



COMMITTEE OF THE WHOLE
Thursday, November 23, 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.**

AGENDA

1. Adoption of Agenda Pages 1-2

PRESENTATIONS AND DELEGATIONS

2. Kelly Foley, Sunshine Coast Housing Coordinator, Sunshine Coast Affordable Housing Society and Colin Stansfield, Executive Director, Sunshine Coast Regional Economic Development Organization Annex A
pp. 3-52
 Regarding: Regional Housing Coordinator: Social and Housing Needs Assessment Report
(Voting – All Directors)
3. Stuart Frizzell, President and Darnelda Siegers, Vice-President, Sunshine Coast Junior Hockey Society and Rick Hopper, Director of Operations, Coastal Sports and Entertainment Group
- i) Presentation: Sunshine Coast Junior Hockey Update and Floor Plans for the New Training Centre Annex B
pp. 53-61
- ii) Staff Report: Sunshine Coast Junior Hockey Update Annex C
pp. 62-70
 General Manager, Community Services
(Voting – B, D, E, F, Sechelt, Gibsons, sNGD)

REPORTS

4. Lower Crown Raw Water Reservoir Project Update Annex D
pp. 71-73
 General Manager, Infrastructure Services and Chief Administrative Officer
(Voting – A, B, D, E, F and Sechelt)

5. Free Transit for Youth Review
Manager, Transit and Fleet and General Manager, Community Services
(Voting – B, D, E, F, Sechelt, Gibsons, sNGD) Annex E
pp. 74-136
6. Corporate Greenhouse Gas Emissions Target Policy - Target Setting
Manager, Sustainable Development
(Voting - All Directors) Annex F
pp. 137-149
7. 2024 Insurance Renewals - Municipal Insurance Association of British Columbia (MIABC), Aon Reed Stenhouse Inc. (Aon) and the Insurance Corporation of British Columbia (ICBC)
Manager, Purchasing and Risk Management
(Voting – All Directors) Annex G
pp. 150-152
8. Recreation Software - Information Report
Manager, Recreation Services
(Voting – B, D, E, F, Sechelt, Gibsons, sNGD) Annex H
pp. 153-155
9. Budget Project Status Report Update
Senior Leadership Team
(Voting – All Directors) Annex I
pp. 156-177

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

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

ADJOURNMENT



SUNSHINE COAST SOCIAL & HOUSING NEEDS ASSESSMENT 2023

COVER THE
COAST

A project of the
SUNSHINE COAST
AFFORDABLE HOUSING SOCIETY

Land Acknowledgement

The Lower Sunshine Coast region is home to the traditional, unceded, and ancestral territories of the skwxwú7mesh and shíshálh Nations.

We honour the Indigenous Peoples in British Columbia and the Sunshine Coast as the knowledge keepers of this beautiful land and its inhabitants.



Agenda

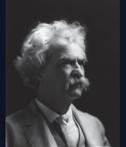
1. RESEARCH METHODOLOGY

2. THE SUNSHINE COAST

3. PRIORITY AREAS

4. WORK UNDERWAY

5. HOUSING MODELS



"The secret to getting ahead is getting started."

TWAIN

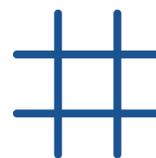
Research Methodology



**FOCUS GROUPS AND
INTERVIEWS**



**DATA COLLECTION AND
STATISTICAL ANALYSIS**



**SOCIAL SYSTEMS
RESEARCH**



DEMAND MODELING

**THE RESEARCH INVOLVED BOTH QUALITATIVE AND QUANTITATIVE METHODS
TO THOROUGHLY UNDERSTAND HOUSING AND SOCIAL NEEDS.**

SECTION 1

RESEARCH FINDINGS

THE SUNSHINE COAST



A Snapshot

33%

over 65

AN AGING POPULATION

80%

Single Detached
Houses

A LOW INVENTORY OF SMALLER
HOUSING OPTIONS

79%

Home Ownership

A LOW INVENTORY OF RENTALS

41.6%

Renters spend more
than 30% on housing

RENTAL HOUSING IS NOT AFFORDABLE

Priority Areas:



**SENIORS
HOUSING**



**WORKFORCE
HOUSING**



**PREVENTION AND
PATHWAYS OUT OF
HOMELESSNESS**



**HOUSING FOR
LONE PARENT
FAMILIES**

**THE REGION FACES SIGNIFICANT GAPS IN HOUSING AND
SUPPORTS THAT ARE AFFORDABLE AND SUITABLE.**

SECTION 2

RESEARCH FINDINGS

SENIORS HOUSING





Seniors Housing

A seamless integration of housing and programs that support individual's comfort, dignity, and quality of life as they age:



Research Highlights



SENIORS ARE THE LARGEST DEMOGRAPHIC

Seniors (65+) represent 33% of the population and people over 55 represent 51% of the population.



FASTEST GROWING POPULATION

Seniors are the fastest growing demographic, representing 90% of all projected new growth to 2026.



SIGNIFICANT GROWTH FOR SENIORS 80+

In 2021, there were 2,464 seniors over 80. This is projected to increase by 38% to 3,414 by 2026.



MOST SENIORS LIVE IN SINGLE -DETACHED HOUSES

77% of seniors live in single detached houses and 75% of households have 1 or 2 people.



87% OF SENIORS ARE HOMEOWNERS

Most of these seniors are mortgage free.



12.6% OF SENIORS LIVE ON LOW INCOMES

Seniors on Old Age Security and GIS earn just over \$1,700 per month.

The Affordability Gap - Rentals for Seniors

ANNUAL INCOME



"I WOULD SAY PROBABLY CLOSE TO 40 TO 50 PERCENT OF MY CLIENTS OVER THE LAST TWO YEARS HAVE BEEN SENIORS WHO WERE LIVING ON FIXED INCOMES AND HAVE BEEN EVICTED."

FRONT LINE WORKER

There are 1,375 Low Income Seniors on the Sunshine Coast

Gaps in Seniors Housing and Supports



FEW OPTIONS FOR DOWNSIZING

Most seniors own single-family homes but have few options to downsize to suitable housing as they age.



HOME SUPPORT CARE

Seniors who require medical and non-medical supports face huge challenges with long waiting lists for home care or assisted living/long term care.



LACK OF CONTINUUM OF CARE MODELS

There are few housing options that are adaptable, attainable, and offer continuum of care as seniors require more support.



LOW INCOME SENIORS FACE RISK OF HOMELESSNESS

Seniors who are renters and are living on fixed incomes are vulnerable to homelessness.

MORE ADAPTABLE, AFFORDABLE AND SUPPORTIVE HOUSING OPTIONS ARE NEEDED FOR THE GROWING SENIOR POPULATION ON THE SUNSHINE COAST.

Current Housing Inventory

SENIORS HOUSING

	Current Units	Units Underway	Units Planned
BELOW MARKET/INDEPENDENT LIVING			
Greenecourt / Lions Housing Society	111	94	0
Kiwanis Seniors Housing	42	29	27
Campbell House at Lilly Lake	14	0	0
City State Consulting	0	0	6
Our House of Clans	0	24	0
	167	147	33
ASSISTED LIVING			
Christenson Village	60	0	0
LONG TERM CARE			
Shorncliffe	59	0	0
Totem Lodge	49	0	0
Christenson Village	80	0	0
Silverstone	0	20*	0
VCH 2 South	10	0	0
	198	20	0
TOTAL UNITS	425	167	33

* Net new units as Totem and Shorncliffe and being decommissioned.

SECTION 3

RESEARCH FINDINGS

WORKFORCE HOUSING



Workforce Housing

Often referred to as missing middle housing, workforce housing is both suitable and affordable for people earning median incomes. Affordability is defined as shelter costs that are less than 30% of a household's income.

MARKET RATE
RENTALS

BELOW MARKET
RENTALS

ATTAINABLE HOME
OWNERSHIP



Research Highlights



LOW LABOUR PARTICIPATION

The Sunshine Coast has a 54.1% Labour Participation Rate (9% lower than BC).



LOW INVENTORY OF SMALL HOUSING UNITS

There are only 1,715 studio or 1-bedroom units on the Sunshine Coast (11.5% of total inventory).



LOW INVENTORY OF RENTAL UNITS

Less than 20% of housing units are rentals (12% less than BC or Canada). 84% of these units are private home rentals.



LOW INVENTORY OF MISSING MIDDLE HOUSING

Almost 80% of housing is single detached homes which are not affordable or suitable for median-income households.



RENTALS ARE NOT AFFORDABLE

Median-income single person households are paying over 50% of their income on rent and utilities.

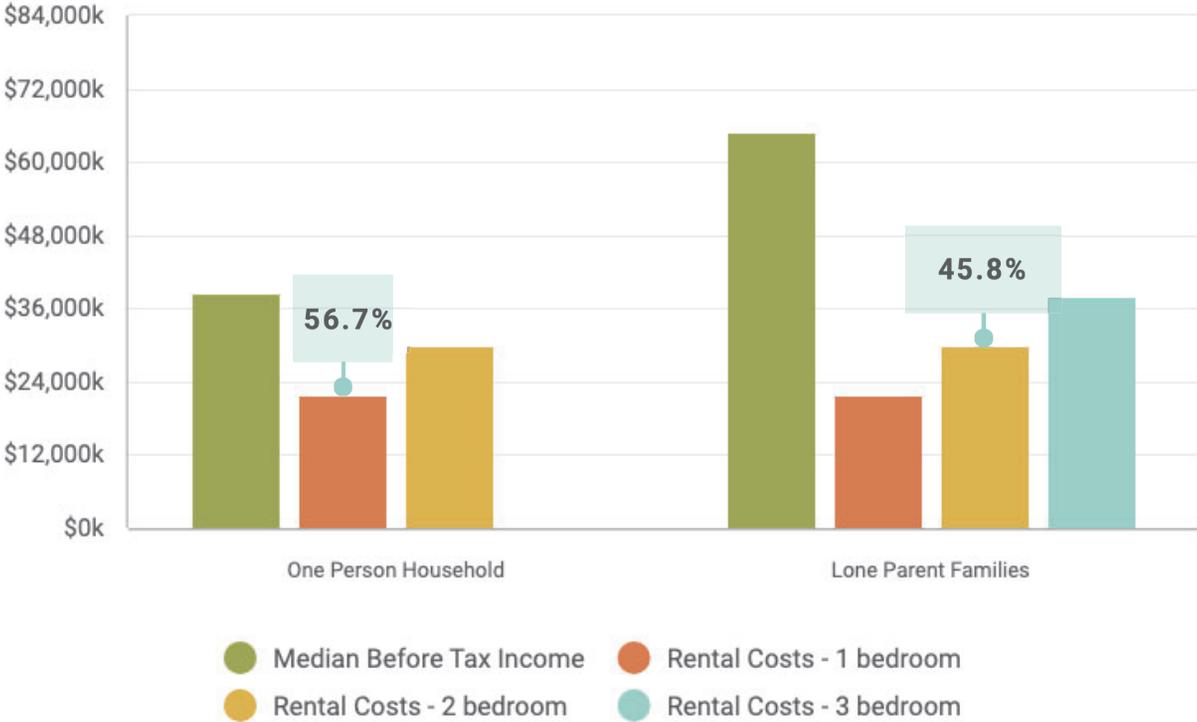


LACK OF BELOW-MARKET HOUSING

There are very few below-market housing options for families and single working adults.

The Affordability Gap – Rentals for Workforce

ANNUAL INCOME



High rental costs combined with a low inventory of smaller rental units is having the greatest impact on one person households and lone parent families.

Gaps in Workforce Housing



LACK OF SUITABLE RENTAL HOUSING

64% of workforce housing needs are for small units, but only 11% of the inventory is studios or 1-bedroom suites.



LACK OF ATTAINABLE HOME OWNERSHIP OPTIONS

There are very few missing middle housing options. Median-income households cannot afford to purchase single detached houses.



LACK OF AFFORDABLE HOUSING OPTIONS

Single person households and lone parent families cannot afford housing at current market rates.

THERE ARE GAPS IN HOUSING INVENTORY AND AFFORDABILITY FOR BOTH SINGLES/COUPLES AND FAMILIES IN THE COMMUNITY.

Current Housing Inventory

WORKFORCE HOUSING

	Current Units	Units Underway	Units Planned
BELOW MARKET APARTMENTS			
Coast Housing Mountainview	21	0	0
Our House of Clans	0	10	0
SCACL - Rentals	4	0	0
Private Dev - Gibsons	0	0	59
Private Dev - Sechelt	0	0	17
SC Affordable Housing Society	3	40	36
	28	50	112
BELOW MARKET HOME OWNERSHIP			
Habitat for Humanity	18	0	0
Selma Park Development	0	56	0
	18	56	0
MARKET RATE APARTMENT RENTALS (PURPOSE BUILT)			
Private Dev - Gibsons	155	0	141
Private Dev - Sechelt	55	59	166
Private Dev - shishalh Nation Land	46	0	0
	256	59	307
TOTAL UNITS	302	165	419

SECTION 3

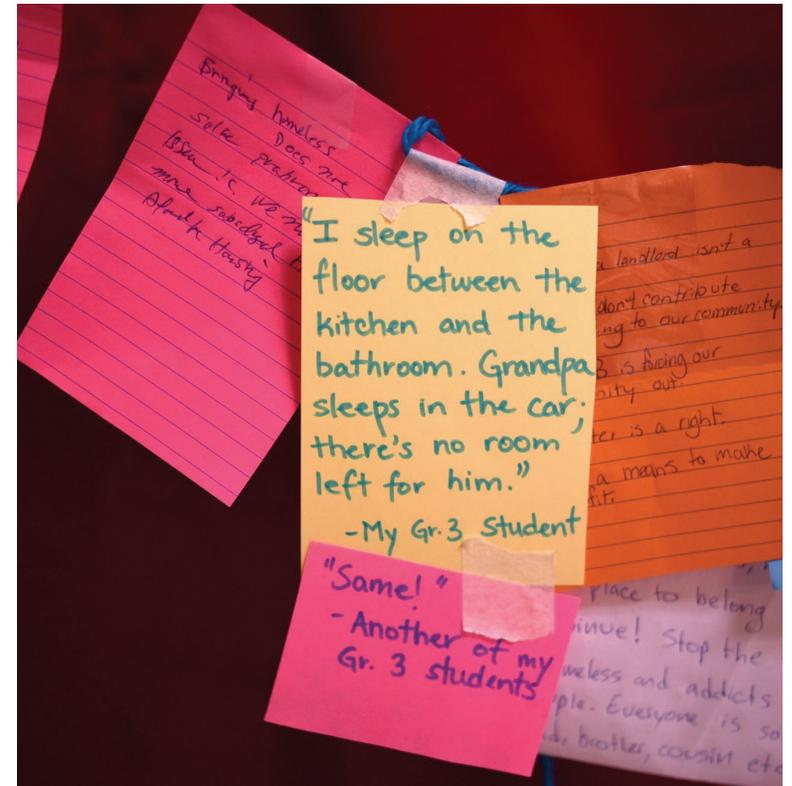
RESEARCH FINDINGS

HOMELESSNESS



Pathways out of Homelessness

In addressing homelessness, the community needs to shift from prioritizing an investment in crisis response (emergency services) to one that emphasizes both prevention and successful exits from homelessness.







PREVENTION



**Emergency
Response**

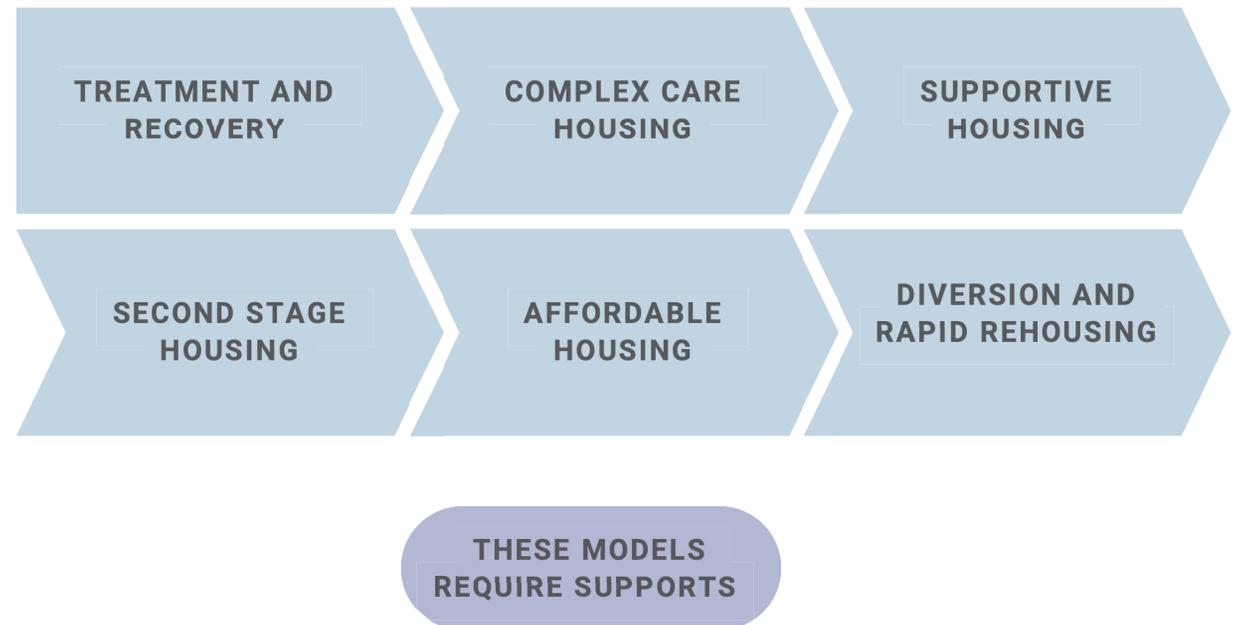


**ACCOMMODATION
& SUPPORTS**

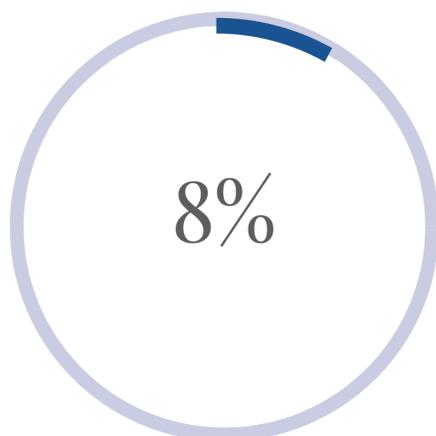


Pathways out of Homelessness

An array of transitional housing, affordable housing and social service supports that give people agency to move into stable housing.

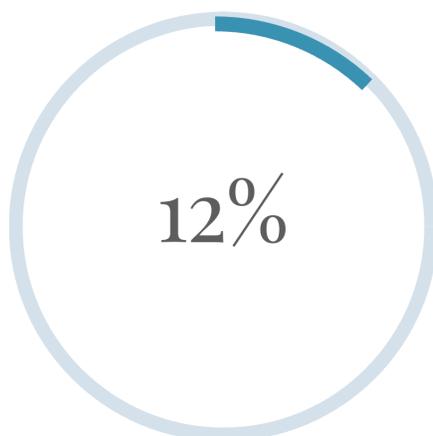


Visible Homelessness



CHRONICALLY HOMELESS

Homeless for at least 6 months in the past year.



EPISODICALLY HOMELESS

Moving in and out of homelessness / Less than 4 episodes per year.



TRANSITIONALLY HOMELESS

Homeless because of a major life event (e.g. illness, job loss, family death)

Hidden Homelessness

This represents people who are temporarily living with others without guarantee of continued residency or immediate prospects to permanent housing, often referred to as "couch surfing".



ADVOCATES ESTIMATE THAT HIDDEN HOMELESSNESS IS 3.5 TIMES THE NUMBER OF PEOPLE IDENTIFIED IN THE HOMELESSNESS POINT IN TIME COUNT.

Research Highlights



NUMBER OF PEOPLE WHO ARE HOMELESS IS INCREASING.

97 people were identified as homeless in the 2023 Homelessness Point in Time Count, up 15% from 2020.



PROJECTIONS OF HOMELESSNESS ARE HIGHER THAN THE POINT IN TIME COUNT

It is estimated that over 700 people experienced homelessness on the Sunshine Coast in 2023 (8 times the homeless count).



MOST OF THE HOMELESS POPULATION ARE FROM THE COMMUNITY

95% of people identified in the homeless count have lived in the community longer than a year.



MANY PEOPLE WHO ARE HOMELESS HAVE OVERLAPPING HEALTH CONCERNS

73% of people who identified as homeless reported two or more health concerns.



MANY PEOPLE WHO ARE HOMELESS ARE LIVING IN ROUGH CONDITIONS

39% of people in the homeless count reported living a vehicle or in a tent over the past year.



HOMELESSNESS AFFECTS ALL AGES IN THE COMMUNITY

12% Youth
65% Adult (25 to 64)
24% Seniors

Gaps in Prevention and Pathways out of Homelessness



ADDICTION TREATMENT AND RECOVERY

No treatment and recovery housing for people wanting to end their addiction.



TRANSITIONAL HOUSING

Minimal transitional housing and supports that move people out of emergency shelters, encampments, and unsafe living conditions.



AFFORDABLE HOUSING

Very few options for deeply affordable housing for people on fixed incomes or earning less than a living wage.



