Water Metering Program: Development of Customer Relationship Management Tool (Strategic Goal)	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. Staff are working with IT to explore options.	\$50,000	A, B, D, E, F, F Islands and DoS	Regional							
365 / 366 / 370		Water Services - Pneumatic Boring Tool	This proposal is to purchase the pneumatic boring tool in addition to the compressor and road plate. The current mole is past its useful life and doesn't meet current safety requirements and should be removed from service. In recent years there have been a couple serious near misses' using the mole.		A, B, D, E, F, Sechelt, sNGD	Regional	Business Continuity	1	\$102,000	4	4-Reserves	Capital - 365 - 5%, 366 - 10%, 370 - 85%	

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
365 / 366 / 370		Water Services -Service Review - Utility Services	The Infrastructure Services Department is responsible for the provision of the water and wastewater services in the SCRD. The delivery of these services has been challenging over the last several years due to a combination of factors including the impacts of climate change, increased expectations from the community, increased regulatory requirements, community growth, aging infrastructure, decades of insufficient asset management, increased focus on reconciliation with the local First Nations and increasing costs. While the number of staff working on all aspects of these services have significantly been increased, there are still challenges with the adequate delivery of these services resulting in high staff workloads, elevated stress levels and reduced moral while simultaneously there is an ongoing substantial backlog of operational and capital projects to be completed, regular (preventative) maintenance work, and planning and policy development. While the high-level service levels for these services are often determined by regulatory requirements, more clearly defined operational service levels are lacking. The objectives of the service review are: - Provide an overview of the regulatory set service levels. - Define relevant operational service levels. - Assess the current staffing levels, organization structure, staff scheduling staff recruitment, sick leave rates, and relevant policies and procedures associated with the delivery of these services. - Provide recommendations on actions to be taken to improve the delivery of these services to ensure the service levels as defined in this study can be achieved.		A, B, D, E, F, Sechelt, sNGD	Regional	Business Continuity	2	\$150,000	4	4-Reserves	Operating - 365 - 5%, 366 - 10%, 370 - 85%	
365 / 366 / 370		Water Services -Supervisory Control Data Acquisition (SCADA) Update / Upgrade	Supervisory Control Data Acquisition (SCADA) is a system that monitors and controls field devices at remote sites. SCADA systems are critical to maintain efficiency and control by collecting and processing real-time data. The collected data is processed, organized, and presented for system operators to make appropriate responses and control decisions. If control decisions are warranted commands can be dispatched to affect specific operational or configuration changes. The entire SCRD water system including treatment plants, reservoirs and pump stations are controlled by a SCADA system that is now outdated and needs to be updated. The current license is no longer supported, additionally with upgrades and additional systems (such as Church Rd and the OSG system) the SCRD has commissioned, the new communication (Modbus and Profibus) cannot communicate with our current SCADA system. None of our facilities can operate without our SCADA system. A contractor will be employed to review the existing system and provide all upgrades and modernization of the existing SCADA system.		A, B, D, E, F, Sechelt, sNGD	Regional	Business Continuity	4	\$580,000	4	4-Reserves	Capital - 365 - \$57,719, 366 - \$115,437, 370 \$406,844	

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
365 / 366 / 370		Water Services -Senior Utility Technician with Light Duty Truck (1.0 FTE)	Senior Utility Technicians provide staff leadership to assist with the increased complexity, maintenance of water treatment and distribution operations, staff training and many new projects related to water supply. The substantial increase in water and wastewater projects, combined with the impacts of increasingly dry summers have changed the day-to-day operations. Staff leaders such as the Senior Utility technician are responsible for the operations of the infrastructure, participating in long term planning and provide expertise to long-range planning, policy development and infrastructure upgrade and development projects to ensure their projects will address all Operations requirements. Additionally, as improvements, upgrades and new water and wastewater infrastructure are acquired the overall operations of all the infrastructure grows and becomes even more complex further requiring the need for additional support from a senior technician. With Provincial oversight and regulatory reporting requirement changes, the rigor which all local governments must now monitor, and report water and wastewater quality data associated with the wastewater/water treatment and distribution systems has significantly increased. An example is the adaptive management plan for Soames Creek and the EFN requirements for Chapman Creek. Note: A new vehicle to support this position is being proposed. Light duty electric pickup truck at a cost of \$110,000 plus additional operating expenditures.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	5	\$181,852	5	5-Other (Debt, Grant, Fees, etc.)	Vehicle - Short Term MFA - \$110,000, Capital Reserves \$52,202 and User Fees \$19,649 / Prorated 0.59 for 2024 at \$71,851 and \$123,159 in 2025 (365 - 5%, 366 - 10%, 370 - 85%)	1.00
365 / 366 / 370		Water Services -Senior Capital Projects Coordinators (2.0 FTE)	The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity. Additional experienced capital project management resources are required to start addressing this demand. Organizational improvements to this division also require the increased staffing levels to effectively deliver Capital Projects. This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	6	\$134,052	4	4-Reserves	Capital Reserves \$117,839 and User Fees \$16,213 / 2.0 FTE - Prorated 1.18 for 2024 at \$134,052 and \$238,123 in 2025 (365 - 5%, 366 - 10%, 370 - 85%)	2.00
365 / 366 / 370		Water Services -Capital Project Engineer (1.0 FTE)	The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity. Demand for CP-division to take on capital projects within the organization far exceeds existing capacity. Additional experienced capital projects engineering resources are required to start addressing this demand. Additional organizational improvements to this division are also being considered to address the current gap between demand and availability of CP-resources. This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	7	\$63,358	4	4-Reserves	Capital Reserves \$56,165 and User Fees \$7,193 / 1.0 FTE - Prorated 0.59 for 2024 at \$63,358 and \$112,425 in 2025 (365 - 5%, 366 - 10%, 370 - 85%)	1.00
365 / 366 / 370		Water Services - Review of SCRD Subdivision Servicing Bylaw No. 320	Bylaw 320 is outdated and requires review to ensure consistency with SCRD's practices and requirements. Internal review of bylaw provisions has begun and reaching out to DOS staff to seek opportunities for alignment where applicable.	\$40,000	A, B, D, E, F, F Islands, sNGD, and DoS	Regional							
365 / 366 / 370		Metering Program 2: Water Meter Data Analytics (Strategic Goal)	Exploring options with IT	\$46,049	A, B, D, E, F, F Islands, sNGD, and DoS	Regional							
365 / 366 / 370		Water Services - Water Strategy Implementation - Development of Water System Action Plans	This work will build upon the completion of the Water System Modelling, due for completion in Q3 2023.	\$87,000	A, B, D, E, F, F Islands, sNGD, and DoS	Regional							
365 / 366 / 370		Water Services - Water Rate Structure Review - Phase 2	To be initiated upon completion of Phase 1.	\$60,000	A, B, D, E, F, F Islands, sNGD, 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	
381-394		Wastewater Service Area- Base Budget Increases for Pumpout Expenses	Staff have evaluated the existing pumpout requirements (volume and costs) of all 15 wastewater treatment service areas and have determined that most of the base operating budgets are insufficient to fund the anticipated costs related to liquid wastewater pumpout expenses in 2024 and onwards.		A, B, D, E, F	A, B, D, E, F	Business Continuity	4	\$21,702	2	2-User Fees	Base Budget Increase		
383 / 384 / 385 / 388 / 393		Wastewater Treatment Plants (Various) - Outstanding Right of Way (MANDATORY - Regulatory)	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 SCRCD 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. Square Bay removed as per Board direction. Staff have begun working on this project.	\$17,649	A, B, E, F	A, B, E, F								
384-385		Secret Cove / Jolly Roger Wastewater Treatment Plants - Outfall Maintenance Phase 1	All outstanding ROW issues have ben identified and staff will be communicating with property owners. Square Bay removed as per Board direction. Staffing issues and competing priorities have delayed this project.	\$22,000	B	B								
SUBTOTAL ISC				\$ 30,245,499.44					\$ 23,770,224.00				6.00	
Net Cost of Budget Proposals				\$ 50,121,661.35					\$ 28,311,180.00				25.22	
								TOTALS:						
								\$ 2,824,172.00	1	1-Taxation				
								\$ 743,252.00	2	2-User Fees				
								\$ 240,078.00	3	3-Support Services				
								\$ 5,728,184.00	4	4-Reserves				
								\$ 18,775,494.00	5	5-Other (Debt, Grant, Fees, etc.)				
								\$ 28,311,180.00	TOTAL OF ALL PROJECTS					

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Marc Sole, Manager, Solid Waste Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSALS FOR SOLID WASTE SERVICES [350, 351, 352]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals for Solid Waste Services [350, 351, 352] 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[352] – Vertical Expansion Sechelt Landfill – Design Phase
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$165,000
	<i>Funding Source(s):</i>	Operating Reserves \$100,000 Taxation - \$50,000 NOTE: Wage Allocation \$15,000 (0.08 exiting Capital FTE)
	<i>Rationale / Service Impacts:</i>	The construction of a perimeter berm or wall on the south and west sides of Sechelt Landfill has the potential to provide additional airspace to bury garbage on the south and west slopes of the site. Based on a preliminary analysis it's estimated that this could provide seven years of

		additional landfill life at the current annual infill rate. The construction of such berm or wall would not extend beyond the current limit of waste (i.e., within the Sechelt Landfill property) and would require an updated provincial permit and need to be included in the Solid Waste Management Plan that is currently being updated. This budget proposal allows for the engineering to refine the concept into preliminary design drawings and costs estimate. This cost estimate will be considered in the business case analysis of this option.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The results of the assessment will be incorporated into future financial planning documents as applicable.
	<i>Asset Management Implications:</i>	The results of the assessment will be incorporated into future asset management planning documents as applicable.
	<i>Climate Action Impact</i>	Any proposed waste disposal options will have GHG emissions associated with them. The magnitude of those emissions is considered while confirming the feasibility of the project.
	<i>HR Implications:</i>	N/A

2	<i>Function Number – Project Title:</i>	[350] – Sechelt Landfill Contact Water Pond Relocation-Construction
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$520,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	In 2021, SCRD staff identified an opportunity to increase the lifespan of the Sechelt Landfill by relocating the contact water pond, which manages stormwater that comes in contact with solid waste. An options analysis and conceptual design were completed in 2023, with detailed design and regulatory approvals in progress. This project is expected to extend the landfill life by approximately four years until mid to late 2030 at

		less than half the cost of exporting waste for disposal off Coast.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	No additional operating costs.
	<i>Asset Management Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
	<i>Climate Action Impact</i>	Any proposed waste disposal options will have GHG emissions associated with them which includes relative GHG reduction versus exporting waste.
	<i>HR Implications:</i>	0.14 existing FTE allocated

3	<i>Function Number – Project Title:</i>	[350] – Site Improvements for Sechelt Landfill
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$110,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Some areas of the Sechelt Landfill drop off area have been identified that require repair or improvement to ensure site safety for staff and the public and to ensure business continuity and regulatory compliance. These improvements include: resurfacing of the scale, the construction of a new propane tank storage, mattress trailer ramp repairs and electric fence maintenance. This budget proposal also allows for the purchase and maintenance of handheld gas-monitors to meet regulatory requirements.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 and onwards \$11,000 Base Budget increase for ongoing testing of the gas monitors and fence maintenance.
	<i>Asset Management Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
<i>Climate Action Impact</i>	N/A	

	<i>HR Implications:</i>	Staff will assess additional staffing needs for the fence maintenance during 2024 and bring forward a budget proposal for additional staff as part of the 2025 budget process as required.
4	<i>Function Number – Project Title:</i>	[350, 351, 352] – Solid Waste Contracts
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$389,403 Base Budget increase
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Solid Waste Services has over forty contracts that support all our services. Service levels are guided by the Solid Waste Management Plan and Board direction. In some cases, service levels are also dictated by the MOECC, WorkSafe and other regulatory authorities. Staff follow the SCR D procurement policies and issue Requests For Proposals (RFP) or Request For Quote’s (RFQ) to obtain contractors and qualified professionals to provide many services. Once a contract expires, we are required to go out to the market to allow fair opportunity for new contractors to bid on the work. This often amounts to an increase in budget needs. This proposal includes all contracts that are expiring in 2024 up to Q2 2025.</p> <p>Additionally with Solid Waste, new programs or regulations can come into place that can change tonnages or service scope of work that inherently can change the costs.</p> <p>To ensure business continuity and to predict financial planning as best we can, this proposal adds buffers to avoid amending financial plans midway through the year as best as we can.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2025 \$412,685 Base Budget increase</p> <p>2026 \$524,879 Base Budget increase</p>
<i>Asset Management Implications:</i>	N/A	

	<i>Climate Action Impact</i>	GHG emissions and other environmental factors associated with contracts are part of the evaluating criteria for awarding new contracts.
	<i>HR Implications:</i>	N/A

5	<i>Function Number – Project Title:</i>	[350] – 1.0 FTE Solid Waste Operations Technician
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$58,447 (prorated for 2024 0.58 FTE – wages and expenses)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Additional solid waste operations support is required to enable the SCRD to navigate and comply with the solid waste regulatory environment, including staying up to date on increasingly complex safety regulations and best practices, day-to-day operations and maintenance issues, site inspections, and asset management. Currently, these tasks fall to the Superintendent of Solid Waste Operations and the Manager of Solid Waste Services. This position will enable a more efficient division of work at the operational level, providing the Superintendent and Manager with more capacity to focus on future waste disposal, strategic planning, and contract management.</p> <p>Several large solid waste projects are expected to enter the construction phase in 2024 including the contact water pond relocation project to extend the life of the Sechelt Landfill, upgrades to the Pender Harbour Transfer Station, and the closure of the north slope of the Sechelt Landfill (Stage K closure). All of the aforementioned projects will have significant operational impacts that are beyond the current capacity of the Superintendent and Manager to oversee while maintaining current service levels. Significant interruptions to service levels may occur without additional operational support.</p>

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 \$99,434 1.0 FTE including wages and expenses) 2026 \$102,270
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	1.0 FTE Solid Waste Operations Technician

6	<i>Function Number – Project Title:</i>	[352] – Sechelt Landfill Internet Connectivity Improvements
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2024 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Reliable internet access is required to process payments at the Sechelt Landfill, as well as for staff to perform their day-to-day work responsibilities. Currently, internet is provided through three methods: Starlink satellite internet, radio signal internet, and cell service. In part due to physical changes adjacent to the landfill all three connection types are unreliable and do not provide enough bandwidth for guaranteed site operations.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBD
	<i>Asset Management Implications:</i>	TBD
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a	

Financial Implications

Five-Year Operating Reserve Plan- Solid Waste					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 58,633	\$ 58,633	\$ 58,633	\$ 58,633	\$ 58,633
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Projects	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 58,633	\$ 58,633	\$ 58,633	\$ 58,633	\$ 58,633

Five-Year Operating Reserve Plan Eco-Fees

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 116,877.00	\$ 152,497	\$ 152,497	\$ 152,497	\$ 152,497
Projects	\$ (20,250.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 55,870.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 152,497	\$ 152,497	\$ 152,497	\$ 152,497	\$ 152,497

Five-Year Operating Reserve Plan - Landfill

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 395,419	\$ 230,419	\$ 230,419	\$ 230,419	\$ 230,419
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	-\$ 165,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 230,419	\$ 230,419	\$ 230,419	\$ 230,419	\$ 230,419

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Marc Sole, Manager, Solid Waste Services

SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR REFUSE COLLECTION [355]

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Refuse Collection [355] 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[355] – Green Bin Purchase for Curbside Food Waste Collection
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Area B, D, E, F
	<i>2024 Funding Required:</i>	\$27,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	The supply of Green Bins used for curbside food waste collection is in need of restocking. Staff are replacing bins at an average of four bins per week and we estimate utilizing 210 bins in 2024. As of September 2023, we have 222 bins. The minimum order quantity from the supplier is 336 and it may take up to eight months to receive bins; therefore, an order will need to be placed in spring 2024 to have enough bins available for residents by the fall of 2024.