DIVERSION AND RE-HOUSING

No options for temporary accommodations to quickly rehouse people who are abruptly unhoused.

NUMEROUS CRITICAL GAPS EXIST IN HOUSING AND SUPPORTS NEEDED TO ADDRESS HOMELESSNESS.

Current Housing Inventory

PREVENTION AND PATHWAYS OUT OF HOMELESSNESS

	Current Units	Units Underway	Units Planned
EMERGENCY HOUSING			
Salvation Army Seasonal Winter Shelter	10	0	0
RainCity Emergency Shelter	45	0	0
	55	0	0
SUPPORTIVE HOUSING			
Gibsons Supportive Housing	40	0	0
Hightide Supportive Housing	40	0	0
Legacy Housing (mental illness)	8	0	0
shishalh Supportive (families)	6	0	0
	94	0	0
TREATMENT SERVICES			
Substance Use Treatment & Recovery	0	0	20*
Sumac Place (Tertiary Mental Illness)	28	0	0
	28	0	20
TOTAL UNITS	177	0	20

* shishalh nation project

SECTION 3

RESEARCH FINDINGS

LONE PARENT FAMILIES



Research Highlights



13% OF ALL FAMILY HOUSEHOLDS ARE LED BY ONE PARENT

There are 925 one-parent family households in the community.



LONE PARENT HOUSEHOLDS HAVE LOW INCOMES

Their median after-tax income is \$59,600, 44% less than two parent households.



THE MAJORITY OF HOUSEHOLDS ARE FEMALE LED

75.5% of lone-parent family households are led by women.



FEMALE LED HOUSEHOLDS HAVE LOWER INCOMES THAN MALE LED HOUSEHOLDS

Female led lone parent families have a median after-tax income of \$58,800 compared to male led households who earn \$65,000.



RENTALS ARE NOT AFFORDABLE

Female led median-income lone parent households are paying over 50% of their income on shelter costs.



LACK OF BELOW-MARKET HOUSING

There are very few below-market housing options for lone parent families.

Gaps in Housing for Lone Parent Families



LACK OF OPTIONS FOR AFFORDABLE CHILDCARE

Many lone parent families do not have access to affordable childcare that allows them to sustain employment.



NOT ENOUGH TRANSITIONAL HOUSING AND SUPPORTS FOR WOMEN & CHILDREN FLEEING VIOLENCE

There are few options for women who want to leave an abusive relationship and move to safe affordable housing.



LACK OF AFFORDABLE RENTAL HOUSING OPTIONS

Lone parent families cannot afford rental housing at current market rates.

THERE ARE GAPS IN HOUSING INVENTORY AND AFFORDABILITY FOR LONE PARENT FAMILIES IN THE COMMUNITY.

Current Housing Inventory

HOUSING FOR WOMEN & CHILDREN

	Current Units	Units Underway	Units Planned
BELOW MARKET HOUSING (also included in Workforce Housing)			
Coast Housing Mountainview	21	0	0
Our House of Clans	0	10	0
SCACL	4	0	0
Private Dev - Gibsons	0	0	59
Private Dev - Sechelt	0	0	17
SC Affordable Housing Society	3	40	36
	28	50	112
AFFORDABLE HOUSING WITH SUPPORTS			
Sunshine Coast Community Services	0	34	0
TRANSITIONAL HOUSING			
Yew Transition Housing	7	0	0
Thyme Second Stage	4	0	0
	11	0	0
TOTAL UNITS	39	84	112

Work Underway

- **REGIONAL HOUSING ACTION TABLE**

A regional team of local gov't, housing providers, social service organizations, healthcare providers and community groups working together. This includes expert working groups that are dedicated to each of the priority areas.

- **LAND USE EVALUATION**

An inventory and assessment of all public, institutional, non-profit, faith-based, and community-owned land in the region that can be used for housing.

- **BUILDING CAPACITY**

Coordinating partnerships, identifying funding sources and providing expertise to support priority housing.

- **NEW UNITS UNDERWAY**

307 new affordable or supportive housing units are underway.





HOUSING MODELS



Pocket Neighbourhoods

Group of smaller residences that are clustered around a shared open space with/without built in supports.





CoHousing

Collaborative housing that is designed to increase the togetherness of their residents while still maintaining the privacy of living alone.

Stand alone private units situated in a backyard or in an alley.

Accessory Dwelling Units





Lock-Off Suites

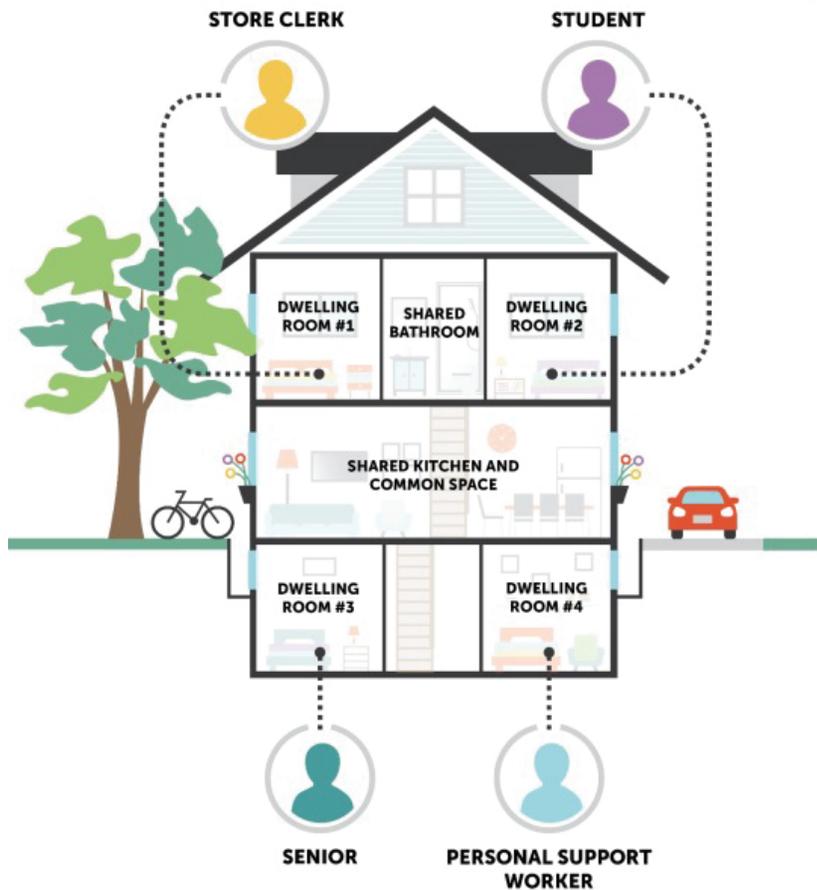
Self-contained units, usually in a condo or townhome, that are smaller than the principal dwelling unit.

Housing Co-Ops

Housing cooperatives are member-based organizations that collaborate to provide safe, secure, and affordable housing. There are various models available:

- Non-profit
- Community Services
- For Profit





Rooming Houses

This is a house designed to accommodate multiple tenants, where four or more people rent rooms and share a kitchen, living room, and other common space.



Tiny Home Villages

This is a small community of tiny homes usually located in a rural area. Some models allow for home ownership while others involve long-term rental or transitional supportive housing.

Mixed Use Below-Market Housing



A combination of rental units, some that are rented at just below market rates and others that are deeply subsidized.



HomeShare Programs

Programs that match homeowners with roommates. Models include intergenerational housing such as students living with older adults; or supportive models that match people with disabilities with pre-approved families.

Market Rental Apartment Buildings

Rental apartments are an important part of the housing continuum as they provide much needed smaller units for single adults, couples, and single parent families.





Naturally Occurring Retirement Communities

Integrated health, social and physical supports directly within the community to make it easier to enable aging in place.



Supportive Group Living

Supportive housing in a large house that can accommodate between 4 to 6 residents.



Multiplexes

Low density housing that is ideal for median income households.

Affordable housing for women and children that connects residences to programming and services.

Affordable Housing with built-in supports



COVER THE
COAST

The logo features the text "COVER THE COAST" in a white, sans-serif font. The word "COVER" is on the top line, and "THE" is on the second line. The word "COAST" is on the third line, with the letter "O" replaced by a stylized yellow door with a window. The door has a small black handle and a yellow glow.



Presentation to Sunshine Coast Regional District
Committee of the Whole Meeting
November 23, 2023

Team Updates Since May 11th

- ▶ August 1st, 2023 community announcement that a Junior Hockey franchise had been awarded to the Sunshine Coast
- ▶ Local Brad Wingfield has been hired as the Coach/General Manager
- ▶ Director of Player personnel to be announced shortly
- ▶ Player recruitment has started
- ▶ Team name has been chosen and name, logo and colours will be revealed on December 2nd at the Canucks Alumni Holiday Classic game vs. Sunshine Coast All-stars

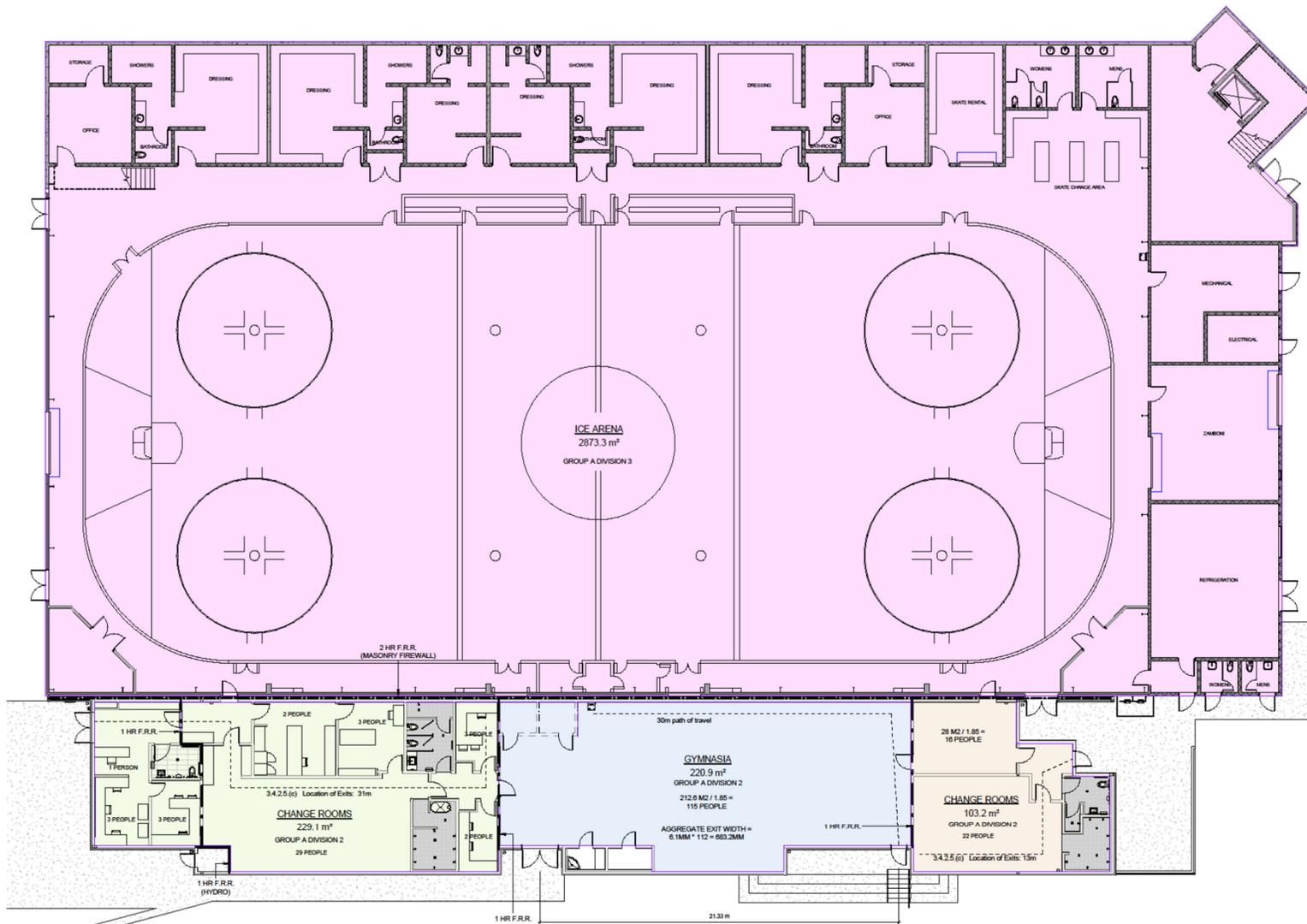


Building Updates

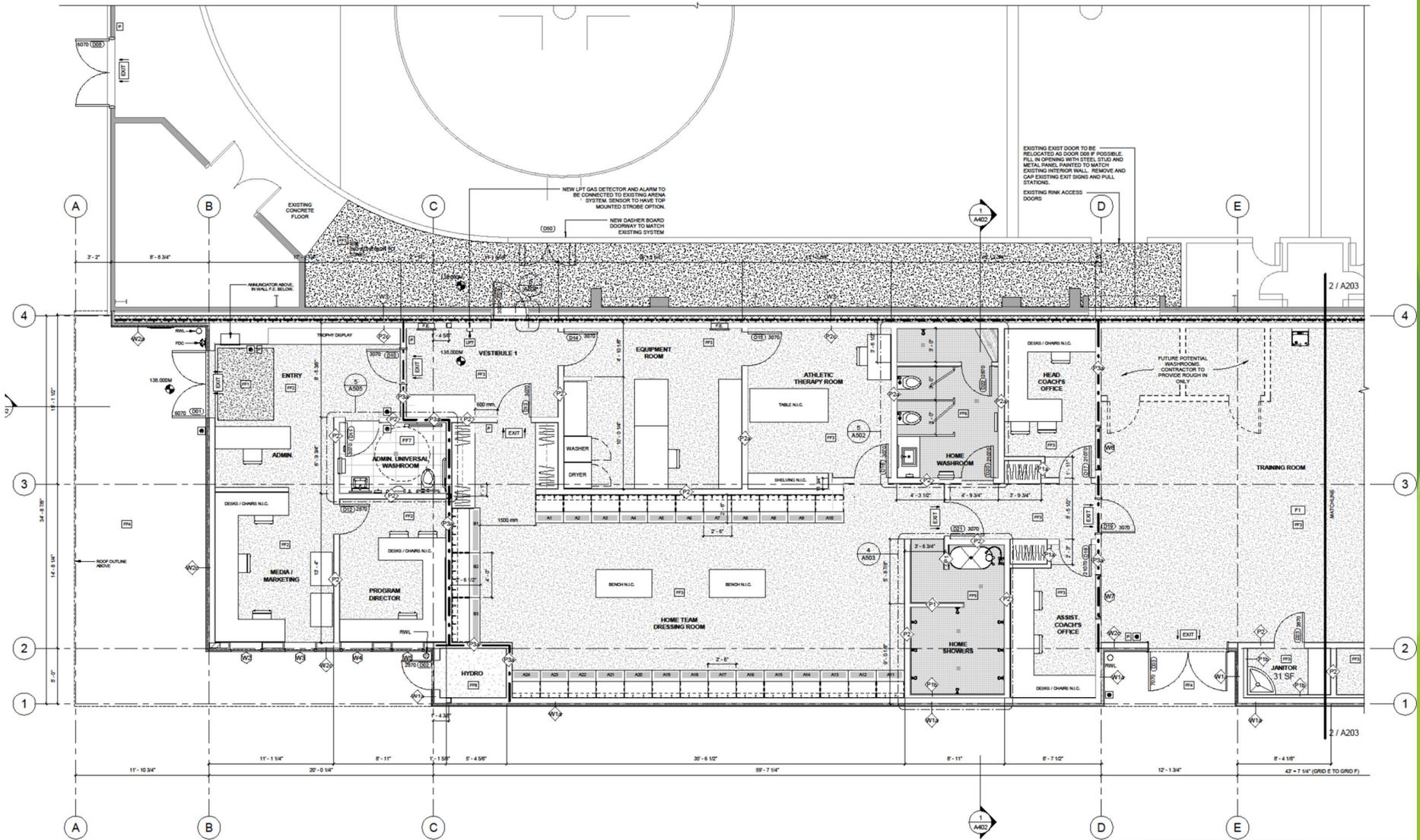
- ▶ RFP issued for a Construction Manager for the building project
- ▶ Lots of local interest and, after evaluation, Caerus Construction was hired
- ▶ Pre-construction work - architectural, geotechnical, archeological, mechanical, electrical, structural, Technical Safety BC, sprinkler plan
- ▶ BC 1 call, BC Hydro, Fortis
- ▶ Additional geotechnical assessment and services locate
- ▶ License to Occupy with the Town of Gibsons including off-site work
- ▶ Official ground-breaking ceremony to be held December 2nd
- ▶ Final plans as follows modified to address gender-inclusive spaces

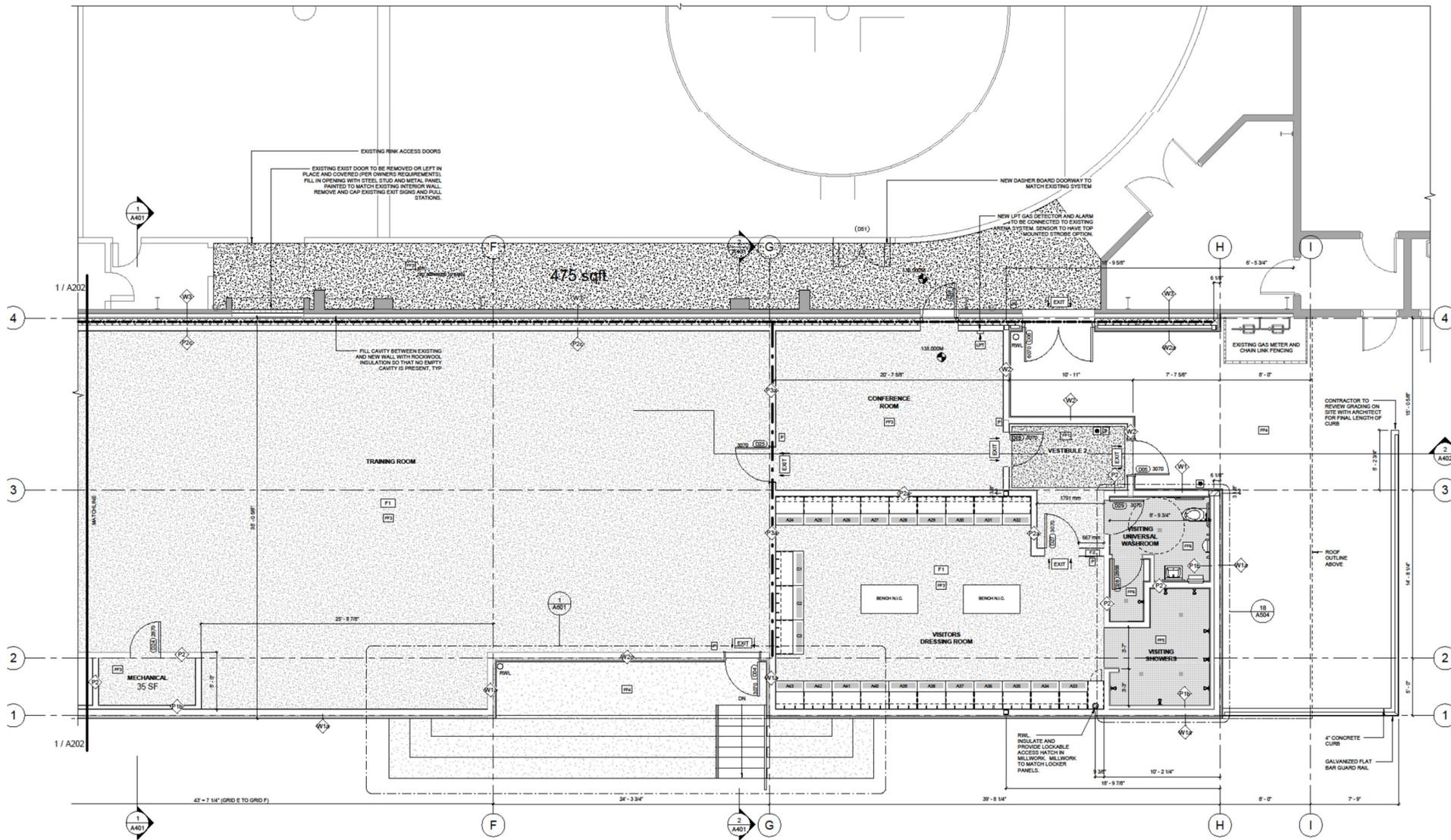






① ARENA FLOOR PLAN
1" = 10'-0"





Additional Steps

- ▶ Proposed timeline for upgrades internal to GACC provided to staff
- ▶ Draft advertising agreement provided to staff
- ▶ Drafting an MOU with Canucks Alumni Foundation to facilitate charitable receipts for donations



Thank you for your time today.

Questions?



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – November 23, 2023

AUTHOR: Shelley Gagnon, General Manager, Community Services

SUBJECT: SUNSHINE COAST JUNIOR HOCKEY UPDATE

RECOMMENDATION(S)

- (1) **THAT the report titled Sunshine Coast Junior Hockey Update be received for information;**
 - (2) **AND THAT the delegated authorities be authorized to enter into a Construction Agreement with the Sunshine Coast Junior Hockey Society (the “Society”) for the proposed renovation (exits/adjoining doors), subject to all costs for the renovations being the responsibility of the Society;**
 - (3) **AND THAT the delegated authorities be authorized to enter into an Amended Agreement with the Town of Gibsons that identifies a reduced land footprint / area for the Gibsons and Area Community Centre (GACC);**
 - (4) **AND THAT the Board approve a Junior non-prime ice rental rate of \$90 per hour for the first season (effective August 1), with an annual increase of up to 5% in each subsequent season;**
 - (5) **AND THAT the *SCRD Recreation Fees and Charges Bylaw No. 599* be amended accordingly;**
 - (6) **AND FURTHER THAT Budget Proposals for Ice Operations Budget Alignment and GACC Facility Upgrade Project Leadership be submitted as part of the 2024-2028 Financial Planning Process.**
-

BACKGROUND

The last staff report updating the Sunshine Coast Regional District (SCRD) Board on the Sunshine Coast Junior Hockey initiative was provided at the May 11, 2023 Committee of the Whole. Since that time there has been several new developments including:

- Submission of a Business Plan from the Coastal Sports and Entertainment Group (CSEG);
- The application for a Junior Hockey franchise on the Sunshine Coast was approved (announcement celebration was held on August 1st, 2023);
- The CSEG was officially incorporated and is the Junior Hockey franchise owner;
- The CSEG secured a Director of Operations, and just recently a Coach / General Manager for the team;

- The Sunshine Coast Junior Hockey Society (the “Society”) initiated planning for a new training facility adjacent to the GACC which would provide administrative space for the franchise operations, change rooms for both home and visitor teams, and a fitness/training area.

Conversations between the SCR D, the Society and CSEG Director of Operations have been ongoing since that time to progress the action items identified in the June 23, 2022 Board Resolution.

The purpose of this report is to provide an update on this initiative and to seek direction on action items.

DISCUSSION

Training Centre - New Building Adjacent to the GACC

Since July, the Society has been actively planning for the new Training Centre. A detailed design for the building has been approved by their Board, and an application for a building permit has been submitted to the Town of Gibsons. The Training Centre will be built alongside the GACC and proposes minor renovations to the GACC including the relocation of two emergency exits and the construction of two new doors between the buildings to accommodate player access. Other than the two doors adjoining the two buildings (to which the SCR D will control access), the Training Centre will be constructed to operate as an independent building. Staff have reviewed the proposed renovations and although there will be some minor operational changes required, have no concerns.

The Society will assume all costs associated with the construction of the Training Centre including the proposed renovation to the GACC. Coordination and timing of the renovation will be mutually agreed upon to minimize any disruption to programming. Some staff time will be required for quality control and protecting the interests of the SCR D.

Staff recommend entering into a Construction Agreement with the Society for the proposed renovation (exits/adjoining doors).

Amended GACC Agreement with Town of Gibsons

Now that the Training Center is moving forward, due to its proposed location, an amendment to the SCR D Agreement with the Town of Gibsons is required. The amendment is minor with a new schedule attached to reflect a reduced footprint/land area for the GACC.

Staff are recommending Board authorization to enter into an Amended Agreement.

Junior Hockey Ice Rate – Non-Prime Time

On May 25, 2023, the Board approved a Junior Ice Rate of \$120.00 per hour in year one (effective August 1), increasing annually by 5%. This rate would apply to all prime-time ice (defined in Bylaw 599 as school days from 3pm-Midnight and non-school days from 8am-midnight).

Other user groups are offered a non-prime time ice rate (included in the current Bylaw) which is provided at a reduced rate (~25%). Therefore, it is recommended that a non-prime rate be offered to Junior hockey at an ice rate of \$90.00 per hour which would be in effect in year one (August 1, 2024), increasing annually by 5%.

Impact to Service Levels for the provision of ice at the GACC

Historically, the provision of ice at the GACC has been from the middle of August until mid-March or approximately 32 weeks per year. Congruent with the Business Plan submitted by the CSEG, the addition of a Junior team requires an extension of the ice season to accommodate their identification camps, training, and competition season including playoffs. In addition, the CSEG 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 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.

The business needs of the CSEG will require that the ice season at GACC be extended to 42 weeks (beginning of August through to the middle of May) and it is recommended that an "Ice Operations Budget Alignment" budget proposal be include as part of the 2024-2028 Financial Planning process for the Board's consideration.

Other Updates:

At this time, the Society has been focused on the new Training Center. At this point, staff do not have an update on these items, however, can confirm that once the new building is underway, the Society is committed to moving forward the discussions on:

- Enhancements to the GACC
- Donation of a Score Clock
- Advertising Proposal

At this point, staff are unable to assess the feasibility or sustainability of what is being proposed. Without this information, staff are unable to identify the impacts to the SCR, including resourcing and financial implications. Despite this, staff will bring forward a "GACC Facility Upgrade Project Leadership" budget proposal as part of the 2024-2028 financial planning process for the Board's consideration. This proposal anticipates the resources that will most likely be needed to support further planning and oversight of the proposed enhancements.

Analysis

Communications with the Society and CSEG are ongoing and an update on actions and progress related to the June 2022 Board resolutions/conditions that were supported in principle can be found in Attachment A, Previous Board Resolutions and Considerations Update.

As discussions regarding the GACC enhancements, score clock and advertising proposals progress, staff will continue to request a robust business plan and pro-forma as well as milestones/timelines to assist with appropriate planning. Staff continue to emphasize the need for a phased approach with identified milestone dates and required decision-making points agreed upon by all parties.

Organization and Intergovernmental Implications

SCRD, Town of Gibsons and Society representatives continue to keep each other informed. Roles and responsibilities of each party are the center of all conversations, and each representative will seek approvals as required from their respective Board or Council.

Staff continue to spend a significant amount of time supporting this initiative. Time spent on this project continues to have an effect (delay) on other priorities in annual service plans.

Financial Implications

As per the May 11, 2023 Committee of the Whole report, unless directed differently by the Board, it is assumed that the SCRD will cover the costs (resources, legal expense, etc.) it is incurring for the development and review of the agreements (Society/CSEG will cover their own related costs).

Staff will be presenting budget proposals, reflective of the anticipated resources and time required to continue to progress this initiative, for Board consideration during the 2024-2028 financial planning process, and Service Plan priorities will also align.

Known financial implications to the SCRD related to the above-mentioned considerations are as follows:

- Potential service interruption to the building and user groups during construction for enhancements which may reduce rental revenue during that time frame.
- Ongoing operating and capital renewal expenses for the proposed enhancements.
- May realize a net revenue increase from the % paid to the SCRD by the Society for advertising sales.

The anticipated value of the financial impact is unknown at this point. As the planning continues, staff will explore what order of magnitude of cost these items may be for the SCRD. This information would be provided at a subsequent meeting(s).

Timeline for next steps or estimated completion date

The timelines related to this initiative have not changed since May, with the exception of the proposed spring camps and programs:

- July 2023 – September 2024: Preparation for franchise including new building and GACC enhancements.
- March – May 2024: Proposed spring development camps and programs offered by CSEG.
- August 2024: Junior Team training camp.
- August 2024: Completion of the Training Centre.
- September 2024: League begins.

As planning progresses, subsequent reports will be brought back to the Board for decision points and updates.

STRATEGIC PLAN AND RELATED POLICIES

Opportunities that increase participation and use of a community recreation facility is aligned with the Parks and Recreation Master Plan.

CONCLUSION

In keeping with previous Board direction, staff continue to invest time and resources into supporting the Junior Hockey initiative. The franchise was awarded over the summer, and both the Society and the CSEG have been extremely busy working towards the successful launch of the Junior Hockey team in the 2024/25 season. Work has progressed to plan for a Training Centre alongside the GACC to house team administration, training and change rooms. The CSEG has hired key staff to support the planning for the 2024/25 season as well as offering skill development camps and programs this spring. Board support for the proposed renovations to the GACC to accommodate the Training Centre construction, an Amended GACC Agreement with the Town of Gibsons, and Junior non-prime time ice rental rate is requested in this report.

Attachments

Attachment A - Previous Board Resolutions and Considerations Update

Reviewed by:			
Manager	X – G. Donn X - A. van Velzen	Finance	X-T. Perreault
GM		Legislative	X - S. Reid
A/CAO	X – I. Hall	Other	

Attachment A - Previous Board Resolutions and Consideration Updates

174/22 **Recommendation No. 11** *Junior B Hockey Proposal: AND THAT the Sunshine Coast Regional District (SCRD) Board provide support-in-principle for the following **considerations**:*

Consideration	Update	Action	Future Board Decision Point(s)	November 2023 Progress Update
<p><i>Enter into negotiations with the Sunshine Coast Junior Hockey Society (the Society) regarding the design, financing and construction of additions and upgrades to the Gibsons and Area Community Centre (GACC);</i></p>	<p>No longer proposing an addition to the GACC arena. New proposal identifies a separate building to be owned and operated by the Society.</p> <p>GACC Arena enhancements still proposed. The Society responsible for all associated costs related to the enhancements. Proposed enhancements still under discussion.</p>	<p>ToG to present amended agreement to the SCR D (related to GACC land footprint).</p> <p>SCR D and ToG representatives will continue to participate in planning of the new building.</p> <p>SCR D and Society will continue planning and enter into appropriate agreements related to the proposed enhancements to the GACC arena. SCR D to draft agreement(s).</p>	<p>Approval of amended agreement between SCR D and ToG.</p> <p>Approval of agreement(s) between the SCR D and Society related to GACC arena enhancements.</p>	<p>Support to enter into an Amended GACC Agreement with the Town of Gibsons, requested at the November 23, 2023 SCR D Committee of the Whole.</p> <p>No update on the proposed enhancements to the GACC.</p>

Consideration	Update	Action	Future Board Decision Point(s)	November 2023 Progress Update
<p><i>Require that a conceptual design be completed prior to approval of the addition that demonstrates how the addition would be compatible with a future expansion of the facility;</i></p>	<p>No longer proposing an addition to GACC.</p> <p>New proposal identifies a separate building to be owned and operated by the Society.</p> <p>Commitment by Society that the design for the new building will demonstrate compatibility with the GACC (i.e., architectural features, exterior building materials that match, etc.).</p>	<p>Society to present the conceptual design once complete.</p>	<p>For information only.</p>	<p>Delegation presentation on November 23, 2023 SCR D Committee of the Whole.</p>
<p><i>Support-in-principle the SCR D assuming ongoing operating and capital renewal costs for the addition and upgrades;</i></p>	<p>No longer proposing an addition to GACC, so SCR D is only considering the commitment related to the ongoing operating and capital renewal costs related to the GACC arena enhancements.</p> <p>The ongoing costs of the enhancements are unknown at this time. Ongoing operating costs are not presumed to be significant, however, capital renewal costs will be greater and will need to be integrated into the Recreation Capital Plan.</p>	<p>SCR D and Society continue planning and enter into appropriate agreements related to the proposed enhancements to the arena.</p> <p>SCR D to draft agreement(s).</p>	<p>Approval of agreement(s) between SCR D and Society related to GACC arena enhancements.</p> <p>Approval of Recreation Capital Plan, once new assets have been integrated.</p>	<p>No update</p>

Consideration	Update	Action	Future Board Decision Point(s)	November 2023 Progress Update
<i>Contingent on receiving and approving an inventory of proposed advertising spaces, enter into negotiations for a long-term agreement that provides the Society the rights to sell advertising at the SCRD's recreational facilities and bus shelters that includes a revenue return for the SCRD;</i>	Society to submit proposed inventory of advertising spaces, proposed fees, and proposed revenue share to the SCRD.	SCRD will review proposal once received.	Approval of inventory, proposed fees and % revenue return to the SCRD. Approval of agreement between SCRD and Society for advertising sales.	No update.
<i>Support priority ice allocations to the Company for Junior B league competitions;</i>	Will build this into an agreement between the Company and SCRD.	Request by Company to enter into a 5- year agreement that supports priority ice allocations for the Junior team practices, league games and playoff games. If supported by Board, SCRD to draft agreement.	Approval of agreement.	Approval to enter into an agreement with the CSEG received by Board on May 25, 2023.
<i>The Society and the Company submit a robust Business Plan outlining their financial sustainability, as well as risk consideration and contingencies;</i>	Nothing received to date.	SCRD will review the plans once received.	Unknown at this time, will depend on the sustainability of the business plans.	CSEG Business Plan received.

Consideration	Update	Action	Future Board Decision Point(s)	November 2023 Progress Update
<p><i>The Society actively involve 'owners representatives' appointed by the SCRD and Town of Gibsons in the addition design and on the construction project planning and oversight team;</i></p>	<p>Society has committed to this.</p> <p>SCRD and ToG representatives included in project planning team for new building.</p>	<p>SCRD representative will continue to participate on planning team.</p>	<p>No</p>	<p>Manager, Facility Services and General Manager have been consulted by the Society during the design phase for the Training Centre.</p>
<p><i>The Society, through a legally binding agreement and posting of security, put in place guarantees that ensure the completion of the addition and upgrades to the SCRD's satisfaction and at no cost or liability to the SCRD;</i></p>	<p>No longer proposing an addition to GACC. Proposed 'access' to GACC from the new building.</p> <p>GACC arena enhancements still proposed. The Society responsible for all associated costs related to the enhancements. Proposed enhancements still under discussion.</p>	<p>SCRD and Society will continue planning and enter into appropriate agreements related to the proposed enhancements to the GACC arena.</p> <p>SCRD and Society will continue to consider an access from the new building to the GACC, that meets all code and safety requirements, at no cost to the SCRD.</p> <p>SCRD to draft agreement(s).</p>	<p>Approval of agreement(s) between SCRD and Society related to GACC arena enhancements and a proposed 'access' from the new building to the GACC.</p>	<p>Support to enter into a Construction Agreement, supporting the proposed renovations to the GACC related to the construction of the Training Centre (access between buildings), requested at the November 23, 2023 SCRD Committee of the Whole.</p> <p>Proposed enhancements to GACC – no update.</p>

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – November 23, 2023

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Dean McKinley, Chief Administrative Officer

SUBJECT: LOWER CROWN RAW WATER RESERVOIR PROJECT UPDATE

RECOMMENDATION(S)

- (1) **THAT the report titled Lower Crown Raw Water Reservoir Project Update be received for information;**
 - (2) **AND THAT \$100,000 from the Feasibility Study Long-Term Surface Water Supply Sources project be reallocated to the Lower Crown Raw Water Reservoir – Feasibility Assessment project;**
 - (3) **AND THAT the 2023-2027 Financial Plan be amended accordingly**
 - (4) **AND FURTHER THAT a proposal be brought forward to the 2025 Budget to seek additional funding for the Regional Water Service Feasibility Study Long-Term Surface Water Supply Sources project.**
-

BACKGROUND

At the October 12, 2023 Board meeting the staff report titled 'Implications to the Sunshine Coast Regional District (SCRD) of the Development of the Proposed Lower Crown Raw Water Reservoir' was presented and Board approval was provided for a Letter of Support for an application by the shíshálh Nation for provincial grant funding for the Lower Crown Raw Water Reservoir (RWR) project.

The purpose of this report is to seek Board approval for a project budget for SCR D and their consultants to work on the initial phase of this project and to provide further information on process and timelines for the completion of this project.

DISCUSSION

Options and Analysis

shíshálh Nation completed a technical and financial feasibility study for the development of the proposed RWR. The SCR D recently received a copy of this study. A cursory review of these materials confirms that it would take a substantial amount of staff and consultant time to review the provided materials and engage with the shíshálh Nation and their consultants regarding any concerns or comments that might arise during this review. For example, such a review would include a review and assessment of the design as well as the operational and short and long-

term financial implications of this project. Multiple staff from multiple divisions would be involved in such a review. Given current work priorities and mandatory requirements staff would only be able to start their full review of these materials in January 2024.

Besides the review of the feasibility study, staff will also need to engage with Vancouver Coastal Health and the Ministry of Forest, and potentially the Ministry of Environment and Climate Change Strategies, on their conditions for the required permits to be obtained for the construction and commissioning of this RWR as a water supply source.

The shíshálh Nation and the SCRD would also need to confirm the terms and conditions of any legal agreements required.

The scope of the SCRD's Lower Crown RWR – Feasibility Assessment project would include the review of and engagement on the Feasibility Study prepared by the shíshálh Nation and assess its legal, financial, and operational implications, both short-term and long-term. The study will result in a staff report to the Board in support of their considerations on furthering the SCRD's participation in the development of this RWR.

Organizational and Intergovernmental Implications

This Lower Crown RWR – Feasibility Study project is currently not part of the corporate or divisional workplans. Staff are currently focused on meeting regulatory requirements, ongoing contractual obligations, and ensuring ongoing service delivery. Consequently, staff have in the short-term a very limited ability to engage in the required work to advance this project. While consultants could be retained to support staff with certain components of this project, there will remain a significant amount of work that would have to be undertaken by staff, including several senior staff. Staff could fully engage in this project starting early January 2024 by delaying work on several projects and initiatives. While the exact list of projects and initiatives would still need to be confirmed, this could include but is not limited to:

- Feasibility study to confirm option to develop other long-term surface water supply sources (incl. Clowhom Lake, Rainy River, Sakinaw Lake).
- Assessment of long-term solid waste disposal options.
- Negotiations with the YMCA regarding the Langdale Wastewater Treatment plant. Such an agreement is required before the capital project to upgrade that facility can be initiated.
- Planning study on Square Bay Wastewater Treatment plant infiltration reduction.
- Feasibility study for the Jolly Roger and Secret Cove Wastewater Treatment plants.
- Feasibility study to take over the Hopkins Landing Improvement Districts water supply services.
- Update and modernization of *Subdivision Servicing Bylaw No. 320 and Water Rates and Regulations Bylaw No. 422*.
- Watershed Agreement Aquifer 560.

Financial Implications

There is currently no dedicated budget for this project. In order to resource this project, a budget needs to be established and approved by the Board.

An option to fund the initial phase of the Lower Crown RWR-Feasibility project is from the Regional Water Service Feasibility Study Long-Term Surface Water Supply Sources project. The intent of that project is to assess the feasibility of additional surface water supply sources for the Chapman Water System and currently has an uncommitted budget of \$180,355. Staff are recommending allocating \$100,000 from this budget to the Lower Crown RWR – Feasibility Assessment project. In addition to staff time, these funds would also be utilized for any consulting and legal support required.

Staff would defer the assessment of the feasibility of other surface water sources to 2025 and will present a Budget Proposal for additional budget as part of the 2025 budget process.

Timeline for next steps

Staff are anticipating it could present the results of the Lower Crown RWR – Feasibility Assessment to the Board by the end of Q1 2024.

Communications Strategy

Staff will include this project as an active project on it's webpage and Let's Talk platform.

STRATEGIC PLAN AND RELATED POLICIES

The development of additional water supply sources is one of the strategic priorities included in the draft 2023-2027 Strategic Plan.

CONCLUSION

Confirmation of the feasibility of the development of a Lower Crown Raw Water Reservoir would require a substantial amount of staff time, as well as consultant and legal review with an estimated completion by the end of Q1 2024. Staff are recommending reallocating \$100,000 from the existing budget for the Feasibility Study Long-Term Surface Water Supply Sources project to the Lower Crown RWR – Feasibility Assessment project and amending the 2023-2027 Financial Plan accordingly.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – November 23, 2023

AUTHOR: Ahmad Kidwai, Manager, Transit and Fleet
Shelley Gagnon, General Manager, Community Services

SUBJECT: FREE TRANSIT FOR YOUTH REVIEW

RECOMMENDATION(S)

- (1) THAT the report titled Free Transit for Youth Review be received for information;**
 - (2) AND THAT that the decision regarding the implementation of a Free Transit for Youth Program be deferred to the 2024-2028 Financial Plan Budget deliberations;**
 - (3) AND FURTHER THAT staff submit a budget proposal to Round 2 of the financial planning process that outlines the financial impact of the program.**
-

BACKGROUND

In the fall of 2023, the Sunshine Coast Regional District (SCRD) initiated a review of the feasibility of providing free transit for youth on the Sunshine Coast. This review was undertaken in response to a related Board Resolution from 2020¹, a 2023 SCR D Transit Service Plan priority to develop a strategy to increase youth ridership, and a delegation to the SCR D Committee of the Whole on January 26, 2023 requesting that the SCR D consider making public transit free for students.

The Sunshine Coast Transit Service is delivered under a Master Agreement with BC Transit, and is funded through a mix of provincial and local government contributions. All fare revenues collected offset the local government portion of funding, thereby decreasing the tax subsidization of the service.

The removal of user-pay transit fares in an effort to increase ridership and achieve environmental goals has been the topic of increasingly frequent discussions across the country for several years now. BC Transit published a paper on 'Fare-Free Transit – A Summary of Considerations for BC Transit' (see Attachment A). The paper noted that while both a change to fare structures and service levels impact ridership, changes in service levels are shown to have a greater impact.

¹ January 30, 2020 Board Resolution # 026/20::
THAT the report titled 2019 Fare Review Update be received;
AND THAT staff initiate a Youth Transit Demand Assessment survey in Q2 2020, and
AND FURTHER THAT a budget proposal for implementation of the pilot project and the Youth Transit Demand Assessment survey be brought forward to Round 2 Budget.