<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A. Future green bin purchases may require additional funding or increases to collection fees.
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	N/A

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 237,599.00	\$ 300,599	\$ 300,599	\$ 300,599	\$ 300,599
2023 Operating Surplus	\$ 90,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (27,000.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 300,599	\$ 300,599	\$ 300,599	\$ 300,599	\$ 300,599

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Shane Walkey, Manager, Utility Services
Steve Misiurak, Manager Capital Projects

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR REGIONAL WATER SERVICE [370]**

RECOMMENDATION(S)

THAT the report titled 2024 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[370] – Raw Water Reservoir – Site B
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2024 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	<p>The previous Phases 1-4 of this project concentrated on defining the required size of the raw water reservoir, site selection analysis, greenhouse gas emission and hydro power generation studies, and sub-surface geotechnical analysis of the preferred Site B location.</p> <p>Phase 4 of the study included further refining of the conceptual design of the preferred site (Site B), including geotechnical drilling and geophysics program to determine depth of bedrock; analysis</p>

		<p>and conceptual design of hydropower generating potential, greenhouse gas analysis, and updated cost estimate.</p> <p>The proposed scope of Phase 5 is dependent on the progress on the development of the Lower Crown RWR as initiated by the shísháhlh Nation and will be more defined prior to the Round 2 budget meetings.</p> <p>Phase 5 could include charting out a phased approach for the construction of several sizing options for such RWR. This evaluation would consist of the following:</p> <ul style="list-style-type: none"> • Determine the necessary consultant engineering resources and SCR D staffing levels necessary for advancing preliminary design of the raw water storage reservoir, and • Complete a financial impact summary of the capital costs, potential revenue generation from hydro-power and impacts to SCR D water user rates and capital reserves.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBD
	<i>Asset Management Implications:</i>	While the project is a significant investment in a capital asset, Site B brings efficiencies through increasing use of gravity and reducing reliance on electricity, pumps, and generators. This can decrease overall maintenance requirements.
	<i>Climate Action Impact</i>	Site B location in future would rely on gravity in place of some existing pumps to increase overall efficiency of water delivery. Increase resiliency to drought by diversifying water sources.
	<i>HR Implications:</i>	n/a
2	<i>Function Number – Project Title:</i>	[370] – Langdale Well Field Construction
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	F

	<i>2024 Funding Required:</i>	\$17,500,000
	<i>Funding Source(s):</i>	TBD
	<i>Rationale / Service Impacts:</i>	<p>There will be a presentation to the Board on the preliminary design and updated cost estimate at the January 11, 2024, COW meeting.</p> <p>Based on the directions received at that meeting staff will proceed with the final design, permitting and tendering of the construction project.</p> <p>This budget proposal will allow for the actual construction management and commissioning of the proposed Langdale Well field. This budget proposal considers the costs for an electoral approval process, if required.</p> <p>More information on the timing of the above-listed activities will be included in a staff report that will be presented at the January 11, 2024, COW meeting.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Future Financial Implications/Lifecycle Costs have not been determined.
	<i>Asset Management Implications:</i>	The final recommended design will be reviewed against other water projects. This project will be pump/equipment intense.
	<i>Climate Action Impact</i>	Increase resiliency to drought by diversifying water sources.
	<i>HR Implications:</i>	n/a

3	<i>Function Number – Project Title:</i>	[370] – Aquifer 560 Watershed Agreement
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$130,550
	<i>Funding Source(s):</i>	Reserves (Operating) / Canada Community – Building Fund

	<i>Rationale / Service Impacts:</i>	<p>In September 2023, the SCRCD signed the Aquifer 560 Watershed Agreement.</p> <p>The agreement was developed because both jurisdictions manage water systems that rely upon groundwater sources in Aquifer 560.</p> <p>The agreement covers several topics, including expanding the aquifer monitoring and additional engineering to optimize shared infrastructure and potential emergency response. This budget proposal includes a \$100,000 allowance to upgrade infrastructure to implement any recommendations following the engineering study.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Estimated \$17,000 per year for annual monitoring
	<i>Asset Management Implications</i>	New test well will be drilled in Area E to increase monitoring network
	<i>Climate Action Impact</i>	Increase data collection to better understand impacts of climate change on water sources
	<i>HR Implications</i>	n/a

4	<i>Function Number – Project Title:</i>	[370] – Chapman Creek Raw Water Pump Station - Pump Maintenance and Upgrade
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$130,000
	<i>Funding Source(s):</i>	Reserves (Capital)
	<i>Rationale / Service Impacts:</i>	<p>The Chapman WTP is supplied with water via the raw water pump station (CRWPS). The CRWPS was built in 2004 along with the treatment plant.</p> <p>The raw water pumps/motors have a 20-year life expectancy, the pumps/motors are now 19 years old at the end of their lifecycle are starting to have volume issues and require rebuilding to ensure they can operate for many years to come.</p>

		<p>Both pump and motors 1 & 2 need to be removed and sent out for rebuilding, machining/replacement of the impeller, replacement of bearings, seals etc.</p> <p>A risk identified in 2022 is the inability of the plant to flow less than 80 L/sec. Operating at this low flow is required during Stage 4 when the community is encouraged to reduce flows to conserve water. A smaller pump and motor should be installed to enable flows down to as low as 40 L/sec. Having a pump/motor with the ability to run at lower flows will also provide options of right sizing which pumps are operated at different flows.</p> <p>This new pump/motor will be installed in the current building, but interior plumbing and electrical modifications will be required.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Overall, this should reduce wear and tear on the treatment plant and result in more efficient operations.
	<i>Asset Management Implications:</i>	This project addresses a potential equipment failure due to end of useable life on existing pumps and improves the operability of the treatment plant. An additional pump will provide more efficient operations at lower flows resulting in less wear on the pumps and equipment.
	<i>Climate Action Impact</i>	Increase resiliency to drought by preserving water in Chapman Lake.
	<i>HR Implications:</i>	n/a

5	<i>Function Number – Project Title:</i>	[370] – Exposed Watermain Rehabilitation Budget Increase
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$400,000

	<i>Funding Source(s):</i>	Reserves (Operating) \$350,000 User Fees \$ 50,000
	<i>Rationale / Service Impacts:</i>	<p>Steel and ductile iron water mains have a rated useful life of 80-100 years under ideal conditions. A condition assessment of exposed sections of Regional Water Service (RWS) water mains was completed in 2015 by Opus Dayton Knight that identified numerous sections of pipe that require remediation work to prevent further deterioration, minimize the risk of failure and achieve the rated functional life of the assets. Exposed watermains are located at bridges and creek crossings.</p> <p>Remediation methods will include cleaning, sanding, and painting of steel watermains, removing vegetation and repairing the protective jackets with industry approved wrap.</p> <p>In 2023, the results of a tender for the recoating of the three Chapman Creek crossings were received and the one compliant tender received was more than \$500,000, not including staff time. Therefore, additional funds in the amount \$400,000, inclusive of staff time, are required to complete the retendering and coating of the primary exposed water mains across Chapman Creek.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Efforts will increase life expectancy of existing assets in a cost-effective manner, when compared to replacement activities.
	<i>Asset Management Implications:</i>	Responsible asset stewardship principles support this work.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

6	<i>Function Number – Project Title:</i>	[370] – Vehicle Purchase –Flat Bed Crane Truck and Medium Size Truck
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional

	<i>2024 Funding Required:</i>	\$295,000
	<i>Funding Source(s):</i>	Debt (MFA Short-Term)
	<i>Rationale / Service Impacts:</i>	<p>The Utility Services division is using a heavy-duty truck with a telescopic crane attachment to support the outside water crew in numerous tasks related to construction and repair work within the water distribution network on the Sunshine Coast.</p> <p>This vehicle is aged (30+ years old) and has undergone previous rebuilds and attempts at extending its lifespan but has reached the end of its useful and mechanical life and requires replacement with a similar type of truck.</p> <p>A medium duty truck was written off after a vehicle accident during a snow event in the spring of 2023. The vehicle needs to be replaced with a similar type of truck to meet operational needs. Staff are recommending replacing this gas vehicle with an electric vehicle if possible.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Both vehicles are replacing existing vehicles in the fleet so there will not be any anticipated increases to the operational budget to fund the variable costs of operating and maintaining these vehicles (i.e., gas, insurance, etc.).
	<i>Asset Management Implications:</i>	Vehicles will be capitalized and incorporated into divisional asset management plans.
	<i>Climate Action Impact</i>	The purchase of an electric truck will avoid approximately 4-5 tonnes of CO2e per year that would otherwise be associated with a gasoline fueled engine.
	<i>HR Implications:</i>	n/a

7	<i>Function Number – Project Title:</i>	[370] – Development and Implementation of Chapman Creek Environmental Monitoring Plan
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Area B, D, E, F, sNGD, DoS

<i>2024 Funding Required:</i>	\$150,000
<i>Funding Source(s):</i>	User Fees
<i>Rationale / Service Impacts:</i>	In 2023 the SCR D has applied for a water license amendment for the permanent reduction in Environmental Flow Needs (EFN) on the water license for Chapman Creek by 40L/s. The Province indicated that as part of the licensing requirement the SCR D will likely have to develop and implement an Adaptive Management Plan (AMP) and Environmental Monitoring Plan (EMP). This project is proposed to fund works required to develop and implement the AMP, EMP and any other requirements in obtaining a permanent reduction in EFN. This budget proposal will allow for the development of the listed plans, installation of additional hydrological monitoring stations and up to 3 years of hydrological and fish habitat monitoring and any updates to the AMP and EMP based on these monitoring efforts.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Reduced operations and maintenance requirements for Chapman WTP. Future Financial Implications/Lifecycle Costs will be confirmed once the AMP and EMP are finalized.
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	Increase resiliency to drought by preserving water in Chapman Creek Watershed.
<i>HR Implications:</i>	n/a

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$4,695,432	\$5,363,433	\$5,363,433	\$5,363,433	\$5,363,433
Contributions Surplus	\$ 917,549	\$ -	\$ -	\$ -	\$ -
Contributions	\$1,291,325	\$ -	\$ -	\$ -	\$ -
Projects	-\$1,540,873	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$5,363,433	\$5,363,433	\$5,363,433	\$5,363,433	\$5,363,433

Five-Year Operating Reserve Plan (or longer, if applicable)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 1,277,375.00	\$ 2,297,934	\$ 2,297,934	\$ 2,297,934	\$ 2,297,934
2023 Operating Surplus	\$ 505,665.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (1,263,050.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 1,777,944.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 2,297,934	\$ 2,297,934	\$ 2,297,934	\$ 2,297,934	\$ 2,297,934

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Shane Walkey, Manager, Utility Services
 Steve Misiurak, Manager, Capital Projects
 Remko Rosenboom, General Manager, Infrastructure Services

SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR WATER SERVICES [365 / 366 / 370]

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Water Services [365 / 366 / 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[365,366,370] – Pneumatic Boring Tool
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$102,000 [365] – 5% [366] – 10% [370] – 85%
	<i>Funding Source(s):</i>	Reserves (Capital)
	<i>Rationale / Service Impacts:</i>	The Utility crew installs water services in roadways. There are two ways to install a water service that crosses a roadway. The first is to cut and excavate the asphalt surface and dig across the roadway, install the water service, backfill and re-pave. This option is very invasive, causes

		<p>traffic delays and incurs \$25,000 +/- of asphalt and backfill material per installation. Another more efficient and cost saving way is to "push" or "pull " the service under the road through a hole made by a specialized machine.</p> <p>Currently staff use a 20+ year old "Mole" boring tool which includes a cage installed in the shoulder of the road hydraulically pushing a metal rod under the road and pulling a service back from across the road.</p> <p>An easier and less intrusive method is by using a "Hog" boring tool which uses a "bullet" and airline to push the hog through the road and pulls the service back through a much smaller excavation.</p> <p>This proposal is to purchase the pneumatic boring tool in addition to the compressor and road plate. The current mole is past its useful life and doesn't meet current safety requirements and should be removed from service. In recent years there have been a couple serious near misses' using the mole. A budget proposal was brought forward for inclusion the 2023 budget but was deferred by the Board to the 2024 budget process.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	One-time purchase; may require minor ongoing maintenance costs.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

2	<i>Function Number – Project Title:</i>	[365,366,370] – Service Review Utility Services
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$150,000 [365] - 5% [366] - 10% [370] - 85%

	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	<p>The Infrastructure Services Department is responsible for the provision of the water and wastewater services in the SCRD. The delivery of these services has been challenging over the last several years due to a combination of factors including the impacts of climate change, increased expectations from the community, increased regulatory requirements, community growth, aging infrastructure, decades of insufficient asset management, increased focus on reconciliation with the local First Nations and increasing costs. While the number of staff working on all aspects of these services have significantly been increased, there are still challenges with the adequate delivery of these services resulting in high staff workloads, elevated stress levels and reduced moral while simultaneously there is an ongoing substantial backlog of operational and capital projects to be completed, regular (preventative) maintenance work, and planning and policy development. While the high-level service levels for these services are often determined by regulatory requirements, more clearly defined operational service levels are lacking.</p> <p>The objectives of the service review are:</p> <ul style="list-style-type: none"> - Provide an overview of the regulatory set service levels. - Define relevant operational service levels. - Assess the current staffing levels, organization structure, staff scheduling staff recruitment, sick leave rates, and relevant policies and procedures associated with the delivery of these services. - Provide recommendations on actions to be taken to improve the delivery of these services to ensure the service levels as defined in this study can be achieved.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	To be determined based on results of the review
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	TBD

3	<i>Function Number – Project Title:</i>	[365,366] – North and South Pender Water Piping System Connection Feasibility Study and Design
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2024 Funding Required:</i>	\$50,000 [365] - 50% [366] - 50%
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	<p>Review the opportunity to connect North and South water systems. Primarily the benefit would be redundancy and/or back-up for each water system.</p> <p>In 2008 Kerr Wood Liedel conducted the “Pender Harbour Water Treatment Feasibility Study” to evaluate water supply options for North Pender (NP) and South Pender (SP).</p> <p>Three options were considered:</p> <ol style="list-style-type: none"> 1. Two separate treatment plants with their own sources 2. One treatment facility serving both NP and SP with one source 3. One treatment plant serving both NP and SP with multiple sources <p>A report conclusion was the cost of connecting the two systems was greater than keeping the systems separate and building separate plants. It was noted in this report that there is potential to connect the systems with an underwater main. After completion of this report, the SP WTP has been constructed and is in use.</p> <p>Recently staff have worked with HDR to determine the best option for water treatment in NP and Phase 2 budget of \$200,000 has been approved to continue with project planning and design. In Phase 1 it was determined that</p>

		<p>building a WTP in NP will be \$9,000,000 in 2022 dollars.</p> <p>Though it seems probable that there will still be a need to build a WTP in NP, the feasibility of connecting the two systems to provide redundancy should be reviewed.</p> <p>The project will include a review of legal and regulatory requirements of two separate functional areas with separate budgets sharing infrastructure and costs associated with regular maintenance and capital improvements.</p> <p>During the public engagement sessions in support for the Water Strategy, this was one of the main topics raised by residents.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2025 Financial Implication: \$50,000 (split evenly between 365 and 366)</p> <p>Timeline for project spans two (2) years.</p>
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

4	<i>Function Number – Project Title:</i>	[365,366,370] – Supervisory Control Data Acquisition (SCADA) Update / Upgrade
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	<p>\$580,000</p> <p>[365] – \$57,719 [366] – \$115,437 [370] – \$406,844</p> <p>Funding breakdown includes \$502,815 of capital costs associated with system upgrade and \$77,185 of internal FTE increase to support the project.</p>
	<i>Funding Source(s):</i>	Reserves (Capital)

	<p><i>Rationale / Service Impacts:</i></p>	<p>Supervisory Control Data Acquisition (SCADA) is a system that monitors and controls field devices at remote sites. SCADA systems are critical to maintain efficiency and control by collecting and processing real-time data. The collected data is processed, organized, and presented for system operators to make appropriate responses and control decisions. If control decisions are warranted commands can be dispatched to affect specific operational or configuration changes.</p> <p>The entire SCR D water system including treatment plants, reservoirs and pump stations are controlled by a SCADA system that is now outdated and needs to be updated. The current license is no longer supported, additionally with upgrades and additional systems (such as Church Rd and the OSG system) the SCR D has commissioned, the new communication (Modbus and Profibus) cannot communicate with our current SCADA system. None of our facilities can operate without our SCADA system. A contractor will be employed to review the existing system and provide all upgrades and modernization of the existing SCADA system.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Future financial implications of upgrading the SCADA system will be evaluated during the project and any notable changes to ongoing operating costs will be presented once they are fully known.</p>
	<p><i>Asset Management Implications:</i></p>	<p>Computer system assets are maintained and accounted for within asset management planning databases and any future costs associated with maintaining or upgrading these systems will be identified.</p>
	<p><i>Climate Action Impact</i></p>	<p>n/a</p>
	<p><i>HR Implications:</i></p>	<p>Current FTE, casual staff, and additional staff from other areas of the department will be assigned to this project to help support it.</p>

5	<i>Function Number – Project Title:</i>	[365,366,370] – 1.0 FTE - Senior Utility Technician with Light Duty Truck
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$181,852 [365]-5% [366]-10% [370]-85% Prorated for FTE at 0.59 for 2024 \$71,851
	<i>Funding Source(s):</i>	Debt (MFA Short Term) \$110,000 Reserves (Capital) - \$52,202 User Fees - \$19,649
<i>Rationale / Service Impacts:</i>	<p>Senior Utility Technicians provide staff leadership to assist with the increased complexity, maintenance of water treatment and distribution operations, staff training and many new projects related to water supply.</p> <p>The substantial increase in water and wastewater projects, combined with the impacts of increasingly dry summers have changed the day-to-day operations. Staff leaders such as the Senior Utility technician are responsible for the operations of the infrastructure, participating in long term planning and provide expertise to long-range planning, policy development and infrastructure upgrade and development projects to ensure their projects will address all Operations requirements.</p> <p>Additionally, as improvements, upgrades and new water and wastewater infrastructure are acquired the overall operations of all the infrastructure grows and becomes even more complex further requiring the need for additional support from a senior technician.</p> <p>With Provincial oversight and regulatory reporting requirement changes, the rigor which all local governments must now monitor, and report water and wastewater quality data associated with the</p>	