The January 26, 2023 Committee of the Whole Delegation outlined the following reasons to consider making transit free for youth:

- Equity – ensuring equal access to opportunity
- Environment – promoting wider public transit use combats climate change
- Investment – free transit would lead to greater bus use

Subsequent to the delegation, several letters of support for free transit for youth were received.

The purpose of this staff report is to provide a summary of the review conducted and provide a recommendation regarding the provision of free transit for youth.

DISCUSSION

Free transit has been available for children aged 12 and under on the Sunshine Coast (and throughout BC) since 2021.

In BC, the Ministry of Social Development and Poverty Reduction provides a permanent annual bus pass to low-income seniors and persons with disabilities through the BC Bus Pass program. (<https://www2.gov.bc.ca/gov/content/transportation/passenger-travel/buses-taxis-limos/bus-pass>)

The SCRD's Free Transit Ticket program distributes free transit tickets to individuals (including students) who lack the financial resources to access transit service. This program distributes up to \$20,000 of free tickets per year funded through taxation. Unfortunately, demographic information related to the users of this program is not currently collected.

When considering a program to offer free transit for youth, it is important to understand the intended outcomes and expected impacts. These should be measured to evaluate program effectiveness. Staff have identified the outcomes and expected impacts to include:

1. Increased youth ridership
2. Encourage regular transit use in the future (new generation of transit users)
3. Elimination of the financial barrier
4. Contribution to the reduction of greenhouse gas emissions

Analysis

Youth Population and Current Ridership

Based on the most recent registration data from School District #46 (SD#46), there are 1,473 students on the Sunshine Coast engaged in secondary education (Grades 8–12), with 250 kids starting 8th grade and roughly the same number graduating 12th grade annually.

Unfortunately, the SCRD is unable to provide reliable data on youth ridership. Currently there is only one cash fare category (cannot collect demographic information through the fare box) and the pass fare is the same for youth and seniors (unable to segment between senior and student purchases). BC Transit anticipates that the implementation of the electronic fare system, expected in January 2024, should enable better demographic information on ridership.

Information collected through the Review indicates that transit is one of the least common and least popular methods of transport to/from school.

Identified Barriers for Youth taking public transit on the Sunshine Coast

The Review identified the following primary barriers that young people on the Sunshine Coast face when utilizing public transportation:

1. Buses are not frequent enough, particularly on the weekends.
2. Long waits from buses not being on time.
3. Crowding during certain times of the day.
4. Lack of bus fare and being denied by a driver at least once.
5. Lack of service to some communities including Tuwanek and Pender Harbour.

Research on other transit systems offering free transit

The consideration of free transit for youth has gained traction in recent years, with several public transit systems in Canada offering free ridership to students. Since 2012, nine (9) transit systems in Canada have participated in pilot programs, of which five (5) transit systems have adopted a free transit for students’ policy – see Table 1.

	Pilot Launched	Policy Adopted
Kingston, ON	2012	2022
Whitehorse, YUK	2012	2012
Victoria, BC	2019	2020
Whistler, BC	2020	2022
Kitimat, BC	2020	2023
Halifax, NS	2021	
Oakville, ON	2023	
Burlington, ON	2023	
Belleville, ON	2023	

Table 1: Instances of Free Transit for Youth across Canada

Other locations where free transit for youth is currently being considered includes Orangeville, Thames Valley and Waterloo in Ontario and Grand Prairie, Alberta.

Communities experienced varying results in terms of increased youth ridership. Some communities saw an increase in youth ridership within a year, others longer, and some communities also saw an increase in adult ridership (potentially travelling more with their teenage children). After one month of free transit for youth, Oakville (population 211,382) realized youth ridership increase by 7,600 rides (85% increase) and full-fare adult ridership increase by 2,300 rides (5.4% increase).

After Kingston Transit introduced the free transit for youth program, their service demand increased from 28,000 rides in 2012 to over 600,000 rides in 2016. They also encountered

some capacity issues, as youth were mainly travelling during peak morning and afternoon hours. This additional capacity demand cost Kingston Transit about \$250,000 per year.

Offering free public transit for youth may result in reduced demand for busing offered by the local school districts. In some cases, this has provided opportunities for transit service providers and local school boards to consider partnerships and cost-sharing arrangements.

According to the Review, funding for nearly all transit systems offering free transit for youth programs comes from a number of sources including school board funds, parking fees, and municipal taxes.

Potential Partnership

Currently there is an overlap between SD#46 bus routes and existing transit routes. There may be an opportunity to explore future potential partnerships and cost sharing arrangements with SD#46.

It should be noted that increased ridership during peak school periods may impact transit capacity to accommodate the additional passengers, thereby ultimately placing pressure on expansion of services to accommodate the overload times.

Options

The review suggests implementing a free transit for youth program, exploring discussions with SD#46 for future partnership and cost sharing, along with service expansions and enhancement considerations.

A copy of the final report “Free Youth Transit Final Report” can be found in Attachment B.

When considering the information contained in the review, the following conclusions can be drawn in regard to whether a free transit for youth program will achieve the intended outcomes and expected impacts.

1. Increased youth ridership

- The majority of youth that participated in the engagement indicated that they were likely to use a free transit pass.
- Most of the feedback presented focused on service expansion and enhancements that would most likely result in increased ridership.
- Research points to service-related considerations such as trip time, service frequency, extended routes, service reliability and comfort/crowding as being of equal or greater importance to transit cost and affordability in terms of factors that influence transit use.²
- It is unclear if offering free transit for youth will result in the expected impact of increased youth ridership.

² Rosenblum, J. et al (2019, June 9). *How low-income transit riders in Boston respond to discounted fares. A randomized controlled evaluation*. Cambridge, MA: Massachusetts Institute of Technology.

2. Encourage regular transit use in the future (new generation of transit users)
 - Research supports that exposure to transit during young adulthood leads to a higher amount of transit use and lower rates of automobile ownership later in life³.
 - Some communities that offer free transit for youth saw an increase in adult fare revenue.
3. Elimination of the financial barrier to use
 - The majority of youth that participated in the engagement indicated that a free transit pass would be helpful in their day-to-day life.
 - The fare price was not identified as a major barrier to taking the bus.
 - The removal of fares often makes transit attractive for both current users and non-users who are more likely to take transit over more expensive transportation options; and,
 - Dependent users (those without other transportation options due to cost) will benefit through having increased mobility and lessened financial constraints⁴.
4. Contribution to the reduction of greenhouse gas emissions
 - It is possible that offering a free transit for youth program will result in fewer parents transporting students to school, thereby decreasing carbon emissions.
 - A future partnership with School District #46 may result in fewer school buses required, thereby reduced carbon emissions.

Other considerations:

- Offering free transit for youth may result in a perceived inequity amongst other user groups.
- The Transit Future Acton Plan identifies key growth and expansion initiatives. The impact of a free fare program may result in needing to reconsider previously identified priorities and timing in order to address the potential overloads during peak school times.
- The majority of comments received during the review are related to service improvements. Focusing efforts in this direction would be of benefit for all transit users.

Recommendation

Considering the information presented, the Board could choose to implement a free transit for youth program (pilot or permanent) OR continue to invest in service enhancements such as trip times, service frequency and extended routes as a means of increasing ridership.

To gain a clearer understanding of the cumulative impacts of current corporate and transit priorities, staff recommend that the Board defer a decision on Free Transit for Youth to the

³ Klein, N & Smart, M.J. (2017, March). *Remembrance of cars and buses past: how prior life experiences influence travel*. Journal of Planning Education and Research 38, no. 2: 139-51.

⁴ BC Transit, *Fare-Free Transit – A Summary of Considerations for BC Transit*, November 28, 2019.

2024-2028 Financial Plan Budget deliberations. Staff would submit a budget proposal that outlines the financial impact of the program.

Organization and Intergovernmental Implications

The Board will need to consider how this new project fits within their strategic plan and corporate priorities. Small transit systems like Sunshine Coast Transit System, often have multiple priorities and limited resources. Current priorities within the Transit service include maintaining service levels, driver support and network reliability, 2024 expansion of Route 90 and Custom Transit hours of service and planning for the expansion of the Maintenance and Operations facility (garage/yards) to accommodate further service expansions.

Balancing the objectives of the Free Transit for Youth program with other essential services and expansion priorities may be a delicate task and some other priorities may be impacted.

Financial Implications

An analysis with regards to the potential impact of offering free transit for youth was completed by BC Transit. Given the lack of data due to the limitations of the current fare system, the analysis used the latest census demographic information for the Sunshine Coast and overlaid this with the BC Transit revenue ridership model. The total estimated minimum potential revenue loss by offering free transit for ages 13-18 years was calculated at ~\$90,000 per year. The SCRD retains all fare revenue to offset their share of the operating costs, therefore this loss in revenue would need to be offset by taxation.

Implementation of a free transit program will require additional resources, some of which will be one-time (establishment of the program, exploration of partnerships) while other tasks may require ongoing resourcing (annual implementation and turnover of passes, customer concerns, and service monitoring and support, program evaluation). Collaboration with BC Transit will also be required to explore implementation options.

It is important to note that there may be future financial impacts to consider including long-term pressures for service enhancement and expansion that may arise with increased ridership (i.e. overload routes/buses).

STRATEGIC PLAN AND RELATED POLICIES

A Free Transit for Youth program may result in increased collaboration with community partners such as the SD#46, reduced greenhouse gas emissions thereby supporting the “Working Together” and “Community Resilience and Climate Change Adaptation” Strategic Focus Areas of the 2019-2023 SCRD Board Strategic Plan.

CONCLUSION

A Free Transit for Youth program has the capacity to improve accessibility, encourage environmentally friendly travel practices, and increase ridership. Consideration needs to be given on how this initiative fits with other current strategic, corporate and transit priorities. To gain a clearer understanding of the cumulative impacts of corporate and transit priorities, staff recommend that the Board defer a decision on Free Transit for Youth to the 2024-2028 Financial Plan Budget deliberations. Staff would submit a budget proposal that outlines the financial impact of the program.

Attachments

Attachment A – Fare-Free Transit: A Summary of Considerations for BC Transit (November 2019)

Attachment B – SCRD Free Youth Transit Final Report (November 2023)

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



Fare-Free Transit

A Summary of Considerations for BC Transit

November 28, 2019



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Executive Summary

Some public transit decision-making authorities have come to view the removal of transit fares as the easiest and most effective means of increasing transit ridership and accomplishing environmental and social goals. Given shifts in ridership and mode share are not unilaterally linked to the price of fares, the attached discussion paper is intended to provide stakeholders with a holistic understanding of the benefits and trade-offs associated with fare-free programs. A summary of the considerations for three different approaches to increasing transit ridership is provided in Table 4.

Transit service in BC Transit systems is funded through a mix of provincial and municipal contributions that vary based on service type. Fare revenues collected offset the municipal portion of funding, which in turn decreases the reliance on property taxes to fund transit. Cost recoveries vary by system and service, with fare policies set by the municipal governments.

Changes to transit fares and service levels are known to impact ridership, with changes in service levels being shown to have a greater impact than changes to fares. Factors influencing transit fare elasticities include type of user, type of trip, geography and length of time since the fare change. Research into factors that influence transit ridership point to service considerations such as trip time, service frequency, extended routes, service reliability and comfort/crowding as being of equal or greater importance to transit cost and affordability when it comes to influencing ridership. These findings are supported by BC Transit's annual Penalty-Reward Analysis, which identifies the attributes of transit that are expected by customers and influence use.

Transit agencies have the ability to influence how increases in ridership in their systems are achieved through their chosen approach. Three primary approaches are:

- The removal of transit fares to eliminate a barrier to use
- Invest in transit service and infrastructure to make it a more appealing transportation option
- Balancing removing the cost barrier for some populations with the need for investment

For each of these approaches, the following factors should be considered:

- The philosophical purpose of the approach
- The target demographic
- The impact on transit ridership and transit fare revenues
- The impact on transit service and investments
- The impact on transit administration and planning
- The impact on BC Transit's mandated goals:
 - Contribute to the reduction of greenhouse gas emissions
 - Contribute to the reduction of traffic congestion
 - Contribute to improving the mobility of all residents

As a part of the blended approach, local governments may employ targeted fare programs to accomplish social goals. Examples of established low-income programs are those in the Victoria Regional and Kamloops Transit Systems. Additionally, fare-free transit for youth has become a regularly considered initiative in BC Transit systems, with the existing program in the Kingston Transit System in Kingston, Ontario commonly referenced.

Introduction

Under its mandate from the Province of British Columbia, BC Transit has the purpose of planning, implementing, maintaining and operating transportation services for citizens of the province that support growth, community planning and economic development¹. Through increasing ridership across its services, BC Transit plays an integral role in assisting the Province and local government partners in reaching future greenhouse gas (GHG) emissions targets, reducing congestion in urban centres, and improving the ability of citizens to move throughout their communities. With increased public awareness and discourse around these topics, the question to answer is what is the best method to encourage sustained ridership increases in BC Transit systems?

Background

In recent years, there have been increasingly frequent discussions across North America and around the world on the merits of removing the user-pay model of transit fares in order to improve access to, and the appeal of, transit in efforts to increase ridership and achieve climate change and congestion goals. In late 2018, Luxembourg announced the intent to remove user fares in March 2020 in hopes of reducing congestion². Additionally, Paris introduced fare-free transit for youth at the start of 2019 after debating fare-free transit for all to combat air pollution and congestion³. More established examples of fare-free transit are in Tallinn, Estonia, which has been available to all registered residents since 2013, and in Kingston, Ontario, where youth have been receiving complimentary bus passes since 2012. Conversely, the city of Hasselt, Belgium recently reinstated fares for all adult passengers after sixteen years of fare-free transit for all because of rising operational costs and budget shortfalls⁴.

Public discussions regarding fare-free transit have, and continue to be, prevalent within British Columbia as well. In April 2019, Translink staff presented a report on fare-free transit for youth and low-income populations to its Mayors' Council⁵. The report was presented in response to the efforts of the All on Board campaign that advocated for fare-free transit for youth and low-income populations and the subsequent motions of several of Translink's municipal government partners. The report highlighted the funding shortfall that would result from the loss of fare revenues from those populations and the expected impact on transit service if alternative funding sources were not in place.

Similarly, BC Transit has provided analysis to some of its local government partners on the impacts of removing transit fares, particularly as they relate to lost fare revenue and the subsequent need for transit service investment should increases to ridership occur. While the majority of these requests have not led to the introduction of fare-free transit, one subsidized program that has been approved is the City of Victoria's initiative to provide transit passes to its youth residents for use on the Victoria Regional Transit System⁶. In a subsequent meeting, however, the Victoria Regional Transit Commission voted against pursuing a similar initiative for all youth in the region citing the cost of such a program and the impact it would have on the Commission's many service and infrastructure priorities⁷.

BC Transit Funding Model

As is currently legislated, transit service in BC Transit systems is funded through contributions from provincial and municipal governments. Fare revenues collected offset the municipal governments'

contributions with the remaining amounts funded through property tax revenues. The current funding contribution from the provincial government is 46.69% for conventional transit systems and 66.69% for custom services on average⁸. One anomaly to this is the Victoria Regional Transit System, which also receives revenues from a regional gas tax, though revenues from this result in a lessened provincial contribution of 31.7% for conventional service and 63% for custom service⁹.

Operating cost recovery from fare revenues varies depending on the size of the transit system. In general, a higher operating cost recovery is desirable in order to lessen the burden on local tax dollars to fund transit and enable investments in transit service and infrastructure. A summary of average operating cost recoveries and trends by system tier is provided in Table 1.

Table 1: Fare Revenue Operating Cost Recovery for Fiscal Year 2018/2019

System Classification	Average Fare Revenue (\$)	Average Fare Revenue Operating Cost Recovery (%)	Average Cost Recovery 3-Year Trend
Victoria	\$37,201,473	36.0%	-0.8%
Tier 1	\$3,492,066	30.8%	2.2%
Tier 2	\$523,354	25.0%	3.5%
Tier 3	\$252,278	17.2%	0.6%

In efforts to fund fare-free transit, municipal governments could look to recoup foregone fare revenue through increasing property taxes to fully fund transit service. Table 2 outlines what the estimated property tax implications would be if fare-free transit were pursued in four example BC Transit systems. It is important to note that these increases to property tax would only cover the costs of fare-free transit within the context of BC Transit’s fiscal 2019/2020 service levels. Should transit ridership grow as a result of fare-free transit being introduced, there would be an expectation on the municipal government to continue to invest in improving transit service, resulting in further increases property taxes. Should further increases to property taxes not be palatable, transit service could be constricted so to not increase costs beyond acceptable levels.

Table 2: Estimated Increases to the Transit Portion of Property Taxes Required to Subsidize Fare-Free Conventional Transit (at 2019/20 service levels)

System Classification	Property Tax Increase
Victoria	\$190 (137%)
Tier 1 – Kamloops	\$90 (82%)
Tier 2 – Comox Valley	\$30 (49%)
Tier 3 – Squamish	\$30 (37%)

Transit Fare Elasticity

As with many goods and services, the amount of transit fares are understood to be tied to their rate of purchase and use, with increases in fares leading to decreases in ridership and vice versa. Traditionally, transit fares are viewed as inelastic in that the percentage change in ridership is less than that of the associated percentage change in fare rate. It is also understood that fare increases are more elastic than fare decreases as increases result in greater changes to ridership than decreases. Factors that influence transit fare elasticities are the type of user (transit dependent vs.

discretionary), type of trip (commute vs. non-commute), geography (urban vs. suburban and rural) and time since the fare rate change (short (<2 years), medium (2-5 years) and long (>5 years)) with the understanding that long-term elasticities are generally greater than short-term ones¹⁰.

Table 3: Transit Fare and Service Short- and Long-Term Elasticities

	Short Term	Long Term
Fares	-0.2 to -0.5	-0.6 to -0.9
Service	0.5 to 0.7	0.7 to 1.1

Table 3 highlights the average range of short- and long-term elasticities for transit fares and service. As is shown, a one percent increase in transit fares results in a 0.2 to 0.5 percent decrease in transit ridership in the short term and a 0.6 to 0.9 percent decrease in the long term. Conversely, a one percent increase in transit service generally results in a 0.5 to 0.7 percent increase in ridership in the short term and a 0.7 to 1.1 percent increase in the long term. Research also suggests that fare reductions alone are not an effective means of persuading automobile users to adopt transit given their status as discretionary riders and that a combination including higher vehicle user fees and improved transit service lead to increased rates of transit adoption.

One case study on fare-free transit in BC Transit systems is that of the Whistler Transit System’s use of fare-free routes in efforts to mitigate congestion in the Resort Municipality of Whistler (RMOW) village. The RMOW has the ability to provide fare-free transit through allocating parking revenues and receiving contributions from private partners to offset foregone fare revenues¹¹. It is observed that, on average, transit ridership increased by 19% in the RMOW when fare-free services were introduced. This increase is likely higher than what would be experienced in other BC Transit systems on account of the density of the population centre in the RMOW, the holistic transportation demand management measures applied, the high frequency and high quality transit service provided, and the use of high parking fees as a disincentive to driving.

Factors and Attributes That Encourage Transit Use

Understanding the motivations of transit users and non-users is a necessary consideration when making decisions regarding transit fares and investments in transit service. Research points to service-related considerations such as trip time, service frequency, extended routes, service reliability and comfort/crowding as being of equal or greater importance to transit cost and affordability in terms of factors that influence transit use¹². These factors are even more significant amongst discretionary riders or non-riders, given their preference towards the convenience and comfort of personal vehicle use, carpools or car shares¹³.

The findings of industry research into the transit attributes that encourage ridership are supported by the outcomes of BC Transit’s annual Penalty-Reward Analysis that examines the key service delivery attributes that influence transit use and customers’ attitude towards transit¹⁴. Specifically, the analysis looks to identify the attributes that are expected by customers and will either encourage or discourage transit use depending on whether or not they are present. The results of this survey indicate that factors such as clean and well-maintained buses, courteous operators, safety, on-time performance, overcrowding, trip duration, stop cleanliness and schedule information have a greater influence on customers’ perception of, and willingness to use, transit than fare prices.

Fare Programs for Low-Income Riders

One reason that fare-free transit is advocated for is to improve the ability of low-income residents to travel within their communities by eliminating the cost barrier. In BC, the Ministry of Social Development and Poverty Reduction provides a permanent annual bus pass to low-income seniors and persons with disabilities through the BC Bus Pass program¹⁵. There are, however, segments of the population that are low-income that do not meet the eligibility requirements of this program. As a result, many BC Transit systems provide steeply discounted transit fare products to low-income users in efforts to supplement the BC Bus Pass program. Two examples of this are the Victoria Regional Transit Commission's partnership with the Community Social Planning Council and the City of Kamloops' Affordable Recreation for Community Health (ARCH) transit pass program.

Victoria Regional Transit Commission and the Community Social Planning Council

Through a partnership with the Community Social Planning Council (CSPC) started in 1997, the Victoria Regional Transit Commission (VRTC) has enabled local social welfare agencies to provide bus passes to low-income populations at a significantly reduced rate¹⁶. Under this agreement, CSPC acts as the central administrator of discounted tickets and monthly passes that are distributed to 83 agencies throughout the region that have a mandate to work primarily with low income populations. Fare products are purchased by CSPC at a 20% discounted rate, with every purchased product matched with one donated at no charge, resulting in an overall discount of 60% per product. In fiscal 2018/2019, \$422,175 worth of fare products were distributed to low income populations through CSPC, with the VRTC realizing \$168,492 worth of revenue. It is important to acknowledge that this partnership model is in place in several other BC Transit systems, though the method of delivery and discounts provided vary by community.