		<p>wastewater/water treatment and distribution systems has significantly increased. An example is the adaptive management plan for Soames Creek and the EFN requirements for Chapman Creek.</p> <p>Note: A new vehicle to support this position is being proposed. Light duty electric pickup truck at a cost of \$110,000 plus additional operating expenditures.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This new position will result in ongoing costs in 2025 and onwards to support the additional 1.0 FTE. \$123,159 salary/benefits in 2025 (1.0 FTE).</p> <p>Operations and maintenance related expenditures in 2025 and future years will be required to support the position (i.e., training, office expenses, etc.) as well as costs associated with maintaining and servicing the new vehicle (i.e., insurance, repairs, maintenance, etc.).</p> <p>Additional non-salary ongoing operational expenditures total \$12,200 annually in 2025 onwards.</p>
	<i>Asset Management Implications:</i>	Any new infrastructure will be accounted for and capitalized in the Water Capital Asset Management Plans.
	<i>Climate Action Impact</i>	The purchase of an electric truck will avoid approximately 4-5 tonnes of CO2e per year that would otherwise be associated with a gasoline fueled engine.
	<i>HR Implications:</i>	Additional 1.0 FTE. \$123,159 salary / benefits in 2025

6	<i>Function Number – Project Title:</i>	[365,366,370] – 2.0 FTE Senior Capital Projects Coordinator
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$134,052

	<p>[365] - 5% [366] - 10% [370] - 85%</p> <p>Prorated at 1.18 FTE for 2024</p>
<i>Funding Source(s):</i>	<p>Reserves (Capital) - \$117,839</p> <p>User Fees - \$16,213</p>
<i>Rationale / Service Impacts:</i>	<p>The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity.</p> <p>Additional experienced capital project management resources are required to start addressing this demand. Organizational improvements to this division also require increased staffing levels to effectively deliver Capital Projects.</p> <p>This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>These new positions will result in ongoing costs in 2025 and onwards to support the additional 2.0 FTE. \$238,123 salary/benefits in 2025 (2.0 FTE).</p> <p>Operations and maintenance related expenditures in 2025 and future years will be required to support these new positions which include additional office expenditures as well as telecommunications, training, clothing allowances, etc.</p> <p>Additional non-salary ongoing operational expenditures total \$12,200 annually in 2025 onwards.</p>
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	Additional 2.0 FTE. \$238,123 salary/benefits in 2025

7	<i>Function Number – Project Title:</i>	[365,366,370] – 1.0 FTE – Capital Project Engineer
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	<p>\$63,358</p> <p>[365] - 5%</p> <p>[366] - 10%</p> <p>[370] - 85%</p> <p>Prorated at 0.59 FTE for 2024</p>
	<i>Funding Source(s):</i>	<p>Reserves (Capital) – \$56,165</p> <p>User Fees - \$7,193</p>
	<i>Rationale / Service Impacts:</i>	<p>The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity. Demand for CP-division to take on capital projects within the organization far exceeds existing capacity. Additional experienced capital projects engineering resources are required to start addressing this demand.</p> <p>Additional organizational improvements to this division are also being considered to address the current gap between demand and availability of CP-resources.</p> <p>This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This new position will result in ongoing costs in 2025 and onwards to support the additional 1.0 FTE. \$112,425 salary/benefits in 2025 (1.0 FTE).</p> <p>Operational budget related expenditures in 2025 and future years will be required to support the position (i.e., training, office expenses, etc.) and are estimated at approximately \$4,777 annually in 2025 onwards.</p>	

	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	Additional 1.0 FTE. \$112,425 salary/benefits in 2025

8	<i>Function Number – Project Title:</i>	[366] - Water Supply Analyses South Pender
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2024 Funding Required:</i>	\$85,000
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	<p>The South Pender water system relies on two main sources for its water supply: McNeill Lake and Harris Lake. Each lake has a water storage license. McNeill Lake is the primary source of water, while Harris Lake serves as a backup supply during periods of low water levels in McNeill Lake.</p> <p>This summer, the South Pender water system faced significant Stage 3 water restrictions due to the inadequate water levels in McNeill Lake to safely meet the system's demands.</p> <p>This project aims to improve the South Pender water sources, McNeill and Harris Lakes, to ensure they can meet the water demand from the system. An engineering firm will be hired for the review and will provide comments on operation and control methods complete with recommended upgrades recommendations for improvements, complete with Class D cost estimates. To assess the lakes' current conditions, an updated bathymetric survey will be necessary, either as part of the assessment or prior to it. The potential for amending the current water license requirements to allow for an increased diversion from McNeil Lake will also be assessed.</p> <p>The best-case scenario would be to complete the review of the existing water sources and receive recommendations by the summer of 2024, with</p>

		any suggested design and construction work and/or submission of a Water License amendment application ideally to be carried out in the 2025.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The analysis will help inform required upgrades and operations and control methods which will have financial implications; however, details of the financial implications and life cycle costs have not been calculated.
	<i>Asset Management Implications:</i>	No direct asset management implications.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

Financial Implications

As this is a Multi-Function Proposal – See other individual Functions for Capital and Operation Reserves Plans.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Shane Walkey, Manager, Utility Services
 Marc Sole, Manager, Solid Waste Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR VARIOUS SERVICES – ENVIRONMENTAL TECHNICIAN [351 / 352 / 365 / 366 / 370 / 381-395]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Various Services – Environmental Technician [351 / 352 / 365 / 366 / 370 / 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[351,352,365, 366, 370, 381-395] – 1.0 FTE - Environmental Technician
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$54,749 (prorated at 0.6 FTE for 2024) [351] - 5% [352] - 15% [365] - 5% [366] - 10% [370] - 55% [381 – 395] -10%
	<i>Funding Source(s):</i>	User Fees - \$44,791 Reserves (Capital) - \$9,968
	<i>Rationale / Service Impacts:</i>	Over the past few years, several significant changes have resulted in an increased workload regarding Environmental monitoring and compliance. We currently

		<p>only have one environmental professional who is no longer able to meet the increasing demand for such professional expertise, which is considered a risk to the organization.</p> <p>Adding one Environmental Technician would allow increase our ability to meet the increasing demand for environmental monitoring and compliance associated with water, wastewater and solid waste infrastructure projects, for example the flow and fish habitat monitoring now required for Soames creek and Chapman creek. It would also allow for improved quality assurance and reporting on environmental permitting requirements to regulatory agencies.</p> <p>Staff also identified an increasing need for professional environmental expertise during the development and commissioning phase of infrastructure projects as well as long-range planning work.</p> <p>if this additional position is not approved, staff will bring forward a new budget proposal to retain a contractor to complete some of the regular require environmental monitoring work, for example for the solid waste disposal sites.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>This new position will result in ongoing costs in 2025 and onwards to support the additional 1.0 FTE. \$87,007 salary/benefits in 2025 (1.0 FTE).</p> <p>Operational budget related expenditures in 2025 and future years will be required to support the position (i.e., training, office expenses, etc.) and are estimated at approximately \$4,920 annually.</p>
	<p><i>Asset Management Implications:</i></p>	<p>n/a</p>
	<p><i>Climate Action Impact</i></p>	<p>n/a</p>
	<p><i>HR Implications:</i></p>	<p>2025 (1.0 FTE) - \$87,007</p>

Financial Implications

As this is a Multi-Function Proposal – See other individual Functions for Capital and Operation Reserves Plans.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR WASTEWATER TREATMENT PLANTS [381-395]**

RECOMMENDATION(S)

THAT the report titled 2024 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[386] – Lee Bay WWTP - User Rate Stabilization
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2024 Funding Required:</i>	\$9,011
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	Due to very high Operating Reserves staff have recommended supplementing 2024 Operating budget with Operating Reserves rather than raise rates.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Operating Reserves will be reduced by \$9,011. Rates will be re-assessed for budget 2025.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a	

2	<i>Function Number – Project Title:</i>	[389] – Canoe Road WWTP – Root Mitigation/Removal
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	A
	<i>2024 Funding Required:</i>	\$6,600
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	The Canoe Rd WWTP has a small treatment and disposal field that is critical to the ongoing management of liquid wastewater on site. The field is located adjacent to a roadway as well as a forested area that has numerous large trees including a large maple. It has been noted during annual inspections that tree roots in the area pose a possible risk to the functionality and condition of both the treatment system and septic field piping. This project will involve various site works including (but not limited to) removal of adjacent tree(s) and/or preventative landscaping to help remove or prevent roots from entering the treatment and disposal site.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	Preventative maintenance work on site will help maintain and/or extend the useful life of the disposal field and treatment system asset(s).
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a	
3	<i>Function Number – Project Title:</i>	[386] Lee Bay Wastewater Generator Replacement
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Area A
	<i>2024 Funding Required:</i>	\$81,000

	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	The Lee Bay Wastewater Treatment Plant is the largest wastewater service area operated and managed by the SCR D and provides liquid wastewater treatment to approximately 120 users. The system utilizes a backup stationary generator to provide power to the facility during events where BC Hydro supplied power is disrupted (i.e., storms, fallen trees, upgrades, etc.). The generator is over 25 years old and is at the end of its useful life. The fleet supervisor and asset management team have recommended its replacement immediately due to its overall poor condition (leaking fuel pump), unavailability of replacement parts and the risks associated with continuing to rely on such an old piece of equipment. Staff recommend that the generator be replaced with a permanent generator on site at the Lee Bay wastewater treatment plant.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Future financial implications such as fuel and maintenance will be like existing as this proposal is to replace and upgrade the aged generator. Staff will strive to purchase a more fuel-efficient generator model.
	<i>Asset Management Implications:</i>	This new generator with proper maintenance is expected to have a similar lifespan as the existing, approximately 20 years.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

4	<i>Function Number – Project Title:</i>	[381-394] - Wastewater Service Area Base Budget Increases – Pumpout Expenses
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$21,702
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	Staff have evaluated the existing pumpout requirements (volume and costs) of all 15 wastewater treatment service areas and have

		<p>determined that most of the base operating budgets are insufficient to fund the anticipated costs related to liquid wastewater pumpout expenses in 2024 and onwards.</p> <p>Pumpouts are necessary/required to ensure the wastewater effluent quality remains in compliance with all applicable regulations. By removing excess solids from the wastewater treatment plant, operators can ensure the biological process can effectively break down pollutants and ensure there are no negative impacts to the receiving environment.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Regular pumpouts ensure proper operation of the treatment plants which reduces plant upset which results in more efficient operations. Future costs may escalate due to increased hauling and disposal costs.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

Financial Implications

**[386] Lee Bay Wastewater Service Area
Five-Year Operating Reserve Plan**

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 296,935.00	\$ 288,924	\$ 288,924	\$ 288,924	\$ 288,924
2023 Projected surplus/(deficit)	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	\$ (9,011.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve		\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 288,924	\$ 288,924	\$ 288,924	\$ 288,924	\$ 288,924

**[386] Lee Bay Wastewater Service Area
Five-Year Capital Reserve Plan**

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$350,865	\$348,626	\$410,609	\$482,165	\$562,621
Budgeted Contribution	\$ 51,361	\$ 61,983	\$ 71,556	\$ 80,456	\$ 89,356
Forecasted Capital Renewal	-\$ 53,600	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$348,626	\$410,609	\$482,165	\$562,621	\$651,977

**[389] Canoe Road Wastewater Service Area
 Five-Year Operating Reserve Plan**

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 10,753.00	\$ 5,153	\$ 5,153	\$ 5,153	\$ 5,153
2023 Projected surplus/(deficit)	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposal	\$ (6,600.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve		\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 5,153	\$ 5,153	\$ 5,153	\$ 5,153	\$ 5,153

**[389] Canoe Road Wastewater Service Area
 Five-Year Capital Reserve Plan**

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 3,946	\$ 5,148	\$ 10,736	\$ 16,979	\$ 23,722
Budgeted Contribution	\$ 1,202	\$ 5,588	\$ 6,243	\$ 6,743	\$ 6,743
Forecasted Capital Renewal	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 5,148	\$ 10,736	\$ 16,979	\$ 23,722	\$ 30,465

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Ahmad Kidwai, Manager, Transit and Fleet

SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR TRANSIT [310]

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for 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

2024 R1 Budget Proposals

1.	<i>Function Number – Project Title:</i>	[310] – Base Budget Increase (AOA)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, sNGD, ToG
	<i>2024 Funding Required:</i>	\$187,007
	<i>Funding Source(s):</i>	Taxation - \$83,054 BC Transit Recovery/Fare Revenue - \$103,953
	<i>Rationale / Service Impacts:</i>	Each year BC Transit and the SCR D enter into an Annual Operating Agreement (AOA) which governs transit service levels and associated costs. BC Transit provides the SCR D with a draft budget reflective of the anticipated costs to operate the transit service in the upcoming year (April 01, 2024 – March 31, 2025). The draft AOA considers an increase in ridership (revenues retained by SCR D to offset costs), as well as increased costs for various operational areas such as fuel, lease fees, maintenance, insurance, BC Transit administrative overhead,

		<p>and fixed operational costs such as management and administrative salaries, cleaning, uniforms, training, and infrastructure costs.</p> <p>For 2024, the increase to operating expenses because of the draft AOA is \$170,874 and the increase to lease fees is \$16,113 for a total increase of \$187,007.</p> <p>This increase is funded through a combination of taxation and BC transit recovery per the shared cost formula, as well as estimated increases in fare and advertising revenue.</p> <p>In addition, it should be noted that wages for enhanced cleaning are now permanently factored into the AOA fixed costs as a shareable expense.</p> <p>For additional clarity, these changes reflect changes in the draft AOA budget estimates for 2024 based on comparable information from the preceding budget cycle that was incorporated into the 2023-2027 Financial Plan.</p>										
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<table border="1" data-bbox="776 1003 1421 1129"> <thead> <tr> <th></th> <th>2024</th> <th>2025</th> <th>2026</th> </tr> </thead> <tbody> <tr> <td>Base Budget Increase</td> <td>\$187,007</td> <td>\$184,824</td> <td>\$179,248</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Figures are estimates prior to BC Transit approving their budget. • Values are reflective of net operating base budget increase only; support services and wages are budgeted separately. • Funding breakdown for 2024 base budget increase is based on draft AOA and increases required over provisional budget values. • Funding future funding ratios are dependent on numerous factors, namely shareable cost ratios negotiated with BC Transit annually, fare revenue, and lease fees. 				2024	2025	2026	Base Budget Increase	\$187,007	\$184,824	\$179,248
	2024	2025	2026									
Base Budget Increase	\$187,007	\$184,824	\$179,248									
	<p><i>Asset Management Implications:</i></p>	<p>N/A</p>										
	<p><i>Climate Action Impact</i></p>	<p>N/A</p>										
	<p><i>HR Implications:</i></p>	<p>N/A</p>										

2.	<i>Function Number – Project Title:</i>	[310] - 2024 Transit Expansion Priorities (1.46 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, sNGD, ToG
	<i>2024 Funding Required:</i>	\$31,188 Includes 6 months Custom Transit expansion; Conventional Transit expansion is not effective until January 2025 (need to wait for additional bus) 0.26 FTE due to timing in 2024
	<i>Funding Source(s):</i>	Revenue \$ 300 Taxation \$11,131 BC Transit Share \$19,757
	<i>Rationale / Service Impacts:</i>	On September 28, 2023, the Board adopted a resolution (278/23) to enter into a Memorandum of Understanding with BC Transit for 2024/25 service expansion priorities including increased weekday frequency of Route 90 and an annual increase of 550 service hours for handyDART; and to bring forward a budget proposal for the 2024-2027 financial plan deliberations. Route 90 expansion anticipated for a January 2025 commencement (requires additional bus which has been ordered) and handyDART expansion anticipated for July 2024.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Total Funding Required in 2025: \$570,940 Funding Sources: Revenue \$ 38,356 Taxation \$247,877 BC Transit Share \$284,707
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	2024: Additional 0.26 FTEs 2025: Additional 1.2 FTEs	

3.	<i>Function Number – Project Title:</i>	[310] – Transit Operations and Driver Support – Additional FTE request
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, ToG, sNGD
	<i>2024 Funding Required:</i>	\$325,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Recommend deferring this proposal to Round 2 pending additional information from the Organizational Review.</p> <p>The Transit Division operates conventional bus services 22 hours per day (only closed from 0200-0400hrs) and 365 days a year in addition to handyDART services Monday-Saturday. Direct service delivery is supported by ~26 FTE drivers/transit assistants, which equates to more than 50 people depending on the season.</p> <p>There are currently 2.0 FTE Transit Superintendents (reporting 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 reporting, conflict resolution and administration of services related to bus stops and shelters.</p> <p>During all bus services operating hours (154 hours per week), 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.</p> <p>Compliance reporting and documentation required by BCT continues to increase and annual service audits have identified deficiencies in driver training and documentation. New drivers require BCT and SCR D specific training</p>

		<p>as well as annual refresher training. Driver turnover exceeds 12 per year, which equates to more than 2,604 hours of training required. This training is provided by the Superintendent.</p> <p>With only 2 Superintendents (70 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>Further, Dispatch services for conventional and handyDART operations are currently provided for only 60 hours per week. Industry standards suggest dispatch support should be provided for all service hours. Superintendents can help supplement dispatch support when there are no dispatchers on shift, however additional dedicated dispatch hours are being recommended.</p> <p>This business proposal requests 2 additional Transit Superintendents (plus backfill for annual leaves) as well as 20 additional Dispatch hours (plus backfill for annual leave/sick days).</p> <p>With this additional support the Superintendents and Dispatch can provide ongoing driver support, network reliability, service supervision, emergency support, and road safety and supervision especially during inclement weather. Further it would increase the internal capacity for driver training and potentially provide capacity to complete 'in-house' Class 2 training. Last but not least, these positions would provide additional capacity for transit operations to focus on areas of improvement and growth.</p> <p>Budget considerations also include training and development, office equipment and cell phones.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Ongoing annualization of these positions in 2025 results in an ongoing budget lift of \$409,000.</p>
	<p><i>Asset Management Implications:</i></p>	<p>N/A</p>
	<p><i>Climate Action Impact</i></p>	<p>N/A</p>
	<p><i>HR Implications:</i></p>	<p>2024: 2.41 FTE 2025: 3.01 FTE</p>

4.	Function Number – Project Title:	[310] – Free Transit for Youth
	Risk Factor:	LOW: Minimal / None
	Category:	Discretionary
	Geographic Areas Affected:	B, D, E, F, DoS, sNGD, ToG
	2024 Funding Required:	<p>\$28,850 from taxation – (pro-rated assuming a September 2, 2024, implementation.)</p> <p>Implementation of free transit for youth will result in a reduction to fare revenue that will require an offsetting increase to taxation to balance the budget.</p>
	Funding Source(s):	Taxation
	Rationale / Service Impacts:	<p>As per the November 23, 2023, Committee of the Whole staff report, it is recommended that this Project be referred to Round 2.</p> <p>Prior to COVID, the Board passed a resolution for staff to review youth ridership and rates. In 2023 a delegation presented to the Board requesting consideration of free transit for youth. Review of this consideration was undertaken as part of the 2023 Transit Service Plan priorities.</p> <p>A report was presented to the Committee of the Whole on November 23, 2023, outlining the advantages and challenges of providing free transit for youth.</p> <p>All fare revenues collected offset the local government portion of transit funding, thereby decreasing the tax subsidization. This budget proposal represents the projected fare revenue loss associated with this initiative and therefore an increase in tax subsidization.</p>
	Future Financial Implications and Life Cycle Cost Breakdown	\$86,500 (estimated)
	Asset Management Implications:	N/A
Climate Action Impact	N/A	
HR Implications:	N/A	

5.	Function Number – Project Title:	[310] – Transit Vehicle Replacement
	Risk Factor:	HIGH RISK: Urgent - Service Level Impact
	Category:	Discretionary
	Geographic Areas Affected:	B, D, E, F, DoS, sNGD, ToG
	2024 Funding Required:	\$65,000
	Funding Source(s):	Operating Reserves
	Rationale / Service Impacts:	<p>The primary role of the transit superintendent is to provide support for the drivers, ensure network reliability, and attend to transit-related events, accidents, road closures and detours, inclement weather, etc. The superintendent often travels more than 200 km in a single shift.</p> <p>The 2010 Ford Escape (Unit #457) has almost 330,000 kms and averages more than 40,000 kms use per year. Repairs costs have been increasing significantly over the past few years. It is at the end of its life and requires replacement.</p> <p>This budget includes the cost of replacing the Escape with an SUV type Hybrid (Electric-Gasoline or Electric-Diesel) 4WD / AWD vehicle, set of winter tires and rims, and installation of charging infrastructure.</p>
	Future Financial Implications and Life Cycle Cost Breakdown	It is anticipated that ongoing operating costs will be reduced.
	Asset Management Implications:	N/A
	Climate Action Impact	Part of the initiative to electrify the fleet and reduce carbon emissions.
	HR Implications:	N/A

Financial Implications

Covid safe restart funding received in previous years has been included in the operating reserve for this service. Board resolution 368/22 No. 6 adopted at the December 15, 2022, Special Board meeting approved the utilization of reserves for rate stabilization to mitigate tax increases. The 2023-2027 financial plan included contributions of \$300,000 in 2023 and 2024 and \$125,000 in 2025 for this purpose.

The contributions for 2024 and 2025 are included in the preliminary 2024-2028 Financial Plan and are shown in the respective table below. Accounting for the \$300,000 contribution in 2024

and the approval of budget proposal #1 only, the projected year over year tax increase for this service is 10.7%. If the reserve contribution were to be removed, the projected increase would be 19.6%.

Given this and the potential taxation impact of budget proposals 2, 3 and 4 in both 2024 and 2025, it is recommended that the \$300,000 contribution remain in the 2024 budget at Round 1, to be further reviewed at Round 2 to ensure ongoing financial sustainability within this service.

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 203	\$ 203	\$ 203	\$ 203	\$ 203
Contributions Surplus	-	-	-	-	-
Building	-	-	-	-	-
Other	-	-	-	-	-
Closing Balance in Reserve	\$ 203	\$ 203	\$ 203	\$ 203	\$ 203

Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 831,710	\$ 561,710	\$ 436,710	\$ 436,710	\$ 436,710
2023 Operating Surplus	95,000	-	-	-	-
Rate Stabilization	(300,000)	(125,000)	-	-	-
2024 Budget Proposals	(65,000)	-	-	-	-
Contribution to Reserve	-	-	-	-	-
Closing Balance in Reserve	\$ 561,710	\$ 436,710	\$ 436,710	\$ 436,710	\$ 436,710

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023
AUTHOR: Ahmad Kidwai, Manager, Transit and Fleet
SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR FLEET [312]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for 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

2024 R1 Budget Proposals

1.	<i>Function Number – Project Title:</i>	[312] – Fleet On-Call Compensation
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$54,000 pro-rated for 9 months
	<i>Funding Source(s):</i>	Internal Recoveries
	<i>Rationale / Service Impacts:</i>	<p>To ensure business continuity of bus service and essential Fleet / Equipment and emergency generators, the Fleet division should have a Certified Technician (Mechanic or Maintenance Supervisor) on Standby for afterhours maintenance support for emerging in-service bus operational issues or critical fleet / equipment issues.</p> <p>A one-year pilot was approved in 2023 to provide standby pay as per the collective agreement and to review the business need for after-hours service response. A formal procedure and scheduling of a rotating 'standby' was implemented.</p>

	<p>Over the past year, on-call staff have responded to an average of 15 after-hours calls per month (late evenings and Sundays when no mechanic is on duty), demonstrating the on-going business need to have an on-call system.</p> <p>The on-call service supports after-hour mechanical and safety issues with in-service buses (buses operate daily for 20 hours per day). includes transit service interruptions.</p> <p>This proposal is for the ongoing provision of on-call availability (and compensation) of mechanical staff.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025: \$76,100 ongoing
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 89,525	\$ 89,525	\$ 89,525	\$ 89,525	\$ 89,525
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other					
Closing Balance in Reserve	\$ 89,525	\$ 89,525	\$ 89,525	\$ 89,525	\$ 89,525

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 39,481	\$ 34,812	\$ 30,143	\$ 25,474	\$ 20,805
2023 Operating Deficit	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ (4,669)	\$ (4,669)	\$ (4,669)	\$ (4,669)	\$ 3,502
Closing Balance in Reserve	\$ 34,812	\$ 30,143	\$ 25,474	\$ 20,805	\$ 24,307

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023
AUTHOR: Kelly Koper, Capital Project Coordinator
SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR PORTS [345]

RECOMMENDATION(S)

THAT the report titled **2024 Round 1 Budget Proposal for Ports [345]** 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[345] – Annual Repair and Maintenance Base Budget Lift
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	B, D, E, F
	<i>2024 Funding Required:</i>	\$32,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	The current Ports repair and maintenance base budget is \$49,700 (with an increase of \$40,000 approved in 2023). This budget will be fully expended in 2023, with a backlog of annual maintenance and repairs that could not be addressed due to insufficient funds. Delaying these important items results in further deterioration of the asset.

		Industry experts suggest an annual repair and maintenance budget of a minimum of \$20,000 per dock. This project requests an additional base budget over a four-year period.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 - \$64,000 2026 - \$96,000 2027 - \$130,000
	<i>Asset Management Implications:</i>	Proactively addressing repair and maintenance on an annual basis increases the life expectancy of the asset.
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	N/A

2	<i>Function Number – Project Title:</i>	[345] – Major Capital Projects
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	B, D, E, F
	<i>2024 Funding Required:</i>	\$215,000 Includes project management (0.04 FTE existing) and construction costs.
	<i>Funding Source(s):</i>	Reserves (Capital)
	<i>Rationale / Service Impacts:</i>	It is recommended that this Project be referred to Round 2 as further information is anticipated by early January that would inform the budget. A construction budget for major capital repairs (West Bay Float replacement, Halkett Bay Approach upgrades, Gambier Harbour structural repairs, Keats Landing Float replacement, and Eastbourne structural repairs) for 5 ports, was previously approved in May 2021. Work on these projects was delayed due to staffing capacity. In 2023, the Keats Landing Float replacement

	<p>project was completed, leaving the other four projects to complete.</p> <p>Major inspections conducted in 2023 confirm the need to prioritize these projects.</p> <p>A contractor has been retained to provide engineered designs and an updated cost estimate for these remaining four projects (in progress). Recommendations for project priority listing will also be provided by the engineer based on levels of risk (imminent asset failure and safety).</p> <p>It is anticipated that the prior approved budget will be insufficient to complete these four projects. This proposal requests a budget lift to support the completion of the remaining projects.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>It is anticipated that these projects will take up to 18 months for completion. Costs for project management have been pro-rated.</p> <p>A capital renewal plan for these assets is under development with anticipated completion in Q3/4 of 2024. These repairs will need to be accounted for in this plan.</p>
<i>Asset Management Implications:</i>	Structural repairs will be added to the value/life expectancy of the port facility.
<i>Climate Action Impact</i>	Design and construction will adhere to the best management practices set for marine environments.
<i>HR Implications:</i>	2025 = 0.02 FTE

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 872,423	\$1,010,298	\$1,375,298	\$1,740,298	\$2,105,298
Contributions	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000
2024 Projects	-\$ 215,000	\$ -	\$ -	\$ -	\$ -
Other	-\$ 12,125	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,010,298	\$1,375,298	\$1,740,298	\$2,105,298	\$2,470,298

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 72,147.00	\$ 90,147	\$ 108,147	\$ 126,147	\$ 144,147
Major Inspections	\$ -	\$ -	\$ -	\$ -	-\$ 90,000
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 18,000.00	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Closing Balance in Reserve	\$ 90,147	\$ 108,147	\$ 126,147	\$ 144,147	\$ 72,147

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Graeme Donn, Manager, Recreation Services
Allen van Velzen, Manager, Facility Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR RECREATION FACILITIES SERVICES [615]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Recreation Facilities Services [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

2024 R1 Budget Proposals

1.	Function Number – Project Title:	[615] Recreation Facilities Needs Assessment and Business Case
	Risk Factor:	MEDIUM: Normal - Service Level Impact
	Category:	Business Continuity
	Geographic Areas Affected:	Gibsons and Sechelt
	2024 Funding Required:	\$100,000
	Funding Source(s):	Operating Reserves
	Rationale / Service Impacts:	The current SCRD 10-year Parks and Recreation Master Plan was introduced in September 2013 and expires at the end of 2023. As identified in the Master Plan, the SCRD needs to determine the future of the two aging Recreation Facilities (Gibsons and District Aquatic Facility (GDAF) and Sunshine Coast Arenda (SCA)). Future considerations could include reinvesting in the facilities, operating them until the end of their

		<p>useful life, decommissioning, construction of new facilities. community engagement and a review of current and future participation needs and trends.</p> <p>This budget proposal seeks to conduct a thorough needs assessment, including community engagement, to help inform the future with the community regarding the future of Recreation Services on the Sunshine Coast, including:</p> <ul style="list-style-type: none"> • Establishing service levels and review of existing core activities • Financial impact (capital / operating) over the next 5 years • Community engagement and consultation <p>This needs assessment will involve other local governments on the Sunshine Coast and aim to determine future service levels of SCRD Recreation in consultation with the community to understand current and future trends and how they may have changed following the COVID-19 pandemic, a complete review of community needs and an informed understanding of indoor recreation and sports participation levels.</p> <p>Conducting this needs assessment and engaging with the community also meets the 2013 Board Directive of committing “to consult with the communities impacted to ascertain whether the Gibsons and District Aquatic Facility will eventually be rebuilt or if upgrades to its present location will be planned”.</p> <p>Conducting this needs assessment will ensure that the SCRD accomplishes its role of “contributing to the physical, social, creative, intellectual and emotional health of the community by providing, facilitating or supporting a variety of recreation opportunities and spaces, effectively communicating these opportunities, motivating people to participate, removing barriers to participation and encouraging families to recreate together” and allow the SCRD to ensure services remain current and contribute to positive community development.</p> <p>Proceeding with this needs assessment and community engagement will also allow the SCRD</p>
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		<p>to determine current and future Recreation needs, address service gaps, identify any shift in demand for activities within indoor spaces, focus on emerging trends and understand changes to historical preferences in recreational activities and programs.</p> <p>Not actioning this needs assessment or postponing the needs assessment until a later year presents inherent risks to the SCRD, such as reputation, increasing facility operating and capital costs, potential equipment failures and failure to reduce greenhouse gas emissions.</p>
	Future Financial Implications and Life Cycle Cost Breakdown	N/A
	Asset Management Implications:	N/A
	Climate Action Impact	N/A
	HR Implications:	The project will be supported by existing staff.

2	<i>Function Number – Project Title:</i>	[615] – Ice Operations Budget Alignment (0.65 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Gibsons, Sechelt, sNGD and Areas B, D, E, F
	<i>2024 Funding Required:</i>	\$122,900 (Includes 0.65 FTE not prorated at \$62,250)
	<i>Funding Source(s):</i>	\$80,500 – User Fees \$42,400 – Taxation
	<i>Rationale / Service Impacts:</i>	<p>Historically, the provision of ice at the Gibsons and Area Community Centre (GACC) has been from the middle of August until mid-March or approximately 32 weeks per year.</p> <p>Since 2022, the Board has supported a community initiative to bring a Junior Hockey team to the Sunshine Coast based at the GACC. The addition of this Junior team requires an extension of the ice season to accommodate their identification camps, training, and</p>

		<p>competition season including playoffs. In addition, the Coastal Sports & Entertainment Group is proposing spring development camps and programs for players ages 11-18 years beginning in 2024, and future partnerships that could offer daytime skills-based hockey programs. These programs are a key contributor to the overall sustainability of the franchise.</p> <p>An extended ice season aligns with the current user group’s needs. For several years now user groups have advocated for this to accommodate their training and competition schedules.</p> <p>This past spring, staff piloted an extended ice season to better understand the operating impacts. This was within the existing budget allocation. The pilot was successful and the uptake on ice use was greater than anticipated.</p> <p>To accommodate this demand, the ice season at the GACC will need to be 42 weeks (1st week of August to Mid-May). Note: The ice season at the SCA will be 26 weeks (4th week of September to Mid-March).</p> <p>This proposal is to align the operational budget with the increased provision of ice at the GACC from 32 weeks to 42 weeks and recognizes both the increased revenues through rentals and programs as well as the increased expenditures. Increased expenditures are primarily driven by utilities and staffing costs.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	Ongoing 0.65 FTE Increase
3	<i>Function Number – Project Title:</i>	[615] – Gibsons and Area Community Centre (GACC) Facility Upgrades (Junior Hockey) Project Leadership (0.38 FTE 2024)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity

<i>Geographic Areas Affected:</i>	Gibsons, Sechelt, sNGD and Areas B, D, E, F
<i>2024 Funding Required:</i>	\$80,400 (Includes 0.38 FTE not prorated at \$38,691)
<i>Funding Source(s):</i>	Taxation
<i>Rationale / Service Impacts:</i>	<p>The Sunshine Coast Junior Hockey Society is proposing enhancements to the GACC to facilitate the Junior Hockey team franchise. The Society is hoping to complete the construction of these enhancements in time for the start of the first Junior Hockey season, however, it is anticipated that some projects may take longer and extend into 2025.</p> <p>Although the Society will be responsible for all the construction costs, SCR D staff time will be necessary to ensure quality control and protection of the SCR D’s interests. The magnitude of proposed enhancements at the GACC will take significant staff time to review proposed drawings to ensure they meet SCR D standards, construction oversight and coordination to mitigate service interruptions and ensure quality control, coordination of relevant agreements and asset transfer signoffs, etc.</p> <p>Facility Services does not have capacity within our existing staff resources to support a project of this magnitude.</p> <p>The proposal is for anticipated costs associated with agreements (legal, insurance) and additional staff resources for project oversight.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Project management oversight resourcing is anticipated for the first quarter of 2025 (\$13,300).</p> <p>Facility enhancements will need to be incorporated into the capital renewal plan and may have a future financial impact, depending on what is proposed. The cost is unknown at this time.</p>
<i>Asset Management Implications:</i>	Assets received through the facility upgrades will be added to the future capital planning
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	2024: 0.38 FTE 2025: 0.13 FTE (\$13,285)