City of Kamloops and the Affordable Recreation for Community Health Transit Pass Program

The City of Kamloops offers the Affordable Recreation for Community Health (ARCH) subsidy program to provide individuals with a limited income the opportunity to participate in a variety of recreational activities. In early 2019, it was identified that transportation costs were a considerable barrier that prevented those enrolled in the program from accessing recreation services. As a result, the City of Kamloops Council approved a pilot transit pass program that would provide people enrolled in the ARCH program with a permanent, photo ID bus pass at a rate of \$80 annually, paid in one-, three- or six-month increments throughout the year¹⁷. This program was introduced at the start of September 2019 and has an approved budget of \$636,000 based on the expected number of eligible participants and the annualized cost of an adult monthly pass.

Scenarios for Increasing Transit Ridership

Depending on their desired or legislated purpose for doing so, transit agencies have the ability adopt a variety of different approaches or strategies to increase transit ridership. Table 4 compares the considerations and expected impacts presented by three different approaches to increasing ridership being: the removal of transit fares to eliminate the potential cost barrier, investing in transit improvements to make it an appealing alternative to the personal vehicle, and a blended approach of both. It is important to acknowledge that while individual motivations and behaviours regarding transit are unique and may vary day-to-day, it is reasonable to assume that the range of strategies outlined in Table 4 account for the majority of these different perspectives.

Table 4: Scenarios for Increasing Transit Ridership

Approaches for Transit Agencies to Increase Ridership		
Transit Agency Motivations		
Remove Transit Fares to Eliminate a Barrier to Use	Invest in Transit Service and Infrastructure	Blended Investment and Access Approach
Philosophical Approach		
By removing fares, transit becomes more attractive and available to current users and to non-users who are more likely to take transit over other more expensive transportation options.	Investing in transit service expansion and infrastructure such as operating facilities, on-board technology, park & ride lots, and transit priority lanes and signals will improve the attractiveness of transit as a mode of choice.	Balancing the need for transit service and infrastructure investments to improve the appeal and utilization of transit with the need to provide access to vulnerable and low-income populations.
Demographic Most Impacted		
Dependent users – those without other transportation options due to cost will benefit through having increased mobility and lessened financial constraints.	Discretionary users – those that would not choose transit unless it provided them with factors that they value in other transportation options such as comfort, convenience and reliability.	Mixed – use of partnerships with social agencies increases the availability of free or discounted fare products to low-income populations and continued investment makes transit more appealing to discretionary users.
Impact on Ridership		
Moderate short-term increase – users to whom fares were previously a barrier for frequent use increase their usage along with those who previously used other transportation means for short-distance trips. Issues of overcrowding and changes in ridership demographics could result in current discretionary users finding transit less desirable and lead to them choose other transportation means such as driving.	Sustained long-term increase – as investments in transit service occur to improve frequency, decrease trip times and increase coverage, more non-users are inclined to adopt transit use over other modes.	Short-term increase with sustained long-term growth – introduction of, or increase to, social agency partnerships results in short-term increase in ridership from low-income users and ongoing investments in transit result in corresponding increases in ridership.

Approaches for Transit Agencies to Increase Ridership		
Impact on Fare Revenues		
Removal of all fare revenues.	Fare revenues increase as ridership increases. Fares priced strategically to maintain or improve transit system operating cost recovery as service expands and investments occur.	Fare revenues increase as ridership increases though at a lesser degree depending on the scale of social agency partnership programs.
Impact on Transit Service and Investments		
Optimization – allocation of resources strategically to accommodate capacity issues without significant investment. Ability to continue to expand service could be at risk without investment in necessary infrastructure such as operating facilities.	Expansion – investments made in transit service levels and number of buses. As systems grow, obligations to invest in expanded operating and maintenance facilities and on-road infrastructure such as priority lanes and traffic signals are met.	Expansion – secure funding model enables investments in service expansions and related infrastructure requirements and benefits.
Impacts on Transit Administration		
Removal of fare collection decreases the labour and administrative costs associated with providing transit services.	Increases in administrative costs that are tied to the need for further support as transit service expands and infrastructure investments are made.	Potential for limited short-term increases to support social agency partnerships along with continued growth to support transit investment priorities.
Impacts on Transit Planning and Decision Making		
Removal of fare validation decreases the amount of data available to inform evidence-based decision making for transit planning purposes.	Fare validation data is used by planning departments to support or inform decisions regarding changes to transit service.	Improved demographic and transit use data from the use of social agency partnerships further informs transit planning decision-making processes.

Impact on BC Transit's Mandated Goals		
Contribution to the Reduction of Greenhouse Gas Emissions		
Moderate short-term impact with uncertain long-term outcome – removal of fares attracts new riders, some of whom may have previously driven. However, removal of fare revenue limits transit investment while potential issues with overcrowding and pass-ups could result in current discretionary users choosing to drive a personal vehicle.	Sustained long-term positive impact – investment in transit service and amenities makes transit more appealing than driving and results in a greater number of cars being taken off the road. Additionally, investment may result in earlier introduction of low- or no-carbon vehicles.	Early and sustained positive impact – new riders being attracted to transit through a combination of social agency partnerships and investments in transit including the introduction of low-carbon technologies will have a positive impact on GHG emissions.
Contribution to the Reduction of Traffic Congestion		
Long-term negative impact – challenges with investing in transit service leads to issues of overcrowding and pass-ups that could result in more vehicles on the road as current discretionary users turn to driving as their primary mode of travel.	Long-term positive impact – as transit becomes more attractive through investments, such as transit priority lanes, more people adopt transit as a primary mode of travel, which results in fewer vehicles on the road.	Long-term positive impact – increased adoption of transit use as it becomes a more appealing alternative to driving through investments in service and infrastructure and by through making transit use more available through social agency programs.
Contribution to Improvements in the Mobility of All Residents		
Short-term positive impact with uncertain long-term outcome – removal of fares allows those for whom payment is a barrier to access transit more frequently. However, reduced funding may result in future service cuts that could negatively affect users' ability to travel in their community.	Neutral impact – the maintaining of transit fares results in the persistence of current mobility challenges relating to payment being a barrier to usage.	Positive long-term impact – partnerships with social agencies result in transit fare products being made available for free or at discounted rates to populations that have a need for them.

Fare-Free Transit for Youth to Encourage Future Transit Use

One additional concept to those listed above is the use of fare-free transit for youth as a mechanism to encourage regular transit use in the future. Research indicates that past travel experiences shape future behaviour and that exposure to transit during young adulthood leads to a higher amount of transit use and lower rates of automobile ownership later in life¹⁸. Policies around fare-free youth transit are generally introduced with the understanding that short-term increases to costs to accommodate increased ridership will lead to longer-term benefits.

Within the context of Table 4, fare-free youth transit would be a blended approach of making transit more accessible to a segment of the population, but retaining fares for other users to fund transit improvements. Youth fare-free programs can be expected to warrant investment in transit at a faster rate given the size of youth populations and their greater realized benefit of freedom of movement as non-drivers. Examples of fare-free youth transit, such as the program in place in Kingston, Ontario outlined in Appendix A, demonstrate the significance of having the requisite amount of transit capacity in place in order to accommodate increases in youth ridership¹⁹. When introducing fare-free youth transit, it is important to ensure that service levels are such that the risk of pass-ups is minimized given the vulnerability of this demographic.

Fare-Free Implications for Custom Services

Under its mandate, BC Transit is working to improve the service it provides to its customers that are unable to access and use conventional transit services in efforts to create an equitable transit experience for all riders. Accordingly, any introduction of fare-free transit for conventional services would necessitate the removal of fares for custom services as well. Given the transit-dependency of many custom service clients, there also exists a greater potential of advocacy for increases to custom services as demand for them grows following the removal of fares. Furthermore, the removal of fares would require the revision of fare programs such as the taxi saver program, whereby registered clients receive a 50% subsidy on the purchase of \$80 worth of taxi coupons.

As with conventional service, the removal of fares for custom transit would result in a funding deficit that would require recovery through increases to municipal property taxes. Given the high cost to provide custom services, the percentage of costs recovered through fare revenues are considerably lower than those of conventional. However, the lost fare revenue to be recovered would still result in material increases to property taxes. Table 5 provides the estimated increases in property taxes required to fully subsidize custom transit (excluding considerations for fare programs such as the taxi saver program) and should be viewed in addition to the increases needed to subsidize conventional services presented in Table 2.

Table 5: Estimated Increases to the Transit Portion of Property Taxes Required to Subsidize Fare-Free Custom Transit

System Classification	Property Tax Increase
Victoria	\$1 (1%)
Tier 1 – Kamloops	\$4 (4%)
Tier 2 – Comox Valley	\$3 (5%)
Tier 3 – Squamish	\$1 (1%)

Further Considerations on Fare-Free Transit

One readily apparent benefit of the introduction of fare-free transit would be improvements to the safety of transit operators. Disputes over fare payment are understood to be one of the primary causes of conflicts between operators and transit users, with BC Transit’s current fare strategy focused on removing subjectivity during fare validation in order to lessen the opportunity for this type of conflict to occur²⁰. Removal of fare validation all together would reduce the potential for issues between operators and the public and create a safer working environment for operators.

Conversely, a common issue resulting from the introduction of fare-free transit is increased vandalism and damage to the interior of buses. Research on existing fare-free programs suggests that changes to ridership demographics and the decreased perceived value of transit that occur with the removal of fares can lead to increased incidents of vandalism on board, resulting in higher maintenance and repair costs²¹. These issues are generally addressed through increased security presence and monitoring of onboard cameras along with policies around having damage immediately repaired as a deterrent measure.

Conclusion

Transit agencies have the benefit of a variety of approaches and means to increasing ridership. When introducing strategies to encourage increased transit use, it is important that clear and established objectives be considered against all of the potential short- and long-term impacts. For example, removing fares may increase transit ridership in the short-term, but those increases carry an obligation to continue to invest in transit service that may not be able to be met due to reduced funding streams. Conversely, investing in transit and making it more attractive to discretionary and non-users does not address the affordability concerns of low-income users. Ultimately, a balanced approach that considers the needs and desires of all current and future transit users has the greatest potential to result in a robust and highly utilized transit system over the long-term.

Appendix A: Examples of Fare-Free Transit

In order to understand the potential outcomes of fare-free transit, it is useful to reference existing programs in other regions. Accordingly, Appendix A will outline notable fare-free transit examples in Kingston, Ontario, Tallinn, Estonia and Hasselt, Belgium. Within the context of BC Transit, these initiatives demonstrate the significance of having additional sources of revenue to offset foregone fare revenues, the impact that fare-free transit has relative to service investments, and the challenges faced when attempting to maintain or improve transit in light of increasing costs.

Kingston Transit High School Bus Pass Program

Introduced in stages starting in 2012, the Kingston Transit High School Bus Pass program provides students in Kingston, Ontario with an annual bus pass at no cost to the student²². This initiative coincided with a significant investment in transit service in the form of a 50% increase in service hours, a 30% increase in number of buses, a realignment of the system to introduce high frequency routes and improvements to bus stop amenities. At the time of introduction, this program was valued at \$250,000 based on the estimated lost fare revenue from existing youth fares. This revenue is partially recovered through financial contributions from local school districts in the amount of \$60,000 and through access to surplus provincial gas tax revenues that are indexed to municipal population growth and transit ridership increases. Neither of these revenue streams are considered stable given that the school district contributions are renewed on an annual basis and are determined by the school districts' available budget and that the additional provincial gas tax revenues are dependent on two factors that are not anticipated to continue to grow at existing rates. The High School Bus Pass program is credited with contributing a portion to the total 70% increase in ridership that has occurred since its introduction, though these increases are understood to have occurred largely as a result of the investments in and improvements to transit service and infrastructure.

Tallinn, Estonia Fare-Free Transit for Residents

Following a referendum, the capital of Estonia, Tallinn, introduced fare-free transit for all residents in 2013²³. Prior to the introduction of fare-free transit for all, 36% of passengers were exempted from paying fares based on their socio-economic status and special discounts were made available to an additional 24% of passengers. Beyond increasing the mode shift from private vehicle to transit, the purpose of this initiative was to increase the number of people who registered as residents of Tallinn in order to receive the fare-free transit benefit. Through increasing its number of registered residents, Tallinn subsequently increased its income tax revenues. This increase in tax revenue was larger than the amount of transit fare revenue lost, which created a net positive financial outcome from the fare-free transit initiative. From a transit service perspective, the initiative was accompanied by a 9.6% increase in transit capacity that was focused on increasing service frequency and on the extension of priority bus lanes. The introduction of fare-free transit along with the investments in capacity resulted in a three percent increase in transit ridership, though research suggests only 1.2% of this is attributed to the fare-free initiative. Furthermore, passenger trip analysis suggests that the majority of the new trips were from people who had previously walked or cycled, meaning that the impact in terms of furthering the mode shift from private vehicles to transit was limited.

Hasselt, Belgium Fare-Free Transit

In 1997, the city of Hasselt, Belgium abolished transit fares in efforts to grow ridership and reduce the number of vehicles being driven into the city centre during commuting times. While increases in service and ridership occurred since that date, the municipality experienced a quadrupling of costs and a peak home-work mode share of only 5.1%. As a result of these factors, the decision was made to reintroduce fares for all users above the age of 18 with the hope that the restored revenue stream will enable future investments that will attract new riders²⁴.

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Free Transit for Youth on the Sunshine Coast Feasibility Study

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Executive Summary

In August 2023, the SCRD requested a feasibility study looking into the demand for, and implications of, providing free transit for youth aged 13-18 on the Sunshine Coast. Free transit has been available to all children in British Columbia aged 12 and under since 2021. A BC Transit monthly student pass currently costs \$30 per month. There are approximately 1,500 youth aged 13 - 18 on the Sunshine Coast.

This study collected both primary and secondary data from multiple sources including other communities with free transit for youth, third-party survey data, two focus groups (n=33) and one survey with local students (n=63), and interviews with SD46.

Other Programs

Other municipalities across Canada are seriously exploring free transit for youth. Among the 13 programs examined for this study, five who piloted their programs prior to 2021 have since adopted it as a policy, while another seven continue in the pilot phase. Programs vary in terms of how passes are administered (via the municipality, school district, or schools), the type of pass used (stand-alone youth transit card, regular student ID with sticker or combined transit pass, or regular transit pass). Challenges with implementation were mainly first-time operational bugs. After implementation, programs experienced varying degrees of increases in youth ridership over time. In some cases, increases were observed within a year, while others required several years. Funding for programs came from a variety of sources including parking fees, school board funds, and municipal taxes.

Youth Ridership and Experiences with Transit on the Sunshine Coast

Eighty-seven percent of the youth surveyed indicated that transit a) gives them the freedom to travel where they want, b) goes to the places they want to go, and c) the drivers are usually friendly. Another 82% said they felt safe riding the bus and 76% said it was convenient for them to use. However, SD46 data from the UBC Middle Years Development Instrument indicates that transit remains one of the least used and least popular modes of transport to school for local students. There is a larger proportion of youth taking the bus home from school in the afternoon than to school in the morning.

The main barriers that youth experience with using transit on the Sunshine Coast are:

- Buses are not frequent enough, particularly on the weekends.
- Long waits from buses not being on time.
- Crowding during certain times of the day.
- Lack of bus fare and being denied by a driver at least once.
- Lack of service to some communities including Tuwanek and Pender Harbour.

There is strong support from other parent and community organizations for free transit for youth.

SD46 Considerations

Some communities with existing programs observed a drop in the number students taking the school bus, which allowed them to reallocate funds towards the free transit for youth program. Currently, there is a substantial overlap between SD46 school bus routes and existing transit routes, raising the

potential for possibly contracting out portions of the school bus service to Sunshine Coast Transit. There is an openness on the part of SD46 to discuss their overall role in providing free transit for youth.

Proposed Model

Based on this research, the SCR D and SD46 is encouraged to adopt a free transit for youth program on the Sunshine Coast. Free transit for youth has many potential positive outcomes including:

- Increased youth ridership.
- Creation of a new generation of transit riders.
- More equitable access to transit for youth-at-risk.
- Greater affordability for families.
- Fewer parent drop-offs at school, leading to reduced greenhouse gas emissions and more effective meeting of municipal climate change commitments.
- Fewer parking, traffic congestion, and air quality issues at schools.

There are three options available for a free transit for youth pass:

- an Umo transit pass with an embedded benefit (discount) code¹
- a separate stand-alone student transit pass
- a combined student card and transit pass (“combined pass”).

The SCR D is encouraged to adopt the third option of a combined pass with a student card on one side and a transit pass on the other. The program would be administered by SD46 with financial support from the SCR D for additional costs. The production of these cards would be contracted out to a suitable vendor and cards would be distributed via the school board and schools.

Some of the anticipated advantages of this option include:

- Efficient, low-cost administration. SD46 is already producing student cards which is a cheaper alternative than SCR D administration.
- Will work with the new UMO payment platform.
- Excellent data collection capability for monitoring and evaluation.
- Privacy concerns already addressed within SD46.
- Avoids potential fraud.

Potential challenges to be addressed include obtaining SD46 buy-in, ensuring all youth are able to access a school-based pass, and encouraging youth and parents to stop driving school.

Foreseeable costs include:

- SD46 costs to switch from the current student card to a combined pass.
- SCR D top-up to SD46 for additional costs.
- Costs for additional monitoring and evaluation of the pilot.

¹ Umo is BC Transit’s new contactless fare payment system, estimated to be functional on local buses around January 2023.

Recommendations

Final recommendations from this study are that the SCRD:

- 1) Adopt a free transit for youth program on the Sunshine Coast.
- 2) Begin conversations with SD46 to explore the feasibility of partnering on a recommended Combined Student Card and Transit Pass option.
- 3) Form an advisory committee with significant youth representation.
- 4) Investigate the feasibility of increasing bus frequency during weekends, and tying bus schedules to school entrance and dismissal times.
- 5) Work with SD46 to create more service efficiencies between school bus and transit routes, particularly when the Route #90 route schedule is decoupled from meeting the ferries.
- 6) Explore the potential for contracting out portions of the school bus service to Sunshine Coast Transit.

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Introduction

In August 2023, the SCRD requested a feasibility study looking into the demand for, and implications of, providing free transit for youth on the Coast.

What is Free Transit for Youth?

Free transit for youth is considered a form of *Partial fare-free transit (PFFT)* defined by age. This definition is in contrast to *Full fare-free transit (FFFT)* in which fares are abolished for all transit users. Interest in utilizing various forms of fare-free transit has been growing over time.²

A BC Transit monthly student pass currently costs \$30 per month.

Background

The following outlines the history of free transit for youth on the Sunshine Coast.

- In 2019, a delegation of youth along with representatives of Transportation Choices Sunshine Coast (TraC), made a presentation to the SCRD board on the need for free transit for youth.
- As part of their 2019 Fare Review Update, the SCRD Board directed staff to work with BC Transit to initiate a Youth Transit Demand Assessment and conduct a pilot program of 50 free transit for youth passes for a five-month period. Unfortunately, due to the global pandemic and staff capacity, this project was never initiated.
- In January 2023, representatives from the Gibsons Transportation and Accessibility Committee attended an SCRD Board meeting as a delegation requesting that the SCRD consider making public transit free for youth, including secondary school and post-secondary students.
- In February 2023, the Town of Gibsons Council passed a resolution that a letter be sent to BC Transit, the SCRD Board, Ministry of Transportation, and other relevant Ministries, expressing the Town of Gibsons' support for the proposal from local secondary students for free transit for youth.
- The SCRD Transit 2023 Service Plan also identifies the following priority: *"Develop a strategy to increase youth ridership."*

Free Transit on the Sunshine Coast

1) Free Transit for Children 12 and Under

Free transit has been available to all children in British Columbia aged 12 and under since 2021.

1) Free Transit Ticket Voucher Program

The SCRD has a *Free Transit Ticket Voucher Program* distributed by community social agencies to youth and individuals that do not have the financial means to access transit services. These tickets are

² Koblowski, W. (2019). *Why (not) abolish fares? Exploring the global geography of fare-free public transport*. Retrieved from: <https://doi.org/10.1007/s11116-019-09986-6>.

generally made available at all secondary schools via outreach workers. Roughly 1,600 tickets are distributed every year to youth at a cost of \$3,344.

Study Objectives

The objectives of this feasibility study are as follows:

1. Research existing programs within BC and Canada that offer free transit for youth.
2. Conduct a needs assessment to determine the demand for free transit among youth on the Sunshine Coast.
3. Analyze the financial impact (both current and potential considerations) of providing free transit for youth.
4. Work with the SCRD Transit Manager to develop a draft implementation strategy.
5. Develop a report outlining the program's objectives, the anticipated outcomes, recommendations, associated advantages and challenges, financial implications, and long-term considerations.

Methods

This study collected both primary and secondary data from multiple sources:

- Environmental scan and interviews with other communities implementing free transit for youth.
- Additional survey data from third party organizations.
- Two focus groups with secondary school students.
- Survey of secondary school students on the Sunshine Coast.
- Interviews with Kate Kerr and Nicholas Weswick of SD46, and Shayne Forster of Sunshine Coast Community Services Society Youth Outreach.

Existing Programs Across Canada

There is increasing interest in offering free transit for youth across Canada, resulting in the national “Get on the Bus” movement.³ Communities reviewed for this study are presented in the following table.