4	<i>Function Number – Project Title:</i>	[615] – Sunshine Coast Arena (SCA) Water Well Investigation
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	Sechelt, sNGD and Areas B, D, E, F
	<i>2024 Funding Required:</i>	\$63,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>This project would engage professional services to determine the viability and feasibility of the well adjacent to the SCA as a water source for ice operations (thereby reducing demand on the Chapman system). This well is currently decommissioned and is no longer licensed.</p> <p>Proposed expenses also include internal resourcing (one time FTE) for project oversight and technical expertise.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Pending the results of the investigation, future funding may be required to reactivate the well. Cost to reactivate the well is unknown.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	2024: 0.015 existing FTE	

5	<i>Function Number – Project Title:</i>	[615] – Sechelt Aquatic Centre (SAC) Heat Pump Replacements
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Gibsons, Sechelt, sNGD and Areas B, D, E, F
	<i>2024 Funding Required:</i>	\$188,500
	<i>Funding Source(s):</i>	Local Government Climate Action Program (LGCAP)
	<i>Rationale / Service Impacts:</i>	To replace three heat pumps at SAC that have experienced critical failures, two provide heat

		<p>recovery heating to the Lap and Leisure pools and one provides heat recovery domestic water pre-heating. The pools and domestic water have two systems that can be used to provide heat; one relies on the heat pumps and the other is gas boilers. The heat pumps have failed, so we are relying on the boilers, which impacts operating efficiency, and GHG emissions. Through a basic comparison of pre and post heat pump failure data staff estimate there is an approximate 115% increase in natural gas usage and corresponding 192 tCO₂e GHG emissions increase from the failed heat pumps. This is 15.5% of the SCRD's total GHG emissions.</p> <p>These heat pumps are not currently designated as critical in the capital plan and therefore are not funded for replacement within the annual capital renewal funding.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	Heat pumps should be considered for reclassification as critical items in future capital planning.
	<i>Climate Action Impact</i>	Reduction of GHG emissions
	<i>HR Implications:</i>	N/A

6	<i>Function Number – Project Title:</i>	[613] – 2024 Contract Increases - Facilities
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Gibsons, Sechelt, sNGD and Areas B, D, E, F
	<i>2024 Funding Required:</i>	\$45,400
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Facility Services holds numerous multiyear service agreements with service providers for the provision of goods, products, and contracted work related to delivery of facility services.</p> <p>Three of these service agreements are up for renewal in 2024 and it is anticipated that the cost of providing the goods, products, and contracted</p>

		<p>work in these agreements will be greater than the current values.</p> <p>Two service agreements are due for extensions in 2024 with known cost escalators.</p> <p>One agreement was extended in 2023 with known cost increases for 2024 and 2025. As per the June 8, 2023, Staff Contract Term Extension Report, staff have determined that the current operational budget is insufficient to cover these increases.</p> <p>In addition to the contract annual increases a \$3,000 base budget increase is being requested to support a known 15% increase in delivery fees for 2024.</p> <p>A base operating budget lift will help to maintain existing service levels and avoid service interruptions due to an anticipated contract increase as well as avoid mid-year financial plan amendments.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Ongoing annual contract cost increases of 5 – 10% are anticipated upon renewal of these contracts. Future financial base budget lifts include:</p> <p>2025 - \$52,300</p> <p>2026 - \$59,600</p> <p>2027 - \$61,700</p> <p>2028 - \$63,800</p>
	<p><i>Asset Management Implications:</i></p>	<p>Anticipating increases to contract values is necessary to maintain existing service levels for associated assets.</p>
	<p><i>Climate Action Impact</i></p>	<p>n/a</p>
	<p><i>HR Implications:</i></p>	<p>n/a</p>

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 817,065.00	\$ 905,665	\$ 905,665	\$ 905,665	\$ 905,665
2023 Operating Surplus	\$ 88,600.00	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 905,665	\$ 905,665	\$ 905,665	\$ 905,665	\$ 905,665

Five-Year Capital Reserve Plan (or longer, if applicable)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance	\$2,220,748	\$2,282,998	\$2,617,145	\$2,771,322	\$3,107,400
2023 Cancelled					
Budgeted contributions (net of debt payments)	\$ 962,750	\$ 887,747	\$ 367,777	\$ 391,578	\$ 415,855
Approved renewal spending	-\$ 900,500				
Future capital renewal needs		-\$ 553,600	-\$ 213,600	-\$ 55,500	-\$ 549,000
Forecasted closing balance	\$2,282,998	\$2,617,145	\$2,771,322	\$3,107,400	\$2,974,255

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	X – G. Donn
GM	X – S. Gagnon	Other Staff	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget)– December 4-6, 2023

AUTHOR: Graeme Donn, Manager, Recreation Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR VARIOUS FUNCTIONS - RECREATION SOFTWARE IMPLEMENTATION [614 / 625 / 650 / 680]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Various Functions - Recreation Software Implementation [614 / 625 / 650 / 680] 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

2024 R1 Budget Proposals

1.	Function Number – Project Title:	Recreation Software Implementation [614, 625, 650, 680]
	Risk Factor:	MEDIUM: Normal - Service Level Impact
	Category:	Business Continuity
	Geographic Areas Affected:	Regional
	2024 Funding Required:	\$150,000 Includes \$75,500 (0.63 FTE) for project lead(s), \$40,000 staff training, \$30,000 contractor implementation fee, \$3,500 public marketing and promotions, and \$1000 licensing fee.
	Funding Source(s):	Taxation
	Rationale / Service Impacts:	It is recommended that this Project be referred to Round 2 as a contract award report will be brought for Board consideration

		<p>prior to the middle of January 2024 that may further inform this budget proposal.</p> <p>The SCR D contracts with a service provider for the software system that manages business transactions including: customer database, facility rentals, admission/pass sales, point of sales, program registration and reporting/analysis/financial accounting. Parks Services and Dakota Ridge also utilize this software for facility rentals and pass sales.</p> <p>To align with the SCR D procurement policy and Trade requirements, an RFP was released in September. The scope of services was developed to align with business needs and to address known gaps in functionality, reporting, data analysis, etc.</p> <p>It is possible that a new software provider may be the successful proponent. If this is the case, support to transition to the new software will be required. Implementation of a new software system is a significant undertaking and is anticipated to take up to 12 months. At this point, it is unknown what kind of transition support will be provided by the vendor vs the SCR D. See staff report from November 24, 2023, Committee of the Whole Staff Report.</p> <p>This proposal considers the following anticipated costs:</p> <ul style="list-style-type: none"> • Ongoing base budget lift for increased licensing fees • One-time costs for project implementation support provided by the vendor, staff project implementation support and development of operational procedures for new software, staff training and change management, and public promotion. <p>The project implementation team will include Recreation, Parks, Finance and Information Systems.</p>
	<p>Future Financial Implications and Life Cycle Cost Breakdown</p>	<p>An ongoing base budget lift for licensing fees may be required.</p>

		2025: \$27,000 One Time includes 0.13 FTE project lead, public promotion, staff training. 2025: \$1,000 ongoing licensing fee
	Asset Management Implications:	N/A
	Climate Action Impact	N/A
	HR Implications:	2024: 0.63 FTE for project implementation (one-time) \$75,500 2025 : 0.13 FTE project implementation (one-time) \$15,600

Financial Implications

As this is a Multi-Function Proposal – See other individual Functions for Capital and Operation Reserves Plans.

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	X – G. Donn
GM	X – S. Gagnon	Other Staff	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Jessica Huntington, Interim Manager Parks Services

SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR PARKS [650]

RECOMMENDATION(S)

THAT the report titled **2024 Round 1 Budget Proposal for 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

2024 R1 Budget Proposals

1.	<i>Function Number – Project Title:</i>	650 – Cliff Gilker Sports Field Recovery (0.14 FTE)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Areas A, B, D, E, F
	<i>2024 Funding Required:</i>	\$27,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Poor turf quality, extreme drought, an inability to adequately irrigate due to extended water restrictions, as well as excessive use/traffic wear has resulted in turf failure on Cliff Gilker sports field.</p> <p>This project will initiate an enhanced turf recovery program to improve the long-term health and resiliency of Cliff Gilker turf and reopen the field for public use in the fall of 2024.</p>

		This project is in response to the May 18th EAS Committee adopting the recommendation that Cliff Gilker Field be closed until the fall of 2024 and “for staff to submit budget proposals for a turf recovery program as well as hooking up the irrigation system to the onsite well, for the Boards consideration during 2024 budget deliberations.” (132/23)
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing operating costs for this sports field are included in the base operating budget.
	<i>Asset Management Implications:</i>	This project will provide resources required to address failing turf sports field and re-open it for public use and in turn reduce impacts on other sports fields that have seen increased use since Cliff Gilker Closure. Aligns with Long-term Sustainability and Resiliency principles of the SCRD Asset Management Plan.
	<i>Climate Action Impact</i>	Enhanced turf recovery is a part of a multi-faceted plan to enhance the resiliency of Cliff Gilker Sports Field against the impacts of climate change.
	<i>HR Implications:</i>	This project will require one-time funding of \$12,233 and an 0.14 FTE Senior Park Worker to execute the recovery program.

2.	<i>Function Number – Project Title:</i>	650 – Cliff Gilker Sports Field Irrigation System
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Areas A, B, D, E, F
	<i>2024 Funding Required:</i>	\$195,000
	<i>Funding Source(s):</i>	Canada Community – Building Fund
	<i>Rationale / Service Impacts:</i>	To ensure the long-term health and resilience of Cliff Gilker sports field turf and protect potable water supply for public consumption, there is a need to explore/develop a reliable non potable water supply for field irrigation. This project is result of EAS committee resolution 132/23 that directed staff to “submit a budget

		<p>proposal for a turf recovery program as well as hooking up the irrigation system to an onsite well, for the Boards consideration during the 2024 budget deliberation.”</p> <p>The project will involve engaging professionals to conduct the necessary investigation and testing, initiate proper licensing and permitting, procurement and installation of required irrigation infrastructure.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$1,000 annual base budget lift to fund ongoing operational maintenance and repairs.
	<i>Asset Management Implications:</i>	<p>Any new infrastructure will be captured and capitalized in the Parks Capital Asset Management Plan.</p> <p>Aligns with Long-term Sustainability and resiliency Principles of the SCR D Asset Management Plan.</p>
	<i>Climate Action Impact</i>	Development of a non-potable water supply for field irrigation helps to protect potable water supply for public consumption while contributing to improving the health and resiliency of turf sports field against effects of prolonged droughts.
	<i>HR Implications:</i>	Includes one-time resources for project coordination and oversight (0.04 FTE existing).

3.	<i>Function Number – Project Title:</i>	650 – Park Facilities Booking Technician
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Areas A, B, D, E, F
	<i>2024 Funding Required:</i>	2024 - \$20,500 (pro-rated 0.23 FTE)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	This request is to support the permanent budget lift of 0.7 FTE to support Parks Services through facility bookings and special event planning support. 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

		<p>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 the facility management software.</p> <p>Over the 2-year pilot program, the Facilities Booking technician role has created efficiencies with the coordination of the facilities bookings function and processes for all parks facilities, implemented process improvements, and provided consistent staff coverage resulting in improved customer satisfaction.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 ongoing - \$64,000 (0.70 FTE)
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	<p>On going base budget lift 0.70 FTE.</p> <p>Temporary position funding ends in September 2024, therefore permanent FTE is pro-rated for 2024.</p>

4.	<i>Function Number – Project Title:</i>	Parks Service Review
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Areas A, B, D, E, F
	<i>2024 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>This project involves an independent review of the Parks Services Function.</p> <p>Parks Services currently operates and maintain over 1,500 hectares of parkland with over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails, along with other parks infrastructure such as benches, tables, bridges, garbage receptacles and permanent washroom facilities. Services are</p>

		<p>delivered through a combination of direct service delivery, contracted services, and volunteer contributions through community partnerships.</p> <p>The delivery of these services has been challenging over the last several years due to a combination of factors including, the impacts of climate change, increased expectations from the community, community growth, aging infrastructure, decades of insufficient asset management, increasing regulatory requirements (i.e., archeology, environmental) and rising costs.</p> <p>While the staffing complement has increased over the past three years, the backlog of regular operational tasks, repair and maintenance of assets, as well as capital projects continues to grow.</p> <p>Clearly defined operational service levels are required. Defined service levels would inform the necessary operational resourcing and help to manage expectations.</p> <p>Out of Scope: Does not include functions 400, 665/667 or 680.</p> <p>Objectives for this review are to:</p> <ul style="list-style-type: none">• Outline regulatory service levels and provide recommendations for operational service levels.• An assessment of the current staffing levels, organization structure, staff recruitment and scheduling, sick leave rates and relevant policies and procedures associated with the delivery of these services.• Align service levels with operational budgets, identify gaps, and provide recommendations to improve accountability and financial reporting related to services.• Define an annual reporting framework comprised of key indicators to track and report on the service efficiency and effectiveness.• Ensure the recommendations for the service review align with existing master plan recommendations (i.e., Parks and Recreation
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		Master Plan, Trails Master Plan, SCRD Strategic Plan, etc.) as well as the recommendations from the 2023 Organizational Review.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Recommendations from the Review may inform future financial implications and would be brought forward in the future for the Boards consideration.
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	N/A

5.	<i>Function Number – Project Title:</i>	[650] 2024 Contract Increases
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Areas A, B, D, E, F
	<i>2024 Funding Required:</i>	\$3,300
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Parks Services holds numerous multiyear service agreements with vendors and service providers for the provision of goods, products, and contracted work related to delivery of parks services. Two of these service agreements are up for renewal in 2024 and it is anticipated that the cost of providing the goods, services, and/or contracted work will increase and exceed current base budget allocations.</p> <p>A base operating budget lift will help to maintain existing service levels and avoid service interruptions due to an anticipated contract increase as well as avoid mid-year financial plan amendments.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Contracts are anticipated to be renewed for a three-year term with an option for renewal for an additional 2 years.	

		An ongoing annual cost increase of 5% is anticipated. Future financial base budget lifts include: 2025 - \$3,450 2026 - \$3,600 2027 - \$3,800 2028 - \$4,000
	<i>Asset Management Implications:</i>	Anticipating increases to contract values is necessary to maintain existing service levels for associated assets.
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 717,717	\$1,081,217	\$ 1,450,837	\$1,826,699	\$2,208,928
Contributions Surplus	\$ 306,000	\$ 312,120	\$ 318,362	\$ 324,729	\$ 331,224
Building	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Other	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Closing Balance in Reserve	\$1,081,217	\$1,450,837	\$ 1,826,699	\$2,208,928	\$2,597,652

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 85,643	\$ 56,643	\$ 77,643	\$ 98,643	\$ 119,643
2023 Operating Deficit	\$ (50,000)	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
Closing Balance in Reserve	\$ 56,643	\$ 77,643	\$ 98,643	\$ 119,643	\$ 140,643

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Jessica Huntington, Interim Manager, Parks Services

SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR BICYCLE AND WALKING PATHS [665]

RECOMMENDATION(S)

THAT the report titled **2024 Round 1 Budget Proposal for Bicycle and Walking Paths [665]** 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[665] - Connect the Coast Feasibility Study Phase 1 Contribution (Transportation Choices TraC)
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	B, D, E, F
	<i>2024 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	Transportation Choices Sunshine Coast (Trac) appeared as a delegation at the October 19, 2023, EAS Committee meeting. The Board adopted the 'Connect the Coast Preliminary Design Report' as a planning tool for future active transportation infrastructure planning and as data input for future regional policy and Active Transportation planning within SCRD jurisdiction.

		<p>Trac is proposing to conduct a feasibility study for the priority segments of the Connect the Coast report, of which two segments are located within Area E. The study will assess the technical feasibility of constructing the proposed segments, conduct conceptual and detailed design work, obtain cost estimates and engage with stakeholders.</p> <p>Trac indicated they would be actively pursuing grants throughout the coming year, in particular, the Green Municipal Funding grant (Transportation networks and community grant). If the application is successful, the GMF grant requires a contribution from municipal partners of 10% of the project costs.</p> <p>This request proposes identifying up to a maximum of \$35,000 that could be used to contribute towards the Connect the Coast feasibility study (for the priority segments located within SCRD jurisdiction). If Trac is able to secure a grant that requires a financial contribution from the SCRD, staff would return to the Board with a report to seek approval to use these funds accordingly.</p> <p>This is a pro-active approach that would avoid a mid-year Financial Plan amendment.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	Although this project is still in the planning stage, infrastructure that encourages more active transportation could contribute to a reduction in greenhouse gas emissions.
	<i>HR Implications:</i>	N/A

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 211,944.00	\$ 191,944	\$ 201,944	\$ 211,944	\$ 221,944
2023 Operating Surplus	\$ 5,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (35,000)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Closing Balance in Reserve	\$ 191,944	\$ 201,944	\$ 211,944	\$ 221,944	\$ 231,944

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) - December 4-6, 2023

AUTHOR: Graeme Donn, Manager, Recreation Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR REGIONAL RECREATION PROGRAMS [670]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Regional Recreation Programs [670] 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[670] – Regional Recreation Programs
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	New Revenue (User Fees) - \$9,700 Additional Expenses - \$3,800 Reduce Taxation (\$5,900) User fee revenue is anticipated to exceed program expenditures.
	<i>Funding Source(s):</i>	User Fees
	<i>Rationale / Service Impacts:</i>	In the past, community leisure programming has been delivered by recreation using school facilities. School facilities are available for SCRD led programming under the provisions of the Joint Use Agreement. The community has

	<p>identified a need for programming in the following areas: adult and children cooking classes, children sport programs, and adult sport leagues.</p> <p>The proposal supports the following programming service level:</p> <ul style="list-style-type: none"> • Fall 2024: delivery of 7 programs (programs may vary in length from one-day camps to multi-week sessions) • 2025: programming from January-December (excluding summer months). Delivery of 15 programs.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Estimated for 2025 and ongoing:</p> <p>Revenue (User Fees) - \$20,000</p> <p>Expenses - \$8,000</p> <p>Reduce Taxation (\$12,000)</p>
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	None. Programs are delivered through contracted instructors.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 85,842.00	\$ 100,842	\$ 100,842	\$ 100,842	\$ 100,842
2023 Operating Surplus	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 100,842	\$ 100,842	\$ 100,842	\$ 100,842	\$ 100,842

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Rob Michael, Chief, Gibsons and District Fire Department

SUBJECT: **2024 ROUND 1 BUDGET PROPOSALS FOR GIBSONS AND DISTRICT FIRE PROTECTION [210]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[210] – GDVFD Assistant Fire Chief - Prevention and Safety (1.0 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Town of Gibsons, Areas E and F
	<i>2024 Funding Required:</i>	\$71,733 (Prorated at 0.5 FTE)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	With a full complement of 40 volunteer firefighters and five support staff, increased call volume and climate change challenges, a full time Assistant Fire Chief – Prevention is required to support the Gibsons and District Volunteer Fire Department. Assistant Chief to assist in emergency response, fire prevention, public education, training, OH&S,

		<p>equipment preparation, maintenance, and pre-incident planning.</p> <p>The Assistant Chief is also required for Monday to Friday emergency daytime response when other members are not available due to their own career responsibilities. This position will provide coverage and will be available for critical decision making when other chief officers are on vacation, taking 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 fire prevention division is currently unable to meet service demands as mandatory fire and life safety inspections targets are not being met. Additionally, new building construction referrals and plan reviews are taking an increasing time commitment from staff.</p> <p>“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> <p>(Mitchell, 2018 pg 5)</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Position is pro-rated at 0.5 FTE for 2024, increasing to 1.0 FTE for 2025.
	<i>Asset Management Implications:</i>	n/a
	<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>HR Implications:</i>	1.0 FTE – 2025 \$139,410
2	<i>Function Number – Project Title:</i>	[210] – GDVFD Command Vehicle Budget Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity

	<i>Geographic Areas Affected:</i>	Gibsons and E and F
	<i>2024 Funding Required:</i>	\$64,800
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	<p>With a full complement of five fire apparatus and three support vehicles, increased call volume and climate change challenges, a replacement command vehicle is required to support the Gibsons and District Volunteer Fire Department.</p> <p>The current vehicle is a 2004 Ford E350 and is due for replacement per capital plan. Proposed to replace with a ¾ ton pickup, complete with emergency lighting and canopy to better meet current service requirements.</p> <p>Service level enhancement: to increase ability to tow hazardous materials or structure protection trailers, ability to transport equipment, ability to travel on back roads, ability to travel in snow, addition of lighting and siren for emergency response.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	20-year capital plan funding would need to be updated.
	<i>Asset Management Implications:</i>	20-year capital plan funding would need to be updated to accommodate future replacement.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

3	<i>Function Number – Project Title:</i>	[210] – GDVFD Base Budget Increase
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Gibsons and E and F
	<i>2024 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation

<i>Rationale / Service Impacts:</i>	Base budget increase request to assist with inflationary increases for fuel, equipment, call volume and training requirements. Increases requested for: travel, catering, clothing (turnout gear), fuel, equipment and supplies.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing base budget increase.
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$659,347	\$ 832,047	\$1,107,047	\$1,382,047	\$1,657,047
Contributions Surplus	\$172,700	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
2024 BPs	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$832,047	\$1,107,047	\$1,382,047	\$1,657,047	\$1,932,047

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 191,317.00	\$ 56,517	\$ 56,517	\$ 56,517	\$ 56,517
2023 Operating Deficit	\$ (70,000.00)	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (64,800.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 56,517	\$ 56,517	\$ 56,517	\$ 56,517	\$ 56,517

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Pat Higgins, Chief, Roberts Creek Fire Department

SUBJECT: 2024 ROUND 1 BUDGET PROPOSALS FOR ROBERTS CREEK FIRE PROTECTION [212]

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[212] – RCVFD Assistant Fire Chief – Prevention, Training and Safety
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Roberts Creek
	<i>2024 Funding Required:</i>	\$26,599 (Prorated to 0.25 FTE for 2024)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Assistant Chief to guide health and safety and add to daytime emergency response. Will assist with fire prevention, public education, training, operational readiness and maintenance and pre-incident planning.</p> <p>The Assistant Chief is also required for Monday to Friday emergency daytime response when other members are out of the district due to their own career responsibilities. The lack of employment in Halfmoon Bay means most</p>

		<p>members work outside the district. In 2022 HBFD had 45.83% of its call volume Monday to Friday from 8:00-17:00, with 2023 trending the same. Currently 50% of the time there is only 1 member of staff on shift to respond during these hours. This position will ensure two people are in the hall available to respond. Our primary goal is to save lives and being able to respond quicker with an adequate work force is a vital requirement.</p> <p>“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> <p>(Mitchell, 2018 pg 5)</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Position is pro-rated at .25 FTE for 2024, increasing to .5 FTE for 2025.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	The impacts of climate change are leading to increasingly severe and frequent emergency events. Dedicated resources can assist in early management and mitigation of emergency events.
	<i>HR Implications:</i>	0.5 FTE - \$47,704

2	<i>Function Number – Project Title:</i>	[212] – RCVFD – Asphalt Repair
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Roberts Creek
	<i>2024 Funding Required:</i>	\$10,600
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	Repair sinking asphalt against building foundation. Contingency included if perimeter drain damaged or non-existent.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	

	<i>Asset Management Implications:</i>	
	<i>Climate Action Impact</i>	
	<i>HR Implications:</i>	n/a

3	<i>Function Number – Project Title:</i>	[212] – RCVFD Duty Officer Vehicle
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Roberts Creek
	<i>2024 Funding Required:</i>	\$7,934
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	A fleet enhancement of one response/utility vehicle will eliminate the use of personal vehicles for department operations. The new command vehicle will not be received until 2025 and the surplus vehicle from Halfmoon Bay will fill this need until then at a very low cost with high return to XRC.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	20-year capital plan funding would need to be updated
	<i>Asset Management Implications:</i>	20-year capital plan funding would need to be updated to accommodate future replacement.
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a	

4	<i>Function Number – Project Title:</i>	[212] – RCVFD Department Uniform
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Roberts Creek
	<i>2024 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	The department uniform will include station wear and jacket. XRC currently has very limited supply

		of station wear appropriate for events. This project will have a positive effect on our identity and morale.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

5	<i>Function Number – Project Title:</i>	[212] – RCVFD Base Budget Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Roberts Creek
	<i>2024 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Base budget increase for RCVFD to support operations.</p> <p>In the past few years XRCFD has been underfunded in several areas due to inflation.</p> <p>Areas such as:</p> <p>Fuel, electricity, travel, catering, supplies, small machinery, and equipment.</p> <p>These funds spread over several functional areas will help with a balanced budget.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a	

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$595,087	\$ 616,987	\$541,087	\$711,587	\$ 901,587
Contributions Surplus	\$ 32,500	-\$ 75,900	\$170,500	\$190,000	\$ 190,000
Budget Proposals	-\$ 10,600	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$616,987	\$ 541,087	\$711,587	\$901,587	\$1,091,587

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 119,126.00	\$ 104,126	\$ 104,126	\$ 104,126	\$ 104,126
2023 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (15,000.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 104,126	\$ 104,126	\$ 104,126	\$ 104,126	\$ 104,126

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023
AUTHOR: Ryan Daley, Chief, Halfmoon Bay Fire Department
SUBJECT: 2024 ROUND 1 BUDGET PROPOSALS FOR HALFMOON BAY FIRE PROTECTION [216]

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[216] – HMBVFD Assistant Fire Chief – Prevention, Training and Safety (0.5 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	B
	<i>2024 Funding Required:</i>	\$26,005
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Assistant Chief to assist in emergency response, fire prevention, public education, training, OH&S, equipment preparation, maintenance, and pre-incident planning. The Assistant Chief is also required for Monday to Friday emergency daytime response when other members are out of the district due to their own career responsibilities. The lack of employment in Halfmoon Bay means most members work outside the district. In 2022

		<p>HMBVFD had 45.83% of its call volume Monday to Friday from 8:00-17:00, with 2023 trending the same. Currently 50% of the time there is only 1 member of staff on shift to respond during these hours. This position will ensure two people are in the hall available to respond. Our primary goal is to save lives and being able to respond quicker with an adequate work force is a vital requirement.</p> <p>“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> <p>(Mitchell, 2018 pg. 5)</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Position is pro-rated at 0.25 FTE for 2024, increasing to 0.5 FTE for 2025 (\$47,110).
	<i>Asset Management Implications:</i>	n/a
	<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>HR Implications:</i>	0.5 FTE in 2025 - \$47,110

2	<i>Function Number – Project Title:</i>	[216] – HMBVFD Base Budget Increase
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	B
	<i>2024 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Base budget increase for HMBVFD to support operations.</p> <p>In the past few years HMBVFD has been underfunded in several areas due to inflation.</p> <p>Areas such as:</p>

	Fuel, electricity, travel, catering, supplies, small machinery, and equipment. These funds spread over several functional areas will help with a balanced budget.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$622,859	\$780,275	\$878,501	\$862,327	\$896,453
Contributions Surplus (deficit)	\$157,416	\$ 98,226	-\$ 16,174	\$ 34,126	\$ 77,326
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$780,275	\$878,501	\$862,327	\$896,453	\$973,779

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 104,042	\$ 144,042	\$ 144,042	\$ 144,042	\$ 144,042
2023 Operating Surplus	\$ 40,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 144,042	\$ 144,042	\$ 144,042	\$ 144,042	\$ 144,042

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2024 ROUND 1 BUDGET PROPOSALS FOR EMERGENCY TELEPHONE 911 [220]

RECOMMENDATION(S)

THAT the report titled **2024 Round 1 Budget Proposals for Emergency Telephone 911 [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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[220] – Emergency 911 Base Budget Increase
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$44,750
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>As part of maintaining service level for the 911 system, there are additional, ongoing fees and charges associated with the operation and necessary redundancy of the 911 equipment.</p> <p>1. Extra antenna tower fees at Cottle Hill: \$200/month = \$2,400</p> <p>2. Telus E-line connection from E-Comm to Cottle Hill: ~\$1200/month = \$14,400</p>

		<p>3. Collocation fees at Nanaimo: ~\$1000/month (note: options are being explored that could reduce cost) = \$12,000</p> <p>4. Shaw/Rogers E-line connection from E-Comm to Nanaimo Fire: ~\$1,000/month = \$12,000</p> <p>5. VPN Router Service contract costs: ~\$200/month = \$2,400</p> <p>6. Cost sharing allocation with Pender Harbour Volunteer Fire Department (addressing contemporary system utilization and fair apportionment of license fees) = \$1,550</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	A 4% annual increase to the incremental amount is recommended for the next 3 years to account for anticipated contract value increases/inflation.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	

2	<i>Function Number – Project Title:</i>	[220] – Next Generation 911 (Placeholder)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$45,000
	<i>Funding Source(s):</i>	Grants
	<i>Rationale / Service Impacts:</i>	<p>SCRD (and all Sunshine Coast local governments) have been provided grants to support data preparation, legal costs associated with data agreements, training and education related to the implementation of next generation (NG) 911 service. The change to this service is mandated by CRTC.</p> <p>Intergovernmental dialogue on needs, collaboration opportunities and potential cost sharing is underway. Local governments are seeking additional information from senior governments and agencies on specific requirements and timing for these requirements.</p>

		<p>This proposal has the effect of incorporating grant funds into the budget and establishing a project that can be initiated, likely collaboratively/regionally, once more information is available.</p> <p>Therefore, it is recommended that this Proposal be deferred to Round 2 Budget with the hopes that the project scope and technical requirements are clearer.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Unknown at present.
	<i>Asset Management Implications:</i>	None associated with this phase of the change to NG911.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	None anticipated at this time.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$324,916	\$434,716	\$544,516	\$654,316	\$764,116
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$109,800	\$109,800	\$109,800	\$109,800	\$109,800
Closing Balance in Reserve	\$434,716	\$544,516	\$654,316	\$764,116	\$873,916

Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 91,666	\$ 99,579	\$ 99,579	\$ 99,579	\$ 99,579
2023 Operating Surplus	\$ 7,913	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 99,579	\$ 99,579	\$ 99,579	\$ 99,579	\$ 99,579

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSALS FOR SUNSHINE COAST EMERGENCY PROGRAM (SCEP) [222]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals for Sunshine Coast Emergency Program (SCEP) [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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[222] – Community Evacuation Planning Support (0.2 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$10,353 (Prorated for 2024 0.1 FTE)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Funding for a facilitator to develop a community evacuation plan template and to provide workshops for community associations to write their community evacuation plan, from a local knowledge perspective.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Proposed to increase to \$20,700 for the following 4 years. 5-year program total

	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	0.1 FTE in 2024 (\$20,700 for 0.2 FTE in 2025-2028)

2	<i>Function Number – Project Title:</i>	[222] – Neighbourhood Emergency Preparedness Financial Support (pilot project)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Grant opportunity for registered community and neighbourhood organizations to apply for funding to improve neighbourhood emergency preparedness and resiliency. Suggested to run first year as a “Pilot”.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Proposed for 2 intakes (2-3 years), and then renewal possible subject to evaluation/future Board decision
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	

3	<i>Function Number – Project Title:</i>	[222] – Emergency Support Services (ESS) Director Staffing Increase (0.1 FTE Increase)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$7,898
	<i>Funding Source(s):</i>	Taxation

	<i>Rationale / Service Impacts:</i>	ESS Director – staffing increase from 0.1 FTE to 0.2 FTE
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual cost.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	0.1 FTE increase

4	<i>Function Number – Project Title:</i>	[222] – Emergency Management Technician (1.0 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$46,013 (Prorated at 0.5 FTE for 2024)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	1.0 FTE Emergency Management Technician - The Sunshine Coast Emergency Program requires expanded administrative support to assist with updating EOC standard operating procedures, stakeholder emergency plans and contact information, current outdated templates, community outreach material and EOC documentation, procedures and filing. Maintain the EOC equipment and processes in a state of readiness.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual cost.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	1.0 FTE @ \$94,787 (0.5 Prorated for 2024)	

5	<i>Function Number – Project Title:</i>	[222] – SCEP On Call Program Contact
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>This proposal would address the service need for an all-hours contact point for emergency alerts, warnings and program activations. A combination of backfill/substitution pay and existing flexible schedule provisions will be used. Includes modest incremental telecommunication and training costs.</p> <p>This strategy responds to the increased demand on emergency program staff in recent years and the analysis presented to the SCRD Board in summer 2023.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual cost.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>		

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 38,283	\$ 38,283	\$ 38,283	\$ 38,283	\$ 38,283
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 38,283	\$ 38,283	\$ 38,283	\$ 38,283	\$ 38,283

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 6,648	\$ 31,648	\$ 56,648	\$ 81,648	\$ 106,648
2023 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Closing Balance in Reserve	\$ 31,648	\$ 56,648	\$ 81,648	\$ 106,648	\$ 131,648

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget)– December 4-6, 2023
AUTHOR: Matt Treit, Manager, Protective Services
SUBJECT: 2024 ROUND 1 BUDGET PROPOSALS FOR ANIMAL CONTROL [290]

RECOMMENDATION(S)

THAT the report titled **2024 Round 1 Budget Proposals for Animal Control [290]** 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[290] – Animal Control Vehicle Replacement
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	A, B, D, E, F, sNGD
	<i>2024 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Capital Reserves - \$58,000 Operating Reserves - \$42,000
	<i>Rationale / Service Impacts:</i>	Purchase of a new bylaw vehicle, preferably a four-wheel drive hybrid or electric pick-up truck with a canopy to replace the current Ford Escape. The current vehicle is not practical for apprehending dogs as the catchpole cannot remain on the dog in the vehicle, there is no hygienic barrier between the dog and the BEO, and the cleaning of urine, feces and vomit is difficult.