Table 1: Instances of Free Transit for Youth across Canada

Community	Pilot Launched	Policy Adopted
Kingston, ON	2012	2022
Whitehorse, YK	2012	2012
Victoria, BC	2019	2021
Whistler, BC	2020	2022
Kitimat, BC	2020	2023
Halifax, NS	2021	
Oakville, ON	2023	
Grande Prairie, AB	2023	
Burlington, ON	2023	
Belleville, ON	2023	
Orangeville, ON	2023	
London/Thames Valley, ON	Considering a pilot	
Waterloo, ON	Considering a pilot	

Table 2 below presents a brief comparison of other free transit for youth programs across Canada. Programs varied in terms of how passes were administered, the type of pass used, and how they were distributed. Common features of these programs include eligibility, the use of a year-round pass, and data gathering capacity.

³ <https://www.getonthebus.ca/>

Table 2: Comparison of free transit for youth Programs in Canada

Feature	Whistler	Victoria	Kingston	Kitimat	Whitehorse	Belleville	Halifax
Name of Program	Whistler High School Bus Pass	Youth U-Pass	High School Student Transit Pass	Student Bus Fare Program	Public Transit Registration	High School Transit Pass Program	Student Transit Pass Pilot Program
Age Covered	13 - 18	13 - 18	15 - 18 (<14 free)	13 - 18	13 - 18	Grades 9-12 (<Grade 8 must pay)	12 - 18
Year-round	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Number of Students Served to Date	650	2,600	8,000	800	1,783	881 (2,000 plus anticipated)	4,100 (26,000 anticipated)
Eligibility	Attend public or private Whistler secondary school, or home-schooled	City of Victoria resident	Attend public, private, separate, secondary school or home-schooled	Attend secondary school or home-schooled	All students who don't already ride the school bus	Attend a participating pilot school	Attend participating pilot schools (junior and senior)
Administration of Program	Municipality	Municipality	School Board	Municipality	School Board	Transit and participating high Schools	Municipality
Type of transit pass	Stand-alone stripe card with photo	Stand-alone stripe card with photo	Stand-alone chip card without photo	Student ID with sticker	Standard transit pass	Standard transit pass	Student ID with sticker
Distribution of Passes	Via schools	By mail	Via schools	Via schools	By mail	Via schools	Via schools
Education provided?	BC Transit "Bus Ready" program for grade 7 students	BC Transit "Bus Ready" program	20 min training for grade 9 students with bus at school	N/A	Passenger Code of Conduct given when obtaining pass.	Planned to occur when program is up and running	Orientation session at schools

Eligibility

The majority of free transit for youth programs examined define eligibility as 13 to 18 years inclusive, with some minor exceptions. Note this includes those Grade 7 students who turn 13 after January 1st.

One study of parents indicated that parents are typically comfortable with their children using transit independently once they reach the age of 13-14 years.⁴ Parents in this study considered transit to be a relatively safe mode of travel for their children especially if they travelled with friends. Parents who were themselves transit users were more comfortable with their children using transit.

In Whistler and Kitimat, eligibility is also defined by attendance at a local secondary school. This was implemented in Whistler, a resort community with many secondary residences, to restrict the program to year-round residents.

Administration and Information Gathering

The entities tasked with administering free transit for youth programs varied, and often evolved organically according to where the program initiated (Table 3). Some were administered via the municipality, and others via the school district or schools themselves. The type of pass used also varied between a stand-alone card, an Umo card (see p. 35), a student ID with sticker, or just the regular transit pass. Individual schools assisted by providing lists of students, making student photos available, and/or distributing the passes.

⁴ Sullivan, V. L. (2017). *Impact of Free Travel Passes on Youth Travel Behaviour*. Retrieved from: <https://uwspace.uwaterloo.ca/handle/10012/12199>

Table 3: Administration, Pass Details, and Data Gathering by Community

Community	Administration	Transit Pass Details	Data Gathering
Kingston	<ul style="list-style-type: none"> • Passes distributed through schools. • School board contributes 80 to 120 hours per year for administration. 	<ul style="list-style-type: none"> • Stand-alone card (chip), no photo • Renewed automatically every year until the rider ages out. 	<ul style="list-style-type: none"> • Data primarily gathered through card, including data about ridership as a heat map.
Victoria	<ul style="list-style-type: none"> • City of Victoria Finance Department spends approximately 35 hours per month to administer this program. • Youth provide proof of age, residence and a photo either online or at City Desk. • Most passes created by private supplier and distributed by mail. 	<ul style="list-style-type: none"> • Previously a stand-alone card (magnetic strip) with photo, but now moving to Umo-compatible card (see p. 35) 	<ul style="list-style-type: none"> • Cards track number of trips per day. • Heat maps of usage can be obtained through BC Transit.
Halifax	<ul style="list-style-type: none"> • City of Halifax does administration. • Stickers are distributed through participating schools. 	<ul style="list-style-type: none"> • Student ID with sticker 	<ul style="list-style-type: none"> • Bus geo-location data is used to examine the number of boardings which occur at school locations during morning and afternoon travel times.⁵
Kitimat	<ul style="list-style-type: none"> • District of Kitimat does administration. • Stickers are distributed through schools. 	<ul style="list-style-type: none"> • Students aged 15-18 show student ID with sticker. • Students 14 and under not required to show ID. • Students from outside Kitimat show student ID for reduced fare. 	<ul style="list-style-type: none"> • Bus geo-location data can be used to examine boardings at school locations
Whistler	<ul style="list-style-type: none"> • Resort Municipality of Whistler does administration. • Parents apply online and give permission. • Schools provide photos. • Passes distributed through schools. 	<ul style="list-style-type: none"> • Card (magnetic strip) 	<ul style="list-style-type: none"> • Cards track number of trips per day. • Annual mail-out includes a short impact survey.
Whitehorse	<ul style="list-style-type: none"> • Yukon government does administration. • Students given a choice between a regular transit pass or the school bus. 	<ul style="list-style-type: none"> • Regular transit pass 	<ul style="list-style-type: none"> • Transit tracks number of trips per day.

⁵ Note, however, that this method provides an incomplete picture of student travel as research conducted in the community of Kingston, shows that 64% of student trips occurred on evenings and weekends, not trips to and from school.

Community	Administration	Transit Pass Details	Data Gathering
	<ul style="list-style-type: none"> ● School Board pays monthly fee to Whitehorse Transit. ● Transit produces passes. ● Passes distributed by mail. 		
Belleville	<ul style="list-style-type: none"> ● Individual schools provide lists of students. ● Transit produces passes. ● Passes distributed through schools. 	<ul style="list-style-type: none"> ● Card (RFID) for students 	<ul style="list-style-type: none"> ● Number of rides per day ● Heat map

Challenges Experienced

Challenges experienced by the communities investigated mainly centered around first-time operational bugs including:

- Getting passes out on time.
- Securing a machine to produce passes on time.
- Extending the program to ensure that all youth and students are reached, e.g., private school and homeschooled children.
- Reworking the design of the online application form.
- Initial problems with rowdy youth on the bus, later addressed through training in how to be a respectful transit rider.

It's interesting to note that pass fraud was rarely mentioned as an issue.

Costs and Contributions

In the communities studied, funding for a free transit for youth program came from a variety of sources including:

- Parking fees
- School Boards (if and when there is a reduction in the need for school buses)
- Municipal taxes
- Provincial gas taxes
- Provincial Department of Education.

The following table presents available information about the cost and contributions of these programs plus the youth population of their communities. Note that the Sunshine Coast has approximately 1,500 youth by comparison.

Table 4: Comparison of Costs and Contributions by Community

Community	Youth Population ⁶	Costs and Contributions
Whistler	650 (500 use the transit pass)	<ul style="list-style-type: none"> The cost of free transit for youth is estimated to be \$70,000 per year, paid for by parking fees.
Whitehorse	1,922	<ul style="list-style-type: none"> Students are given the choice to either ride the school bus or receive a free transit pass. In 2017, the Yukon Department of Education paid the City of Whitehorse \$4,000 per month for student passes.
Victoria	3,250 (2600 use the transit pass)	<ul style="list-style-type: none"> The cost of free transit for youth is covered by the establishment of Sunday parking fees in 2019. The City of Victoria sends BC Transit \$11.25 per youth per month, based on population estimates, not the number of actual passes provided to youth.
Kingston	8,388 (8000 use transit)	<ul style="list-style-type: none"> Kingston estimates that providing free transit to youth costs about \$250,000 per year. After contributions from the Public and Separate School Boards of \$60,000 each, plus \$40,000 to \$70,000 from provincial gas taxes (based on ridership), there typically remains a deficit of \$60,000 - \$90,000 per year which is paid through municipal taxes.
Halifax	26,544 (4,100 use the transit pass)	<ul style="list-style-type: none"> Halifax estimates that providing free transit to youth costs about \$320,000 per year for approximately 4,100 youth. They began their pilot with two senior secondary schools and a total of 2,400 youth for an estimated loss at the fare box of \$72,000 - \$108,000 per year. In the second year, they opened up the pilot to junior secondary schools in the same area adding another 1,700 youth. At this point, the number of school buses required was reduced and the School Board began to contribute \$200,000 of the \$320,000 per year total costs.

⁶ Statistics Canada. (2023). *Census Profile. 2021 Census of Population*. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released March 29, 2023. Retrieved from: <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed November 4, 2023).

Impact of Free Transit for Youth Programs

Specific impacts observed in the communities examined are detailed in the table below. Communities implementing free transit for youth saw varying degrees of an increase in ridership by youth. Often these increases took several years to manifest. Some communities also saw an increase in adult ridership.

Table 5: Impacts of Free Transit for Youth Programs

Community	Impacts
Whistler ⁷	<ul style="list-style-type: none"> ● When the Whistler Youth Pass was introduced in 2020, there was a: <ul style="list-style-type: none"> ● 9% increase in the number of youths using transit at least once a week ● 5% increase in the number of youths using transit five days per week ● 58% of youth reported using transit more overall ● By 2022, this increased to 76% of youth reporting using transit more as a result of the free transit pass: <ul style="list-style-type: none"> ● 26% of youth used transit five days per week ● 56% of youth used transit at least once a week ● 92% of youth indicated that most of the additional transit trips they take have replaced automobile trips (including being driven by a parent or other). ● The program was observed to be effective at taking up unused bus capacity as most youth travel occurs in the direction opposite to tourist travel.
Victoria ⁸	<ul style="list-style-type: none"> ● When the Youth U-Pass was introduced in 2019, it applied to all riders 18 and under and 2,300 free passes were distributed. ● In 2021, the eligible age range was reduced to 13-18 inclusive, yet the number of free passes distributed increased to 2,600 showing a 13% increase in ridership over time.
Kingston ^{9,10}	<ul style="list-style-type: none"> ● Total system ridership (youth and adults) increased by 95% between 2012 and 2016. ● Capacity issues were noted two years into the pilot as a result of youth mainly travelling during peak morning and afternoon times.¹¹ ● 42% indicated that they would continue to use public transit after their pass expired. ● Research concluded that consistent use of transit continued after the pilot, even though 71% of those who used transit at least three times a week afterwards had a driver's license. <p>Another study showed a 138% increase in the average number of monthly youth (15-24, non-student) passes sold from 255 per month in 2017 to 608 per month in 2023.</p>
Oakville ¹²	<ul style="list-style-type: none"> ● 85% increase in youth ridership was observed in the first month of the program. ● 5.4% increase in adult ridership was also observed in the first month of the program.

⁷ Emma DalSanto, E., Transportation Demand Management Planner, Resort Municipality of Whistler, personal communication, October 23, 2023.

⁸ Smith, K., City of Victoria Finance Department, personal communication, October 23, 2023.

⁹ Hendry, D., Limestone School Board Sustainable Initiatives Coordinator, personal communication, October 23, 2023. www.dhendry.com/community-solutions

¹⁰ Sullivan, *Impact of Free Travel Passes on Youth Travel Behaviour*, p. 55-56 Retrieved from: <https://uwspace.uwaterloo.ca/handle/10012/12199>

¹¹ City of Kingston. (June 17, 2014). *Report to Council (Report # 14-213)*. Retrieved from: <https://www.dhendry.com/community-solutions#youth-transit>

¹² Oakville Transit. (June 7, 2023).

“...while there are many factors that can influence pass sales, including service improvements...the youth transit program resulted in long term growth and committed ridership.”¹³

Conclusions from Existing Programs

1. Municipalities in BC and across Canada are seriously exploring free transit for youth. To date, five communities who piloted free transit for youth prior to 2021 have since adopted it as a policy and another 7 are in the pilot phase.
2. Programs vary in terms of how passes are administered (via the municipality, school district, or schools), the type of pass used (stand-alone card, Umo card, student ID with sticker, or regular transit pass), and how they are distributed.
3. Challenges with implementation were mainly first-time operational bugs. Fraud was rarely mentioned as an issue.
4. Funding for programs came from a variety of sources including parking fees, school boards, and municipal taxes.
5. Programs experienced varying degrees of increases in youth ridership. In some cases, increases were observed within a year, and in others several years were required.

¹³ Hendry, D., Limestone School Board Sustainable Initiatives Coordinator, personal communication, October 23, 2023.

Youth Ridership on the Sunshine Coast

Youth Population

There are approximately 1,500 students aged 13 - 18 who attend secondary schools on the Sunshine Coast. Every year, around 250 Grade 8's enter secondary school in September, and 250 Grade 12's graduate in June.

Table 6: Number of Students

Secondary School	Number of Students
Pender Harbour	70
Chatelech	630
Elphinstone	580
Alternative School	114
Spider Program	79
Total	1,473

Data on current youth ridership and experiences with transit on the Sunshine Coast was obtained from three sources of data:

- UBC Middle Years Development Instrument (2020 - 2023)
- Sunshine Coast Community Services Society Youth Transit Survey (2023)
- SD46 District Student Leadership Team Survey (2023)

Middle Years Development Instrument (MDI)

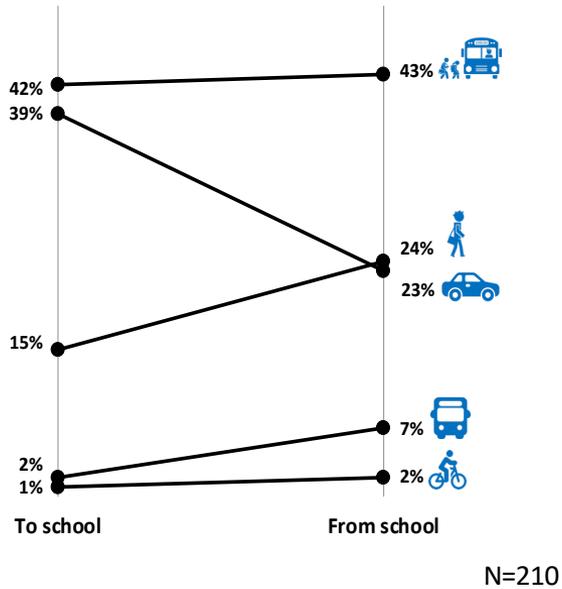
The Middle Years Development Instrument (MDI) is a survey designed by the UBC Human Early Learning Partnership to provide a holistic picture of how children in the middle years are faring on a number of dimensions.¹⁴ Administered via SD46, the MDI collects data directly from Grade 8 students about their transportation habits. Children are asked:

- How do you usually get to school?
- How do you usually get home from school?
- If you could choose, how would you wish to get to and from school?

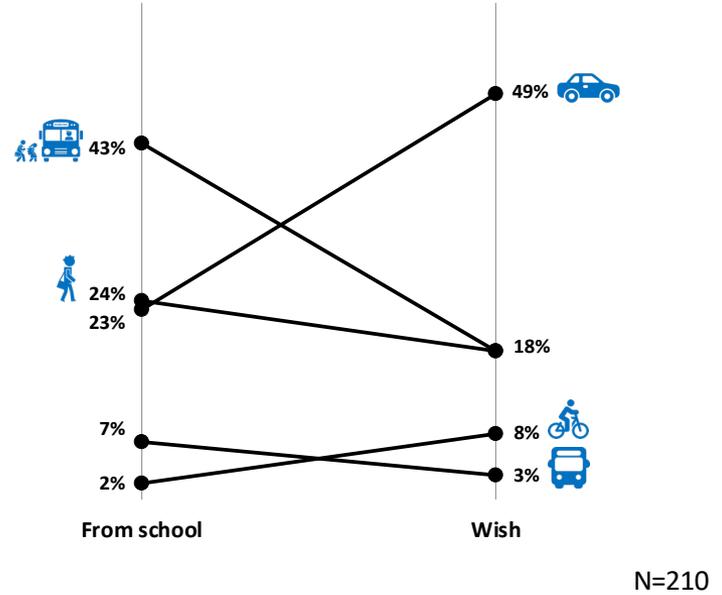
The following charts summarize their answers for the past 3 years.

¹⁴ Human Early Learning Partnership, *Middle Years Development Instrument [MDI] Grade 8 Report, Sunshine Coast (SD46)*, (<https://earlylearning.ubc.ca/school-district/sunshine-coast/>), p. 16.

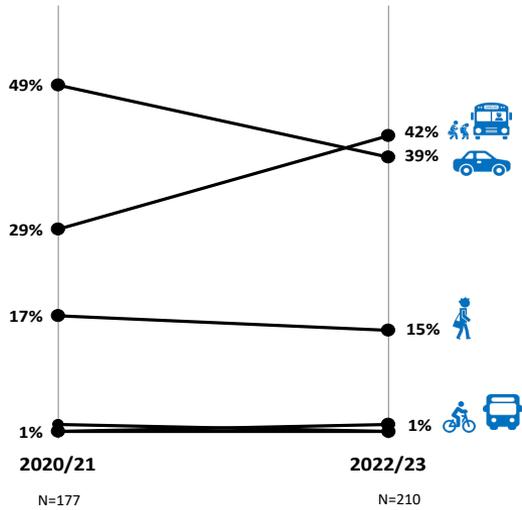
In 2022/23, Grade 8 students were driven less and walked or took transit home more in the afternoon versus the morning.



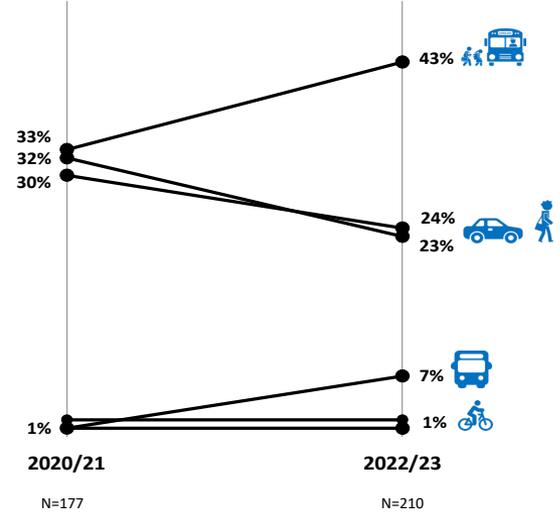
In 2022/23, Grade 8 students primarily wished they could get a ride home from school.



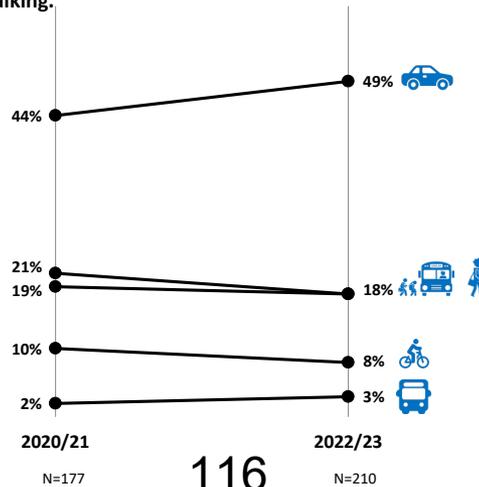
Between 2020/21 and 2022/23, Grade 8 morning use of the school bus increased while driving decreased.



Between 2020/21 and 2022/23, Grade 8 afternoon use of the school bus and transit bus increased while driving and walking decreased.



Between 2020/21 and 2022/23, Grade 8 students on the Sunshine Coast wished they could get home from school by primarily by car, followed by the school bus or walking.



Transit remains one of the least used and least popular modes of transport to school for students, despite a larger proportion of youth taking the bus home from school in the afternoon than to school in the morning.

SCCSS Youth Transit Survey

In 2023, Sunshine Coast Community Services Youth Outreach conducted a survey about transit with 108 of their youth clients (approximately 7% of the coastal youth population), of whom approximately 75% were considered youth-at-risk.

- 89% indicated that they “often or sometimes” struggle to come up with the fare for the bus.
- 79% rely to some extent on free tickets provided through the schools and community organizations.
- 75% said that they had been denied a ride by a bus driver at least once. As a result, 81% indicated they had chosen an unsafe ride instead, e.g., intoxicated driver, hitchhiking, or with a stranger).

Comments by respondents made in the survey include:

“A lot of the time I’m scared to go on the bus because I usually can’t come up with fare so I’m scared I’ll get denied.”

“They never believe me when I say I’m under 13.”

“I think it should be free bus for 18 under.”

“Students need the bus tickets, it really helps.”

“Bus drivers should not deny bus rides for kids ever. The amount of times I’ve been late for work or had to walk in the cold cause I was short on money one time is unfair.”

“I love the current bus drivers. The majority of the time I don’t have bus fare or I am shy of the \$2 and they have always let me on. Thank you to the bus drivers on the Coast for your kindness and compassion.”

“I have gotten lectured because I said I had no money.”

These results indicate that there is a segment of youth riders who lack bus fare, and despite the Sunshine Coast Transit policy of “*inform, don’t enforce*”, are sometimes being denied service for the non-payment of fare.

District Student Leadership Team Survey

The SD46 District Student Leadership Team (DSLTL) is comprised of three students from each of the secondary schools: one each from grades 10, 11, and 12. At their Spring 2023 Student Forum, they surveyed 30 participating students from all high schools regarding their experience of transportation on the Coast.¹⁵

¹⁵ District Student Leadership Team, *DSLTL Student Forum Collated Table Notes - Spring 2023*, pp. 3-4.

Issues raised by respondents that affect their transportation experience include:

- Long wait times
- Crowding during certain times of the day; inability to get on
- Not having the required fare
- Walking instead of taking buses due to safety concerns
- Limited opportunities to get to work; gas expenses are high

Their suggested improvements included:

- Free bus transportation
- Public transit from Pender to Sechelt
- Increased frequency
- Making public transportation equitable for everyone, including Pender Harbour.

Students also noted that making public transit more accessible for youth would potentially lower the risk of accidents involving inexperienced secondary school student drivers.

Conclusions Regarding Youth Ridership

- Transit remains one of the least common and least popular modes of transport to school for students, despite a larger proportion of youth taking the bus home from school in the afternoon than to school in the morning.
- A segment of youth on the coast lack bus fare and have been denied by a driver at least once.
- The transit experience of youth is characterized by long wait times and crowding during certain times of the day.

Needs Assessment

To learn more about the experience of youth with transit on the Sunshine Coast and their likelihood of using free transit, a survey and two focus groups were held.

Youth Focus Group

A short focus group was held with 16 students from Elphinstone Secondary and the Alternative School in Gibsons, ranging from Grades 8 to 11. A second focus group was held with 18 students from a Leadership class at Chatelech Secondary ranging from Grades 8 to 9. All but two of the participants had used transit in the past year.

At the start of the Elphinstone focus group, participants immediately launched into a lively discussion about how to essentially get away with using the bus without paying, saying things like, *“Tell them that you’re 12!”*. Another youth in the Chatelech responded, *“That’s what I used to do! But now I look too old for that to work.”*

Much of remaining discussion in both groups focused on the desire for more frequent buses (especially on weekends), frustration when the bus is late, and how the current schedules can sometimes make it difficult for youth to get around. One student related her experience of traveling regularly on Sundays to Sechelt and finding that she sometimes had to wait 1.5 hours for a bus to return home. Participants also felt that the buses were often late, especially those that originated at the ferry and were delayed when there were ferry delays. Another student expressed that he felt somewhat pressured when putting his bike on the bus; he was concerned he wasn't doing it fast enough since he knew that the driver would be in a hurry to leave. Most felt the bus stop was convenient to their house, except for one youth who lived in Tuwanek. Several mentioned how buses are "dirty", and sometimes have swearing, "weird", or intoxicated people onboard.

Most had family members who taught them as kids how to use the bus and several mentioned how it was the free pass that got them using the bus initially.

Other suggestions for improving the bus service included:

- Align schedules with school arrival and departure times.
- Use larger buses used on busy routes (#90 Express or #1 Local) and smaller buses on ones with few passengers (#4 Halfmoon Bay).
- Display bus rules on the bus so everyone can see them.
- Bus stops could be cleaned more.
- Some bus shelters don't fully protect from the rain.

There was a general desire among the participants to raise the age for free bus service because they're already using transit. One youth noted that it would provide them with peace of mind in case their parents weren't available to pick them up.

"It would be really cool to have free bus passes so then I wouldn't have to lie about my age."

"Sometimes I'm stuck because I don't have the fare."

"Yes, yes, yes!"

Youth Survey

The following pages present findings from a short online survey completed by 63 students on the coast. The survey was promoted via posters at the secondary schools, on the daily school announcements, on the school app, and directly by teachers in the classroom. The majority of respondents were from Elphinstone Secondary and in Grades 11 and 12.

Only 6 of 63 respondents had not taken a bus once in the past year. Figure 4 details some of the reasons why non-users did not use transit. Despite not using the bus, these non-users still had relatively positive views about transit and how it would be helpful in their day-to-day life. Although their likelihood of using a free transit pass was mixed.

Of the 90% of respondents who were transit users, 72% used the bus at least weekly for the various reasons outlined in Figure 10. These users had mostly positive views about transit except for a) the buses not being on time and b) the length of wait. Seventy-five percent said they were extremely likely to use a free transit pass, and 79% believed it would be helpful in their day-to-day life. As expected, students with family members who took the bus were more likely to be transit users.

Youth transit users said...



Transit gives them the freedom to travel where they want

87%

Transit goes to the places they want to go

87%

Transit drivers are usually friendly

87%

They feel safe riding the bus

82%

Transit is convenient for them to use

76%

The buses are usually on time

53%

They don't have to wait too long for a bus

42%

Figure 1: Most youth responding were from Elphinstone Secondary.

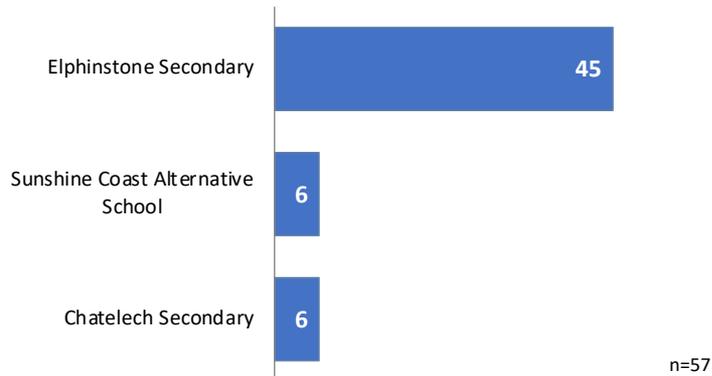


Figure 2: Most youth respondents were from higher grades.

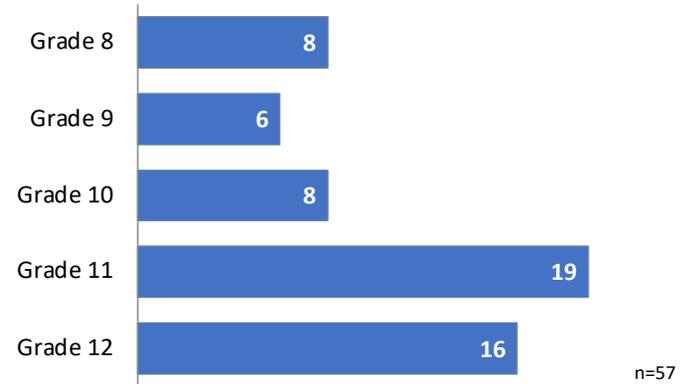


Figure 3: The majority of respondents had used transit at least once in the past year.



Figure 4: There were a wide variety of reasons why non-users had not used transit in the past year.

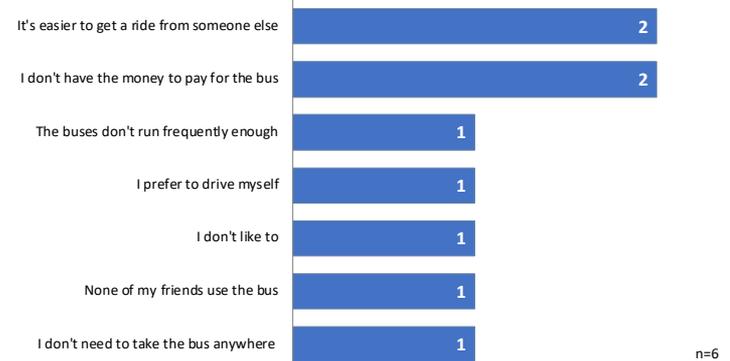


Figure 5: The majority of non-users did not have family members who used transit either.

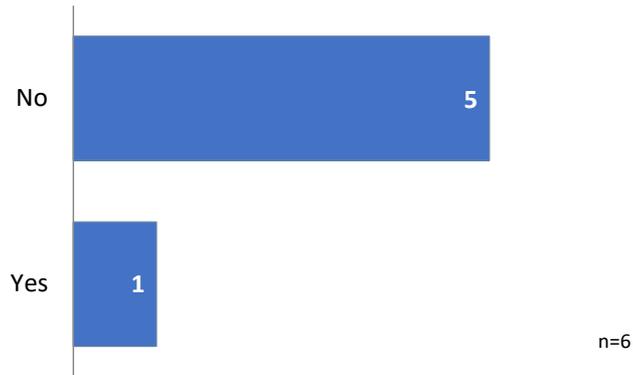


Figure 6: Non-users still had relatively positive views about transit.

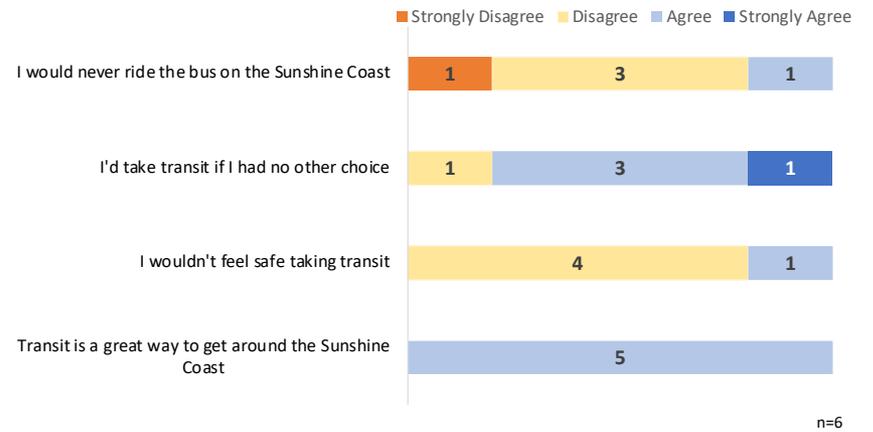


Figure 7: The likelihood of non-users to use a free transit pass for youth was mixed.

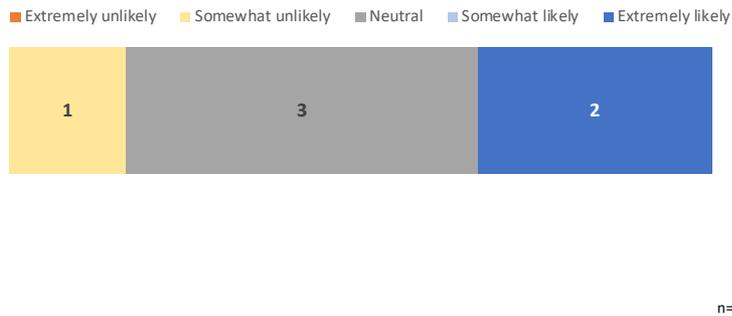


Figure 8: Non-users believed a free transit pass would be helpful in their day-to-day life.

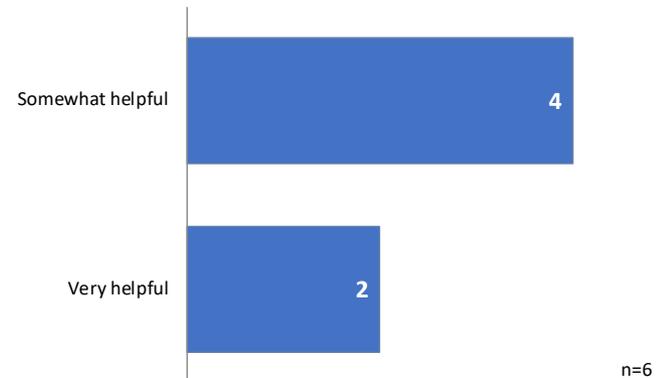


Figure 9: The majority of respondents who used the bus did so at least weekly.

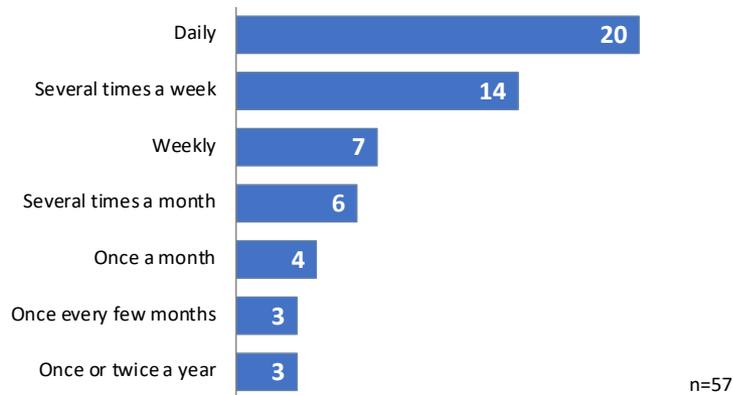


Figure 10: Popular reasons for using the bus among users were travel to social activities, travel to the ferry, and travel to and from school.

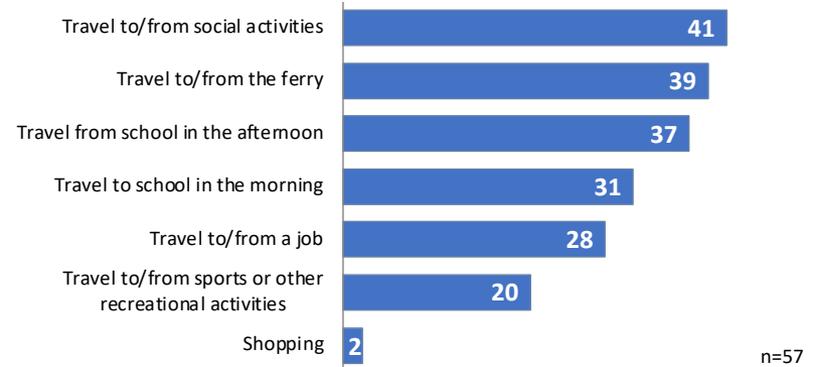


Figure 11: The majority of bus users had family members who used transit.

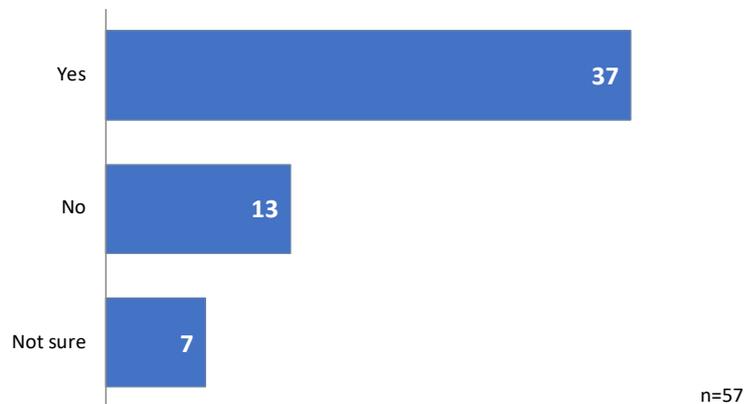


Figure 12: Users had positive views about transit except for buses not being on time and the length of wait.

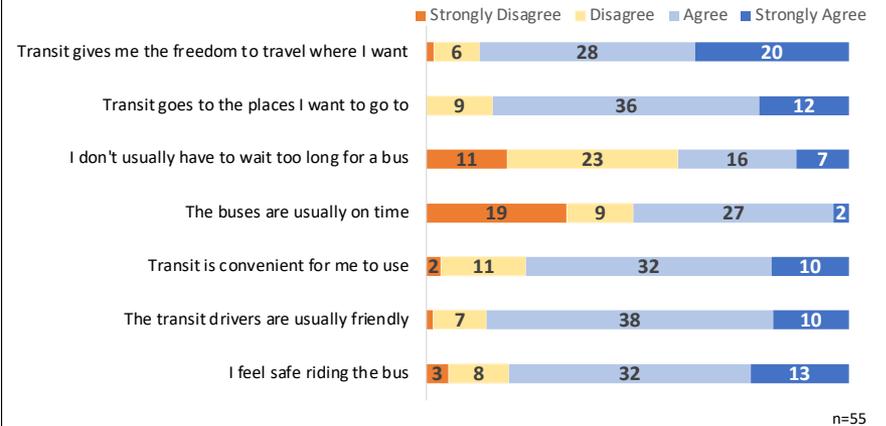


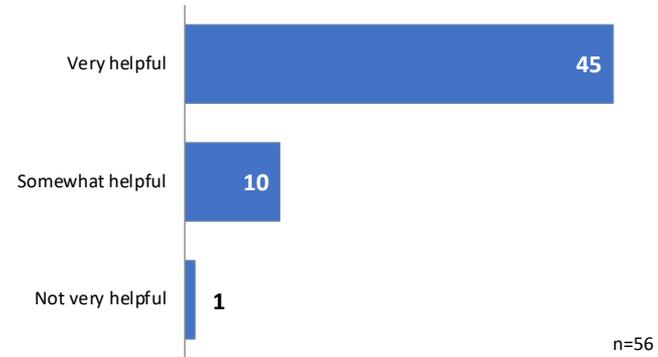
Figure 13: Youth bus users indicated they are extremely likely to use a free transit pass.

Extremely unlikely Somewhat unlikely Neutral Somewhat likely Extremely Likely



n=57

Figure 14: Users believed a free transit pass would be helpful in their day-to-day life.



n=56

Quite a few comments focused on the need for greater frequency of bus service, especially on weekends. There were requests for better service to Bonniebrook, North Road, the Howe Sound mill, Douglas Park, as well as more expansive service beyond the highway. Other comments touched on the need for better time performance, better amenities such as a debit card tap option, updated posters at the bus stops, air fresheners on the bus, and a bus that would wait for the late ferry.

"Saturday and Sunday schedules should be less evil."

"Do a small bus that goes down to Bonniebrook."

"More buses that come more often."

"If the ferry is late have a bus that waits there for it."

"Maybe make the buses come more often and update the posters at the bus stop."

"I hope to see some way towards transit for youth in Pender Harbor, considering I have a lot of friends living there who can't be driven all the time, and I would like having better access to family and friends' houses in the area that I would otherwise need to be driven to."

"Make the #2 buses have more rides with better timing and have a debit card tap option."

Several survey respondents made comments about the worry they experience when they are short on bus fare or how to gain access to transit when they don't have any fare.

"Having free transit so I don't need to worry if I have the money to get home safe."

"Just make it free - 50% of youth don't pay anyway."

"I wish it was free for youth completely because a lot of the time I don't have change on me and I feel bad not being able to pay, but in many cases it's my only way home."

Many survey comments were supportive of free transit for youth.

"It would be amazing if it were free."

"Free transit would be amazing and would make everything more accessible for youths."

"Generally the transit is pretty good, free busing for students would help a ton for my daily life as well as many other students."

Additional Community Support

A January 2023 delegation to the SCRD for free transit for youth received letters of support letters from:

- Schools
 - School District 46
- Students
 - SD46 District Student Leadership Team
- Parents
 - District Parents' Action Committee
 - Elphinstone Parents' Action Committee
 - one individual community member
- Regional Organizations
 - Vancouver Coastal Health
- Local Governments
 - Town of Gibsons
- Community Organizations
 - Sunshine Coast Climate Action Network
 - Transportation Choices Sunshine Coast (TraC)
 - Sunshine Coast Community Services Youth Outreach

A Coast Reporter poll held on February 9, 2023 indicated that 71% of 702 responses supported free transit for youth.

Need Assessment Conclusions

- The biggest complaints from youth are insufficient frequency of buses (particularly on the weekend), buses not being on time, the length of wait, and sometimes not having the fare.
- Some youth are not paying a fare right now by misrepresenting their age.
- Both non-transit users and users have relatively positive views about transit in terms of the freedom it provides, convenience, friendly drivers, and safety.
- Suggestions to improve their transit experience as youth include more frequent buses (especially on weekends), better on-time performance, and expansion of service into other neighborhoods.
- There is strong community support for free transit for youth.

Barriers to Youth

In summary, the main barriers that youth experience with using transit on the Sunshine Coast are:

- Buses are not frequent enough, particularly on the weekends.
- Buses not being on time.

- Sometimes not having the fare.
- Lack of service to Pender Harbour.
- Their own preference for getting a ride from parents, or driving themselves.

SD46 Considerations

Support for Free Transit for Youth

SD46 Superintendent of Schools, Kate Kerr, notes many benefits of free transit for students including community and educational opportunities, environmental sustainability, and not having to spend earnings on bus fare.¹⁶ She notes, “...having my kids at 12 knowing that the bus was free and they could explore the Coast, and I recognized that they had the independence and knowledge to be able to do that, was an incredibly freeing experience that also built independence.” She sees free transit as an incentive for youth to explore, and to increase affordability for families.

SD46 Secretary-Treasurer, Nicholas Weswick also echoes this support, viewing free transit for youth as “...an extension of active travel and independent mobility for youth. It would also reduce barriers for field trips, school sports and extended experiences.”¹⁷

Efficiencies Between SC Transit and the SD46 School Bus

In Whitehorse, Kingston, and Halifax, there was a drop in the number students taking the school bus after implementation of free transit for youth, which allowed them to reallocate funds towards free transit for youth.