<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	New vehicle will produce less GHG than existing fossil fuel vehicle.
<i>HR Implications:</i>	n/a

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 58,042	\$ 42	\$ 42	\$ 42	\$ 42
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposal	-\$ 58,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 42	\$ 42	\$ 42	\$ 42	\$ 42

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 172,025	\$ 150,025	\$ 150,025	\$ 150,025	\$ 150,025
2023 Operating Surplus	\$ 20,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (42,000)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 150,025	\$ 150,025	\$ 150,025	\$ 150,025	\$ 150,025

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: **2024 ROUND 1 BUDGET PROPOSALS FOR REGIONAL PLANNING [500]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals for Regional Planning [500] 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[500] – Regional Land Evaluation – Housing Potential
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Grant-generated by Municipal Regional Destination Tax through Sunshine Coast Tourism through to SCRD - \$27,656 Reserves (Operating) - \$7,344
	<i>Rationale / Service Impacts:</i>	A Land Use Study is one of the key priorities outlined in the Sunshine Coast Housing Action plan. It will provide the community with an inventory and assessment of all public, institutional, non-

		<p>profit, faith-based, and community-owned land in the region.</p> <p>Findings from the study will provide an important community resource for the housing sector and will support the development of housing outlined in the Social and Housing Needs Assessment report including workforce housing, seniors housing, transitional housing, supportive housing, and deeply affordable housing.</p> <p>Housing providers will be able to identify land that can be used for their projects.</p> <p>The project will encompass the entire geographic area of the lower Sunshine Coast. Data will be housed on the SCRD’s GIS mapping platform, and will be accessible to local government, housing providers, developers and social service organizations in the community.</p> <p>The study will provide other important benefits to local government and non-profit organizations including:</p> <ul style="list-style-type: none"> • identifying land that can be used for community amenities. • supporting land use planning and asset management such as a regional growth strategy and official community plans. • generating new revenue streams for local government or other institutional landowners through disposition or long-term lease of land.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	None (noting it is a point in time and will become stale data at some point)
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	None directly; climate impact of development can be considered as a factor in screening inventory results
	<i>HR Implications:</i>	Depends on continuance of contracted Regional Housing Coordinator role (funded from MRDT revenue share)

2	<i>Function Number – Project Title:</i>	[500] – Regional Housing Coordinator
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$81,617
	<i>Funding Source(s):</i>	Grant-generated by Municipal Regional Destination Tax through Sunshine Coast Tourism through to SCRD
	<i>Rationale / Service Impacts:</i>	Continuation of this contracted role to enable further progress on housing action plan. Involves extensive intergovernmental and community coordination.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This contract has been/is proposed to continue to be supported through revenue sharing from the MRDT and is therefore subject to annual review.
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	Unknown/difficult to assess. Conservation of existing housing stock and potential gentle densification in developed areas can be assumed to have a positive climate impact. Opportunities to integrate climate action (emission mitigation and adaptation measures) in future housing policy are being considered.
<i>HR Implications:</i>	None (contractor/consultant role)	

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 154,971	\$ 177,627	\$ 177,627	\$ 177,627	\$ 177,627
2023 Operating Surplus	\$ 30,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (7,344.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 177,627	\$ 177,627	\$ 177,627	\$ 177,627	\$ 177,627

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Jonathan Jackson, Manager, Planning and Development

SUBJECT: 2024 ROUND 1 BUDGET PROPOSALS FOR RURAL PLANNING [504]

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals for Rural Planning [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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[504] – Planning Services Technical Review Baseline Staff Positions (2.0 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2024 Funding Required:</i>	\$175,293 <ul style="list-style-type: none"> • Planning Technician 3 (Prorated 0.75 FTE for 2024) - \$77,383 • Environmental Planner (Prorated 0.75 FTE for 2024) - \$97,910
	<i>Funding Source(s):</i>	User Fees and Service Charges
	<i>Rationale / Service Impacts:</i>	SCRD Planning and Development services have seen record demand in recent years, with staffing levels being insufficient to cope. Development applications have reached record high volumes and long-range planning documents have become outdated.

		<p>SCRD’s Development Approvals Review Process (DAPR) recently concluded, and the final report was endorsed to guide planning enhancements through consideration of the 2024 budget process and beyond. Through this report, a minimum of 2 new full-time equivalent (FTE) positions were recommended for the 2024 budget year, being a planning technician and an environmental planner to ensure baseline planning services can be supported. A Planning Technician 3 would serve as a planning services supervisor to provide additional processing capacity and oversee and enhance inquiry services. The Environmental Planner is identified as necessary to provide sufficient professional capacity in the review of applications and creation of policies related to environmental protection. Through the DAPR review, shíshálh Nation also requested that SCR D consider creating this position to support a variety of intergovernmental needs that support reconciliation and environmental protection. As DAPR implementation work continues to evolve it is anticipated that the need for other new positions will be identified.</p> <p>This budget proposal is a conservative approach to supporting growth in the demand for SCR D Planning Services. The proposed positions have been carefully considered and are immediate needs to ensure that planning services can maintain baseline operations in the 2024 budget year.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>None</p>
	<p><i>Asset Management Implications:</i></p>	<p>None</p>
	<p><i>Climate Action Impact</i></p>	<p>None directly, although staff workplan will include updates to planning policy that consider climate action impacts</p>
	<p><i>HR Implications:</i></p>	<p>1.5 FTE Year 1 (Pro-Rated) 2 FTE Year 2</p> <p>Planning Technician 3 – 2025 (1.0 FTE) - \$106,273 Environmental Planner – 2025 (1.0 FTE) - \$134,463</p>

2	<i>Function Number – Project Title:</i>	[504] –Planning Enhancement Project 2 Staff Position (1.0 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2024 Funding Required:</i>	\$63,608 GIS Technician 1 (pro-rated at 0.75 FTE for 2024) \$63,608
	<i>Funding Source(s):</i>	User Fees and Service Charges
	<i>Rationale / Service Impacts:</i>	<p>SCRD’s planning and land use policy framework contains seven OCPs ranging from 5 to 28 years of age, and several similarly dated affiliated implementing bylaws. The recent Development Approvals Process Review (DAPR) report found this framework to be outdated and recommends updating. Required updates align with SCR D’s Planning Enhancement Project 2 (PEP2), also known as OCP Renewal. PEP2 is designed to achieve the significant planning policy framework overhaul required to action this key DAPR recommendation.</p> <p>PEP2 is further aligned with new provincial legislation that has mandatory obligations for local governments in support of proposed remedies to tackle the province-wide housing shortages. The province is requiring that local governments expand the scope of Housing Needs Reports and update Official Community Plans every 5 years, ensuring that zoning bylaws match housing needs and OCPs. These and other pending legislative changes, such as those related to financing of service expansion related to growth are anticipated to further impact demand for SCR D long-range planning and need to be considered as part of PEP2.</p> <p>Through project initiation, Planning and GIS staff reviewed PEP2 scope and determined it will require some of the most significant demand on mapping services ever incurred in a single planning project and is not sufficiently resourced in the approved budget. This work impacts several other bylaws affiliated with land use and development, requiring studies and work to</p>

		<p>update or replace virtually every planning bylaw map; a process that requires significant in-house and consultant resources.</p> <p>The development of bylaw maps, particularly those forming bylaw schedules, is a critical, time-consuming process required to ensure appropriate accuracy and legal standards. The nature of this mapping requires both internal and consultant-led components of mapping. Consultant work is more expensive and intended to provide specialized GIS studies that inform policy change. Internal staff are cheaper and provide internal knowledge, data and support to consultant-led studies and are better suited to complete final detailed bylaw schedules and policy maps that form the legal and spatial boundaries of land use bylaws. Such work includes OCP and zoning map schedules, development permit areas, servicing and related fee-charge bylaw work, etc.</p> <p>The existing project budget includes \$150,000 in total consultant-led GIS mapping services but does not include budget for an internal staff resource to support the consultant portion of the work and complete final bylaw maps.</p> <p>Staff have determined the market rate for consulted mapping services is \$150 per hour and the existing approved budget results in about 1000 consultant hours of GIS work. This translates into slightly over 6 months' worth of full-time mapping work and should be sufficient to complete necessary consultant-led portion of background studies to support policy changes, if supported by a full-time in-house staff resource for the duration of the project. As such, funding for a temporary full-time GIS technician to conduct in-house mapping services from 2024 through 2026 is requested to ensure successful completion of PEP2.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	None
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	None directly, although staff workplan will include updates to planning policy that consider climate action impacts

	<i>HR Implications:</i>	0.75 FTE Year 1 (Pro-Rated) 1.00 FTE Year 2 GIS Technician 1 – 2025 (1.0 FTE) - \$87,355
3	<i>Function Number – Project Title:</i>	[504] – Planning Enhancement Project 1.1 – Development Approvals Process Mapping and Tempest Enhancements - Project Exploration: Initiation and Scoping
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2024 Funding Required:</i>	\$69,925 Planning and Development, Assistant Manager 0.30 FTE for 2024 - \$40,105 Senior Systems Analyst 0.20 FTE for 2024 - \$22,320 Plus \$7,500 contracted expenses
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>The final report on SCRD’s Development Approvals Process Review (DAPR) was endorsed to guide enhancement of SCRD’s development approval processes and to be considered as part of the 2024 budget process.</p> <p>The final DAPR report determined that SCRD’s approval processes rely on multiple core technologies which are becoming outdated and not consistently used. Existing technology implementations and process workflows are in many cases no longer aligned with business needs and have in many cases been rendered ineffective. To reconcile existent technology deficits, the report made specific recommendations related to SCRD’s processes and use of Tempest to both enhance use of technology and application tracking.</p> <p>It has been determined that a full re-integration of Tempest will be required to achieve the desired outcome, which will involve a process that investigates all benefits that can be harnessed from</p>

	<p>the most modern version of Tempest. As part of this work, SCRD must first document all its current and desired planning-related processes in order to harmonize Tempest capabilities to fully support each planning process. This will be a multi-year project and involve budget requests for at minimum 2024 and 2025. This proposal is for Budget 2024 budget year and involves the first project phase of project initiation and scoping.</p> <p>The project requires the following resources for 2024:</p> <ol style="list-style-type: none"> 1) Planning and IT staff resources are required to complete internal review of process mapping and identify technology solutions. 2) Funding for a consultant to assist with investigating how tempest functionality can better support planning processes.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	None
<i>Asset Management Implications:</i>	None
<i>Climate Action Impact</i>	None
<i>HR Implications:</i>	<p>0.50 FTE Year 1 0.20 FTE Year 2</p> <p>Assistant Manager, Planning and Development – 2025 - 0.10 FTE - \$13,769</p> <p>Senior Systems Analyst 2025 – 0.10 FTE - \$11,495</p>

Financial Implications

Five-Year Vehicle Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 19,121	\$ 19,121	\$ 19,121	\$ 19,121	\$ 19,121
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 19,121	\$ 19,121	\$ 19,121	\$ 19,121	\$ 19,121

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
2023 Operating Surplus	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	X - J. Jackson
GM	X – I. Hall	Other Staff	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Sherry Reid, Corporate Officer
Dean McKinley, Chief Administrative Officer

SUBJECT: **2024 ROUND 1 BUDGET PROPOSALS FOR GENERAL GOVERNMENT [110]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposals 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[110] - Legislative Coordinator 1.0 FTE
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$92,678 (for Year 1) Prorated for 2024
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	This budget proposal was initially proposed in 2023 but was referred to the 2024 budget process by Board resolution, as follows: 029/23 <u>Recommendation No. 55</u> THAT the following budget proposal be referred to 2024 Budget:

	<ul style="list-style-type: none">• Budget Proposal 5 – Organizational Policy and Bylaw Review (Temporary 1.0 FTE for two years) \$79,400 (9 months prorated in 2023) and future at \$99,200 funded through Taxation. <p>The request for this new position has been amended to address current and ongoing capacity needs in SCRD’s Legislative Services division. Among other responsibilities within the division, this position will have a lead role in supporting an organization-wide corporate policy review.</p> <p>A policy review to ensure compliance with current legislation is needed and overdue. This need has been identified on annual workplans, however year after year the work is carried forward due to limited capacity within Legislative Services to allocate adequate time or resources while also attending to day-to-day operational responsibilities. Further delay of this work could put the organization at risk. This is largely due to the necessity for SCRD policies to keep pace with changes that have occurred in provincial legislation over recent years. New requirements and responsibilities have been imposed on local governments, as well as new authorities. Work undertaken will align with the policy review process already initiated for Board policies and will be expanded to include a review of operational policies resulting in:</p> <ul style="list-style-type: none">• implementation of the corporate policy framework and review process for operational policies;• research to document/verify legislative changes;• assessment of organizational policy needs;• identification of policy gaps/recommendations for changes and improvements;• work with subject matter experts to support revision of existing operational policies and to ensure alignment with SCRD bylaws and related documents;
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		<ul style="list-style-type: none"> development and ongoing maintenance of a corporate policy register/manual; and, the development and establishment of a schedule for ongoing policy review and update to ensure continued legislative compliance and organizational effectiveness. <p>It is further envisioned that this position, will provide added capacity within Legislative Services to support the following organizational needs:</p> <ul style="list-style-type: none"> committee clerk / meeting recorder for board and advisory committees procedural advice for other SCRD departments with respect to legislative processes ongoing bylaw review and amendment processes implementation of Planning process improvements resulting from the Development Approval Process Review conducting required elector approval processes in support of 2024 budget-approved projects.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$119,323 (Year 2); \$122,903 (Year 3); \$126,590 (Year 4); \$130,388 (Year 5) calculated based on estimated CPI increase year over year.
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	Addition of new resource - 1.0 FTE

2	<i>Function Number – Project Title:</i>	[110] - Howe Sound Community Forum - Hosting
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	E and F
	<i>2024 Funding Required:</i>	\$4,500

	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>This proposal is coming forward in response to the October 12, /2023 - SCRD Board Directive 295/23 Recommendation No. 7, as follows:</p> <p>(1) THAT the report titled Howe Sound Community Forum Update be received for information;</p> <p>(2) AND THAT the updated Howe Sound Community Forum Principles of Cooperation and request to ratify a Memorandum of Understanding with the Howe Sound Biosphere Regional Initiative Society be approved;</p> <p>(3) AND THAT the delegated authorities be authorized to sign the Memorandum of Understanding;</p> <p>(4) AND FURTHER THAT a budget proposal to host a Howe Sound Community Forum be presented as part of the 2024 Budget deliberations.</p> <p>A contribution of \$4,500 will cover the Howe Sound Biosphere Region Initiative Society's anticipated expenses as convener and organizer of the Howe Sound Community Forum. Past expenses associated with Forum hosting have been funded through [110] General Government.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	<p>0.09 FTE (existing)</p> <p>Sustainable Development Manager 3% CAO 2% Executive Coordinator/Executive Assistant 2%</p>
3	<i>Function Number – Project Title:</i>	[110] – Corporate Workplan
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity

	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Operating Reserve
	<i>Rationale / Service Impacts:</i>	<ul style="list-style-type: none"> The Corporate Plan will identify and establish the work the SCRD needs to deliver over the next four years, along with the critical regional, sub-regional and local services, to meet the Sunshine Coast’s most important needs and operationalize the Board’s Strategic Plan. The Corporate Plan will connect the day-to-day work of our employees with our Board and the residents of Sunshine Coast that we serve. Some of the actions identified in our plan will be advanced by working closely with intergovernmental stakeholders and other partners. We will continue to collaborate and build relationships with First Nations governments and seek opportunities for government-to-government decision-making and service delivery. <p>Implementation of the Corporate Plan will be led by the Senior Leadership Team and will involve every SCRD employee.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

4	<i>Function Number – Project Title:</i>	[110] – Organization Review – Phase II Implementation
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Operating Reserve

	<i>Rationale / Service Impacts:</i>	<ul style="list-style-type: none"> Organization Review – Phase II Implementation builds upon the Organizational Review begun in Fall 2023. The Implementation project will take a deeper dive into targeted departments based on: <ul style="list-style-type: none"> How the service(s) are delivered. How the people are organized, including lines of reporting and spans of control. Outlines skills, roles, responsibilities and support activities for each area. How specific process steps link to functions or departments that perform each step and accompanying policies/procedures to be followed when performing the process steps. The applications that are used to enable the processes, policy compliance, internal controls, and generation of reports. <p>The structures, policies and controls to balance risk, to facilitate timely and effective decision making and ensure compliance.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

5	<i>Function Number – Project Title:</i>	[110/130] – Base Budget Lift (5220 Training and Development)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$6,500 ([110] - \$4,000 / [130] - \$2,500)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	The current base budget allocates \$4,000 per year for staff training and development for the Administration and Legislative Services Department (12.8 FTEs) and \$2,500 per year for SCRD Board governance-related training and development. This is insufficient to meet present-

		day costs for ongoing training and development needs within the department and at the Board level.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 475,339.00	\$ 315,339	\$ 265,339	\$ 215,339	\$ 215,339
2023 Operating Surplus	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (110,000.00)	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	\$ (100,000.00)	-\$ 50,000	-\$ 50,000	\$ -	\$ -
Closing Balance in Reserve	\$ 315,339	\$ 265,339	\$ 215,339	\$ 215,339	\$ 215,339

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Kyle Doyle, Manager Asset Management
David Nelson, Manager, Information Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR ASSET MANAGEMENT [111] AND INFORMATION TECHNOLOGY [117]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Asset Management [111] and 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[111 and 117] – Cityworks Process and Configuration Review / Expansion to Mobile Applications
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	\$17,500 Operating Reserves (See table in 117) \$17,500 Support Services
	<i>Rationale / Service Impacts:</i>	The Cityworks software, first went live in 2017, however, was not fully implemented and full utilization of the system is not being realized. The software is intended to act as the maintenance and asset management system which is primarily used by the utilities (water/wastewater) divisions.

		<p>The vision is to roll the software out to other divisions.</p> <p>Incremental improvements have been made over the past year and staff have taken it as far as they can. Additional training and implementation support is needed to facilitate improved usage of Cityworks software. A specialty consultant would deliver training modules to administration and field staff, provide updated user documentation, and review the software implementation to make recommended improvements.</p> <p>The outcome is to modernize work management through the use of mobile applications in the field and offer more efficient resource allocation. This training and implementation review is a pre-requisite for further implementation/use of Cityworks across other departments and may result in future needs being identified.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a
	<i>Asset Management Implications:</i>	Improved software use will provide more data to inform business decisions for the Board, Asset Management, and operational staff.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

- Asset Management does not have operating reserves.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget)– December 4-6, 2023

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

SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR FINANCE [112 / 113]

RECOMMENDATION(S)

THAT the report titled **2024 Round 1 Budget Proposal for Finance [112 / 113]** 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[113] – Utility Billing Program Resourcing – 2.3 FTE increase over 3 years.
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$105,180 (2 positions prorated @ 0.5 each for 2024)
	<i>Funding Source(s):</i>	Support Services Utility fees (for utility billing portion) Operating reserves are being used to smooth support service rate increases up to 2027. These reserves have mostly been accumulated as a result of extended staff vacancies.

	<p><i>Rationale / Service Impacts:</i></p>	<p>Under the direction of the Manager, Financial Services, the Utility Billing Program is currently administered by a single dedicated 1.0 FTE resource (Utility Billing Technician), supplemented with administrative support from the utility services and solid waste divisions (customer inquiries and conveyances) and the revenue section of the financial services division (payment and refund processing). In addition, the commercial metering program is supported by the strategic initiatives division (meter readings and data integrity).</p> <p>In consideration of a pending change to the service level of the Utility Billing Program required to support residential meter billing, this project proposes the addition of two (2) new 1.0 FTE positions and a 0.3 FTE increase to existing position(s) within the Finance Operations division of the Corporate Services Department, increasing the existing FTE count from 7.7 to 10.0.</p> <p>One of the new positions will be dedicated to the utility billing program creating necessary capacity and redundancy to support current operations and the forthcoming residential meter billing.</p> <p>The other new position will create strategic capacity within finance operations to facilitate restructuring of the division. The main purpose of this is to create capacity at the Managerial level to take on the additional responsibility of overseeing the implementation of residential meter billing.</p> <p>The addition 0.3 FTE added to existing roles is intended to support the increased frequency of payment processing that will result from more frequent billing cycles.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Future resource requirements may be necessary to support the implementation phase of residential meter billing. This may include temporary support for implementation, or additional permanent staffing once ongoing operational requirements are more certain (i.e., billing frequency). Future requests will be brought forward for consideration through the regular budget process.</p>

	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	2025 - \$202,872 (2.0 FTE) 2026 - \$231,043 (2.3 FTE - Fully implemented) Creation of two new positions will require HR resources for position review and recruitment in Q2 2024.

2	<i>Function Number – Project Title:</i>	[112/117] – Budget Software
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p>The current budgeting process is extremely cumbersome, with the need to use multiple spreadsheets causing duplication, inefficiencies, and significant efforts to manage. The existing software is not meeting the needs of the SCRD’s growth in complexity, especially as a Regional District. It also requires a significant amount of IT and finance support to configure anything new as it is not a very user-friendly system.</p> <p>Staff have been working with the existing provider to see what improvements could be made and staff have determined they would not result material improvements. Staff are proposing to implement new user-friendly budgeting software that satisfies the financial planning needs of the organization without heavy reliance on external excel files. Ultimately, there would be less dependence on Finance/IT to generate and manipulate reports as all information and report generation would be easily accessible to Budget Mangers and Senior Leadership. In addition, reporting that is requested by the Board would more easily be produced through intuitive report creation.</p>

<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$50,000 per year base budget lift for software costs.
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	0.15 FTE Temporary Lift in 2024 to Implement the Project.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 536,064.00	\$ 341,064	\$ 291,064	\$ 241,064	\$ 191,064
2023 Operating Surplus	\$ 130,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (250,000.00)	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	\$ (75,000.00)	-\$ 50,000	-\$ 50,000	-\$ 50,000	\$ -
Closing Balance in Reserve	\$ 341,064	\$ 291,064	\$ 241,064	\$ 191,064	\$ 191,064

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Gerry Parker, Senior Manager, Human Resources

SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR HUMAN RESOURCES [115]

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Human Resources 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[115} – Human Resources Capacity (1.0 FTE)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$72,000 (Prorated 0.60)
	<i>Funding Source(s):</i>	Support Services
	<i>Rationale / Service Impacts:</i>	Legislative requirements and other considerations continue to change, and HR staff must ensure that an expert skill set exists that enables the organization to keep pace. Examples include Inclusion, Diversity, Equity, Accessibility and Belonging, Psychological Safety, Well-Being, Violence and Harassment, Leave Entitlements, Human Rights,

	Truth and Reconciliation, accommodative measures, complex injury and illness case management, return to work, compensation, classification, and more. The establishment of a senior level position, such as Assistant Manager, would ensure expertise is available on a year-round basis and will provide a path for succession planning.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$72,000 prorated first year, \$125,000 Year 2 and about \$5,000 additional in subsequent years.
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	Addition of 1.0 FTE (new)

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 335,070.00	\$ 295,070	\$ 255,070	\$ 215,070	\$ 175,070
2023 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	\$ (40,000.00)	-\$ 40,000	-\$ 40,000	-\$ 40,000	\$ -
Closing Balance in Reserve	\$ 295,070	\$ 255,070	\$ 215,070	\$ 175,070	\$ 175,070

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR PURCHASING AND RISK MANAGEMENT [116]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Purchasing and Risk Management [116] 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[116] – Statement of Values - Asset Appraisal for Insurance Requirements
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Operating Reserves (Finance Reserves)
	<i>Rationale / Service Impacts:</i>	<p>A statement of values is a requirement under our insurance program. It is tool for the SCRD and its Insurer use to determine the value of insured assets. Every couple of years SCRD insurer underwriters require a formal appraisal of SCRD’s insured assets.</p> <p>In addition to being mandatory requirement from the underwriters, completing and maintaining an accurate Statement of Values (SoV) benefits all,</p>

	<p>as more detailed information provides the Insurer with a healthier understanding of the cost and risks associated with the assets.</p> <p>In addition, a statement of values is what is used to calculate SCRD’s total insurable value, which is the statement of values total multiplied by the rate which results in the insurance property premium.</p> <p>The appraisal will help ensure that we are insured at the correct value and that we are not over or under insuring our assets if such an event happened that we would need to replace assets. This will also assist in Asset Management Planning for the SCRD.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Base Budget Increase \$15K to establish contribution reserve
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	

Financial Implications

Purchasing & Risk Management [116]

Five Year Operating Reserve Plan

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 124,287	\$ 119,287	\$ 139,287	\$ 159,287	\$ 179,287
2023 Operating Surplus	\$ 25,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (50,000)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Closing Balance in Reserve	\$ 119,287	\$ 139,287	\$ 159,287	\$ 179,287	\$ 199,287

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023
AUTHOR: David Nelson, Manager, Information Services
SUBJECT: 2024 ROUND 1 BUDGET PROPOSAL FOR INFORMATION TECHNOLOGY [117]

RECOMMENDATION(S)

THAT the report titled 2024 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[117] – Staff Cyber Security Awareness Program
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Support Services
	<i>Rationale / Service Impacts:</i>	Support security culture development using cyber threat awareness software, training and testing for SCRD staff. Reduce business continuity risks related to external attack vectors which could capture login credentials, expose SCRD data to unauthorized third parties, and potentially result in BC Privacy Commissioner investigations and ensuing reputational damage.

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$20,000 per year ongoing (adjusted for expansion and inflation) as part of SCRD Business Continuity Cybersecurity Program.
	<i>Asset Management Implications:</i>	Business continuity of information assets and SCADA controls.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	

2	<i>Function Number – Project Title:</i>	[117] – Vehicle Replacement
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$65,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Rationale / Service Impacts:</i>	Replacement of 20-year-old vehicle: IT Chevy Tracker with EV vehicle per Fleet staff recommendation maintaining transport of IT staff and equipment to 16+ SCRD facility sites.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Unchanged with potential for the lower operating and repair costs an EV.
	<i>Asset Management Implications:</i>	Part of draft IT Capital Plan
	<i>Climate Action Impact</i>	Annual GHG reduction potential: 206 gCO2/km
	<i>HR Implications:</i>	n/a

3	<i>Function Number – Project Title:</i>	[117] – Conversion to MS Teams Phone
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	Total Project: \$143,000
	<i>Funding Source(s):</i>	IT Operating Reserves: \$100,000 IT Capital Reserves: \$33,000 Reduction in Expenses \$10,000

	<i>Rationale / Service Impacts:</i>	The existing Nortel CS1000 phone system is obsolete, end-of-life and no longer supportable. The replacement solution is Microsoft Teams Phone, which offers superior integration with our entire Microsoft ecosystem already in place.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual licensing and support costs starting in 2025 of \$45,000 (plus expansion and inflationary increases) to be funded from support services.
	<i>Asset Management Implications:</i>	Existing phone system is obsolete with diminishing support options that represent a high risk of failure with a high impact to SCRD operations.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	Increases staff work efficiencies.

4	<i>Function Number – Project Title:</i>	[117] – Conversion of Records to MS SharePoint
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$80,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	Enable migration of all SCRD digital records from obsolete/unsupported EDRMS (Electronic Document & Records Management Solution). Operational replication of pilot migration processes completed for Planning records, now for all remaining business units. Professional services project to “Move All Records to SharePoint” (MARS).
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual savings of \$75,000 support fees to maintain old EDRMS solution.
	<i>Asset Management Implications:</i>	Better integration with existing Microsoft 365 productivity tools and core line-of-business systems.
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	Increases staff work efficiencies.	

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$417,591	\$329,591	\$339,591	\$349,591	\$359,591
Contributions Surplus	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Budget Proposals	-\$ 98,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$329,591	\$339,591	\$349,591	\$359,591	\$369,591

Five-Year Operating Reserve Plan (or longer, if applicable)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 134,493	\$ 36,993	\$ 36,993	\$ 36,993	\$ 36,993
2023 Est. Operating Surplus	\$ 100,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals 117	\$ (180,000.00)	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposal 111/117	\$ (17,500.00)				
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 36,993	\$ 36,993	\$ 36,993	\$ 36,993	\$ 36,993

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget)– December 4-6, 2023

AUTHOR: David Nelson, Manager Information Services

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR GEOGRAPHIC INFORMATION SERVICES [506] AND CIVIC ADDRESSING [510]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Geographic Information Services [506] and Civic Addressing [510] 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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	[506 and 510] – Mapping Orthophoto Refresh 2024
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$75,000 506 = \$60,000 510 = \$15,000 Less: 2024 Contribution to Reserves (\$15,000)
	<i>Funding Source(s):</i>	Operating Reserves. Will also request funding from member municipalities who can share in data.

	<p><i>Rationale / Service Impacts:</i></p>	<p>To maintain currency of SCRD Maps digital orthophoto imagery, last acquired during the spring of 2021. The GIS Services Section will acquire digital orthophoto imagery during leaf-off conditions in the spring of 2024. This is a 3-yearly, ongoing refreshment of SCRD Maps digital orthophoto imagery assets, last acquired in 2021. Objective is to support staff and public with, research, planning and development activities in SCRD.</p> <p>Current imagery allows staff in Planning, Building and Bylaw Enforcement to assess conditions on properties of interest including topography and structures. Collecting imagery on a schedule establishes a history of construction and land alterations, enabling the enforcement of bylaws. Imagery is used in the identification of dwellings in remote areas, assisting emergency response in the case of evacuation orders. Staff and the Public are not able to make appropriate decisions about current on-the-ground conditions if imagery is no longer relevant.</p> <p>The SCRD and external orthophoto providers will generate an outcome also benefiting District of Sechelt, shíshálh Nation, Town of Gibsons, Islands Trust and BC Assessment.</p> <p><i>It is also recommended that based on operating reserve values being sufficient to meet needs over the coming years, that the annual contribution of \$15,000 be deferred for 2024-2026 and re-instated in the 2027 Financial Plan. This will reduce support services by this amount for this service.</i></p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Project is typically done every 3 years with next anticipated fly over in 2027.</p>
	<p><i>Asset Management Implications:</i></p>	<p>Business continuity of mapping information assets and analysis capabilities.</p>
	<p><i>Climate Action Impact</i></p>	<p>n/a</p>
	<p><i>HR Implications:</i></p>	<p>n/a</p>

Financial Implications

GIS [506] Five-Year Operating Reserve Plan					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$189,711	\$129,711	\$129,711	\$129,711	\$ 69,711
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Ortho-Photo	-\$ 60,000	\$ -	\$ -	-\$ 60,000	\$ -
Closing Balance in Reserve	\$129,711	\$129,711	\$129,711	\$ 69,711	\$ 69,711

GIS [506] Five-Year Capital Reserve Plan					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$110,289	\$110,289	\$110,289	\$110,289	\$110,289
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Ortho-Photo	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$110,289	\$110,289	\$110,289	\$110,289	\$110,289

Civic Addressing [510] Five-Year Operating Reserve Plan					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$151,275	\$143,775	\$143,775	\$143,775	\$128,775
2023 Surplus	\$ 7,500				
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Ortho-Photo	-\$ 15,000	\$ -	\$ -	-\$ 15,000	\$ -
Closing Balance in Reserve	\$143,775	\$143,775	\$143,775	\$128,775	\$128,775

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – December 4-6, 2023

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: **2024 ROUND 1 BUDGET PROPOSAL FOR CORPORATE SECURITY ENHANCEMENT AND IMPLEMENTATION (VARIOUS FUNCTIONS)**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Corporate Security Enhancement and Implementation (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

2024 R1 Budget Proposals

1	<i>Function Number – Project Title:</i>	Corporate Security Assessment and Implementation
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	Total Project \$100,000 116 Professional Fee (Assessment) \$60,000 114 Contracted Services CCTV \$3,000 370 Contracted Services CCTV \$4,000 315 Contracted Services CCTV \$4,000 615 Contracted Services CCTV \$7,000 222 Contracted Services CCTV \$7,000 210 Contracted Services CCTV \$3,000 212 Contracted Services CCTV \$1,500 216 Contracted Services CCTV \$3,000 218 Contracted Services CCTV \$1,500 352 Contracted Services CCTV \$1,500

		351 Contracted Services CCTV \$1,500 366 Contracted Services CCTV \$1,500 118 Contracted Services CCTV \$1,500
	<i>Funding Source(s):</i>	Support Services /Operating Reserves (and existing base budgets as many services have security and monitoring expenses covered already)
	<i>Rationale / Service Impacts:</i>	As security is one of the most crucial components in today's workplace, it's the SCRD first line of security against intruders and natural catastrophes. The Physical Security project aims to comprehensively assess the physical security measures, practices, and vulnerabilities within all the SCRDs facilities. The primary objective is to ensure the safety of personnel, assets, and sensitive information by identifying weaknesses in our physical security infrastructure and recommending improvements. Threats include any event such as fire, natural disasters, criminal acts, and terrorism that can harm an asset. Maintaining a strong physical security posture is an ongoing process that involves a continual assessment of new assets and changing threats. The Physical Security project will include the following components: <ul style="list-style-type: none"> ➤ Review of access control systems, including card readers, biometric systems, and key control. ➤ Examination of using surveillance systems, including cameras, monitoring, and data storage. ➤ Inspection of perimeter security measures, such as fencing, gates, and barriers. ➤ Evaluation of alarm systems, including intrusion detection and emergency notifications.

		<ul style="list-style-type: none"> ➤ Assessment of personnel training and practices. <p>The security assessment and report are a critical component to support to the privacy impact assessment for the Privacy and Information Commissioner to ensure compliance of consideration of installing closed circuit tv (CCTV) as recommended by the RCMP with recent theft/security events at the SCRD.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$26,000 annual equipment and monitoring costs
	<i>Asset Management Implications:</i>	n/a-as it environed the SCRD would not own the monitoring infrastructure.

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