In most cases, SD46 students live within 3km of the main highway that runs the coast.¹⁸

Currently, there is a substantial overlap between SD46 school bus routes and existing transit routes. For example, a cursory examination of morning school bus routes revealed one school bus route from Langdale to Elphinstone Secondary via Marine Drive (#A01 - Bus 5484) is wholly contained within transit Route #1. Another school bus route that travels along Lower Road (#A02 - Bus 5485) is also largely coincident with transit Route #1.

Nicholas Weswick describes a situation in Kamloops where students self-selected transit over the school bus to such an extent that it resulted in the creation of a dedicated transit route to the school. It's possible, he suggests, that free transit for youth on the Sunshine Coast could result in lower school bus ridership over time and portions of the school bus service could be contracted out to SC Transit.¹⁶ SD46 reports that school registrations have remained relatively constant in recent years and no new routes have been created.¹⁹ Sunshine Coast Transit is only now coming into a position where it will cease to be defined by its service to Langdale Ferry. After its next expansion, Route #90 Express will increase to 30-minute service, allowing for a schedule which may be geared to other activities such as school start and end times.

That being said, the school bus system as a whole is quite complex with both area and regional routes that often intersect and sometimes serve more than one purpose.

¹⁶ Kerr, K., SD46 Superintendent of Schools, personal communication, November 1, 2023.

¹⁷ Weswick, N., SD46 Secretary-Treasurer, October 31, 2023.

¹⁸ Marasco, F. (May, 2017). *Service Delivery Project: Bus Route Optimization Project Current State Assessment for School District 46*.

¹⁹ Weswick, N., SD46 Secretary-Treasurer, October 31, 2023.

Student ID cards are given to all students at secondary schools on the Sunshine Coast including participants at the Alternative School and the Spider program. Both Kate Kerr and Nicholas Weswick expressed an openness to a conversation about a combined student ID and transit pass, though expected additional costs are a concern.

Proposed Model

Based on the results of the needs assessment and other research above, the SCRD is encouraged to adopt free transit for youth on the Sunshine Coast.

Anticipated Outcomes

Free transit for youth has many potential positive outcomes including:

- Increases in youth ridership.
- Potential increases in adult ridership as a result of system improvements.
- Decreased stigma associated with using transit.
- Creation of a new generation of transit riders, with anticipated long-term increases in ridership.
- More convenient pick-up and drop-off times than the school bus.²⁰
- Greater support of youth during times of increased anxiety and mental health challenges.
- More equitable access to transit for youth-at-risk.
- Reduction in the number of youth refused access to transit because of lack of fare.
- More affordable for families, greater support in times of increasing economic pressures.
- Reduction in the number of parent-driven trips.
- Reduced greenhouse gas emissions and more effective meeting of municipal climate change commitments.
- Increased youth mobility, fostering increased confidence, independence, and participation in the community.
- More youth able to get to work easily, which helps to fill the labour shortage.
- Fewer parking, traffic congestion, and air quality issues at schools.

“Policies around fare-free transit for youth are generally introduced with the understanding that short-term increases to costs to accommodate increased ridership will lead to longer-term benefits.”²¹

“It keeps the economy moving, helps kids get to their jobs, takes pressure off our roads”.²²

²⁰ At Elphinstone Secondary, for example, school bus riders arrive 25-35 minutes early in the morning and leave 20-25 minutes after school has ended, leading many parents to drive their children instead.

²¹ BC Transit, *Fare-Free Transit*, p. 9

²² Diane Peters, “More Ontario communities are giving kids and teens a free ride - on public transit”, (TVO Today, Apr 19, 2023).

Pass Options

1) Umo Payment Platform

Umo is BC Transit's new contactless fare payment system that is coming to the Sunshine Coast in January 2023 (estimated). Riders can choose to pay via either:

- an Umo card (purchased and reloadable through a BC Transit fare product vendor, similar to a Compass Card)
- a mobile app
- using cash.

One benefit of Umo is its enhanced information gathering capacity. Another feature of the Umo platform is the ability to provide the transit authority with a "benefit code" for qualified users. The user can then use this code every time they use either the Umo app or the Umo card.

2) Possible Card Options

There are three options available for a free transit for youth pass.

Table 7: Comparison of Pass Options

Option	Description	Advantages	Disadvantages
1) Umo transit pass with benefit code	A benefit code is a feature within the Umo platform that allows riders to take advantage of a discounted or free fare. After registering as an eligible youth, the rider receives an email with a unique benefit code. Once the rider applies the benefit code to their Umo card or app, the discount will be permanently applied each time they tap onto the bus. This system is currently being used by the Victoria Pro-Pass ²³ program, the University of Victoria, and Royal Roads University.	<ul style="list-style-type: none"> • No cost to use benefit codes so administration costs are decreased. 	<ul style="list-style-type: none"> • Risk of fraud. Benefit codes are transferable until they are applied to a rider's Umo account. For example, it would be possible for a benefit code intended for a youth to be applied instead to the Umo account of a friend or relative. If that friend or relative were an adult, the value/loss of the free annual pass the benefit code would generate would be \$720.
2) Separate stand-alone student transit pass	The City of Victoria has worked with a transit pass supplier, ID Experts, to create an Umo-compatible stand-alone youth transit pass. Youth fill out a form online and prove their eligibility for the Youth U-Pass program by providing proof of age, proof of residence and a photo. Once accepted, this information is transmitted to ID Experts to produce the individual passes and distribute them.	<ul style="list-style-type: none"> • Tried and true method used in Victoria. 	<ul style="list-style-type: none"> • A more expensive option administratively. <ul style="list-style-type: none"> • Cost of passes • Admin hours required • Distribution expense
3) Combined student card and transit pass	This method uses an Umo-compatible card, e.g. from ID Experts above, as the vehicle for a combined student card and transit pass. In this scenario, all secondary school students on the Sunshine Coast would automatically have access to free transit with their regular student card.	<ul style="list-style-type: none"> • Reduced administrative costs since SD46 is already paying for, and processing, student cards: <ul style="list-style-type: none"> • producing student photos via Artona • collating student information • distributing student cards. 	<ul style="list-style-type: none"> • Requires buy-in from SD46 who will have to reconfigure their process and probably supplier. • Currently, student IDs are produced by the school photographer Artona so the production of the IDs by ID Experts represents an additional cost and administrative step. • SCR D would need to top up the increased costs incurred by SD46. • Ensuring accessibility to youth not attending a secondary school.

²³ A program for civil servants to encourage them to use transit.

The type of transit pass chosen will ultimately inform who takes on the responsibility for administering a free transit for youth program. If a student card is used, then the production and administration of the pass would likely rest with SD46. If, on the other hand, a benefit code or a stand-alone card is used, then the Finance Department at the SCRD would likely take responsibility for administration of the program.

Combined Pass

The SCRD is encouraged to adopt the third option of a Combined Student Card and Transit Pass (“Combined pass”). The following section outlines the following for the proposed model:

- Administration details
- Advantages and disadvantages
- Financial implications
- Possible funding sources
- Sustainability considerations

Administration

A combined pass would operate as follows:

- Program administered by SD46 with financial support from the SCRD for additional costs.
- Available to all youth aged 13-18 inclusive on the Sunshine Coast, including Pender Harbour.
- Cards produced and distributed via the school board and schools.
 - Production of cards contracted out to a suitable vendor, e.g. ID Experts, for a student card on one side and transit pass on the other.
- Ongoing monitoring and evaluation of changes in ridership via Umo-generated data.
 - Electronic data from the combined card.
 - Additional short online survey administered after one year, either as small contracted evaluation, or as part of a parental permission form possibly required by SD46 for participation.

Advantages and Challenges

The anticipated advantages of a combined pass include:

- Efficient, low-cost administration. SD46 is already producing student cards which is a cheaper alternative than SCRD administration.
- Will work with the new UMO payment platform.
- Excellent data collection capability for monitoring and evaluation.
- Privacy concerns already addressed within SD46.
- Avoids potential fraud with use of benefit codes, as the transit portion of the Combined pass is a distinct colour and the driver can see if it’s a student using the card.
- Only one card for youth to manage instead of two.
- All students receive the card at the same time in September.

Potential challenges are described below.

Table 8: Potential Challenges and Possible Mitigation Strategies

Challenges	Potential Mitigation
<ul style="list-style-type: none"> Requires SD46 buy-in. 	<ul style="list-style-type: none"> Initial interest and support in exploring a Combined pass already expressed by Superintendent and Secretary-Treasurer. SD46 school trustees have also formally expressed support for free transit for youth.
<ul style="list-style-type: none"> SD46 may require permission from parents, leading to an additional administrative burden. 	<ul style="list-style-type: none"> ?
<ul style="list-style-type: none"> Ensuring homeschooled and youth-at-risk are able to access. 	<ul style="list-style-type: none"> Work with SD46 and SCCSS youth outreach workers to ensure access.
<ul style="list-style-type: none"> Ensuring Gr. 7's who turn 13, but are still in elementary school, can access a pass. 	<ul style="list-style-type: none"> Students only receive a pass with their Gr. 8 student card.
<ul style="list-style-type: none"> Encouraging youth and parents to use transit more in general. 	<ul style="list-style-type: none"> Support the work of Vancouver Coastal Health's Active Travel for Kids roundtable who are working to get more children and youth out of cars.
<ul style="list-style-type: none"> Potential for passenger overloads on routes which serve both ferry arrivals and schools. 	<ul style="list-style-type: none"> Proactively consider adding an extra bus to the 3 pm bus pick-up at Elphinstone. Anticipated plans to uncouple the current transit schedule from meeting the ferries and increasing Route #90 to every 30 minutes will add more flexibility. However, a new bus to facilitate this will not arrive from the province until 2025.
<ul style="list-style-type: none"> Evaluating impact of pilot properly. 	<ul style="list-style-type: none"> Send a short online survey to youth and parents one year into the program.

Financial Implications

Key budget items to be considered include:

- Cost to switch from the current student card to a combined pass.
- SCR D top-up to SD46 for additional costs.
- Costs for additional monitoring and evaluation of the pilot.

These costs also need to be balanced against:

- Loss of youth fares per year (estimated at \$81,567).²⁴
- Savings from the cancellation of the *Free Youth Transit Ticket Voucher Program*²⁵

Possible Funding Sources

Recouping funds via increased parking fees is one method used by several other communities. Local governments on the Sunshine Coast might consider implementing paid parking in strategic locations, particularly those frequented by tourists, as a way of underwriting the costs of this program.

Sustainability Considerations

The following actions may contribute to the long-term sustainability of this pilot:

- Diligent monitoring and evaluation of changes in ridership and other impacts.
- Increasing bus frequency, especially on weekends, to address youth's concerns and encourage greater ridership.
- Adapting bus schedules to times when students are travelling to and from school.
- Creating a field trip program with SD46 that uses transit buses.

²⁴ BC Transit estimates that the provision of free transit for youth aged 13-19 inclusive on the Sunshine Coast will result in a total farebox deficit of \$86,469 per year. Using the same methodology for the years 13-18 inclusive yields a slightly lower estimate of \$81,567.

²⁵ If free transit for youth were implemented, there would be some degree of savings within the Free Transit Ticket Voucher program. However, even with free transit for youth in place, there could still be a need for some free tickets to be made available to youth on a temporary basis via community organizations and schools when poverty, insecure housing or unstable family/caregiver relationships make it difficult to access for them to complete an application process. Note also that SCCSS Youth Outreach distributes tickets to youth up to age 24.

Recommendations

- 1) That the SCRD adopt a free transit for youth program on the Sunshine Coast.
- 2) That the SCRD begin conversations with SD46 to explore the feasibility of partnering on a recommended Combined Student Card and Transit Pass option.
- 3) The Sunshine Coast Transit form an advisory committee with significant youth representation.
- 4) Investigate the feasibility of increasing bus frequency, including weekends and tying schedules to school entrance and dismissal times.
- 5) That Sunshine Coast Transit look for ways to create more service efficiencies between school bus and transit routes, particularly when the Route #90 route schedule is decoupled from meeting the ferries.
- 6) That Sunshine Coast Transit explore the potential for contracting out portions of the school bus service to Sunshine Coast Transit.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – November 23, 2023

AUTHOR: Raphael Shay, Manager, Sustainable Development

SUBJECT: CORPORATE GREENHOUSE GAS EMISSIONS TARGET POLICY – TARGET SETTING

RECOMMENDATION(S)

- (1) THAT the report titled Corporate Greenhouse Gas Emissions Target Policy – Target Setting be received for information;**
 - (2) AND THAT Option 1 – the SCRD adopts a Corporate GHG emissions reduction target of 20% by 2026 and 45% by 2030 from 2019 levels within its traditional services inventory, be included in a Corporate Greenhouse Gas Emissions Target Policy to be presented in Q1 2024.**
-

BACKGROUND

As part of the goal of action on emission reduction, the SCRD's Strategic Plan 2019-2023 includes a strategic priority to achieve carbon neutrality, supported by a tactic of target setting.

On February 23, 2023 the Board adopted the Corporate Carbon Neutrality Plan (CCNP), which states "once the Plan is adopted, reports on key actions will be prepared beginning with a report on target setting and formalization."

A policy on targets will inform future decision making. A Board-adopted target can be used by staff to frame analysis of specific options. Adopting a policy does not commit the Board to specific future decisions.

The SCRD has previously adopted corporate GHG emission reduction targets. A new policy would supersede these. Previous targets are:

1. 2009 resolution that: "the Board adopts a greenhouse gas emissions reduction target of 27% relative to 2008 base year emissions by 2018 with respect to its corporate operations;"
2. 2012 Corporate Energy and Emissions Plan's target of 7% emission reductions from 2007 level by 2031.

Reductions were achieved when the SCRD had a resourced Strategic Energy Management Plan. Emissions have plateaued in recent years except for temporary pandemic-related reductions.

The purpose of this report is to present options for new targets in preparation for a Corporate Greenhouse Gas Emissions Target Policy.

DISCUSSION

Option Evaluation Framework

Some of the CCNP's guiding principles as well as other policies are used to evaluate target options. They are:

1. *Climate Emergency.* This element describes the level of corporate leadership the Board wishes to take. There are risks associated with committing to targets without full knowledge of implementation details. On the other hand, the risks of not reducing GHG emissions at a global scale is that climate change exceeds socio-ecological adaptive capacity, leading to a strain or collapse of socio-ecological systems.

It is best practice to set targets based on the best science available as well as set several interim targets to monitor progress and institute corrective actions. To this effect, the **UN's recommendation is that developed nations reach as close to Net Zero as possible by 2040¹.**

Additionally, although SCRD corporate activities and Canada more broadly emit only a small proportion of global GHG emissions today, we are responsible for a relatively large proportion of historical emissions. As a developed country that has benefited from historical emissions, *differentiated responsibility* means emissions should be reduced more quickly here than is expected from developing countries.

2. *Change Management:* There are risks associated with the rate of change possible by the organization, its people, contractors, as well as citizens' political support and ability to pay.
3. *Alignment with Provincial and Federal Targets:* Federal^{2,3} and Provincial⁴ targets are approximately a 45% reduction by 2030 and reaching net-zero emissions by 2050 from 2007 levels. This is broadly similar to a 45% reduction from a 2019 baseline year for SCRD's corporate emissions.
4. *Financial Implications:* Due to the large quantity of decisions to be taken and the evolving technological and regulatory landscape, it is impossible to define precise financial implications for 2030 and beyond. A policy will guide the investment of staff time and resources in investigating options for Board consideration in future staff reports and iterative reviews of capital plans.

Also described in this section is Alignment with Asset Management Policy (Policy 1025-1, Excerpt): "Section 4.4. Long-term Sustainability and Resiliency

¹ UN Press Release 20 March 2023. Retrieved from:

<https://press.un.org/en/2023/sgsm21730.doc.htm#:~:text=Specifically%2C%20leaders%20of%20developed%20countries,target%20as%20early%20as%202035.>

² 2030 Emission Reduction Plan aims for 45% reduction by 2030 from 2005 levels.

<https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/climate-plan-overview/emissions-reduction-2030.html>

³ *Canadian Net-Zero Emissions Accountability Act* calls for net zero by 2050 with a revised interim target set every five years. <https://www.canada.ca/en/services/environment/weather/climatechange/climate-plan/net-zero-emissions-2050.html>

⁴ BC's *Climate Change Accountability Act* (2007) calls for a 40% reduction by 2030 from 2007 levels.

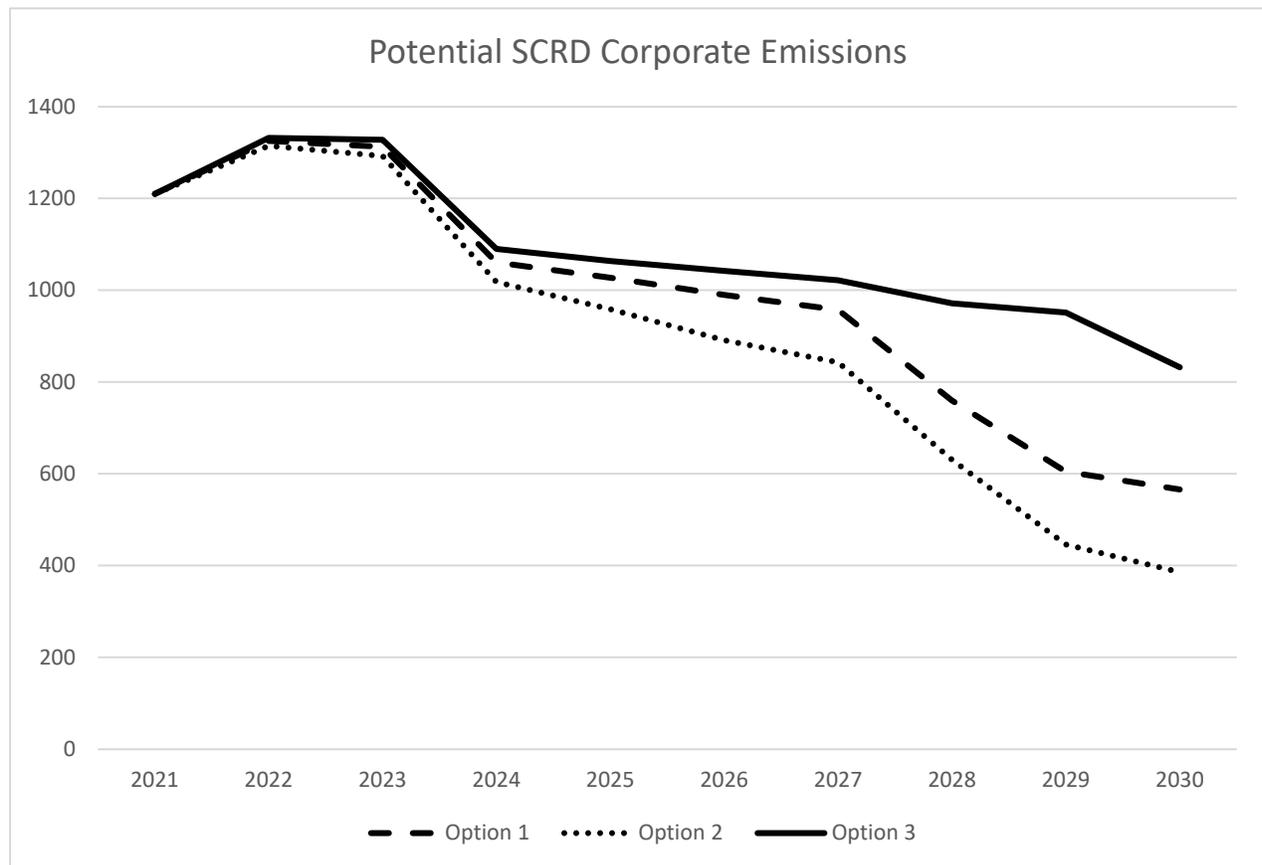
<https://www2.gov.bc.ca/gov/content/environment/climate-change/planning-and-action/legislation>

- 4.4.1 The SCRD’s asset management efforts will consider the needs of both current and future generations, and the potential challenges associated with changing community demographics and expectations related to service delivery.
- 4.4.2 The SCRD’s approach to asset management will seek to build resiliency to climate change and support mitigation of greenhouse gas emissions.
- 4.4.3 The SCRD will consider social, environmental, and economic factors and implications when making and implementing asset related decisions.”

Introducing Options

Three options are presented. They include GHG emissions targets for 2026 and 2030. All targets are using a 2019 baseline. This baseline was selected because it occurs prior to covid-19 pandemic-related impacts on GHG emissions yet is relatively recent to increase reliability of data.

Option #	2026 Emission Reduction Target	2030 Emission Reduction Target
1	20%	45%
2	28%	70%
3	17%	33%



Each option has a description of how targets could be achieved that includes the types of decisions needed in the next few years. **However, there are several possible pathways to achieve each target.** Pathways include a mix of approaches, including:

- reimagining how services are delivered (e.g. via virtual meetings or evaluating service levels),
- delivering services more efficiently (e.g. via improved maintenance or efficient equipment),
- technological shifts (e.g. low-carbon electrification).

Each target will involve multiple Board decisions over the coming years. These will be informed by staff analysis of impact on targets.

Option 1: That the SCRD adopts a Corporate GHG emissions reduction target of 20% by 2026 and 45% by 2030 from 2019 levels within its traditional services inventory.

How it could be achieved	<p>Ongoing:</p> <ul style="list-style-type: none"> - Electrification of the Sechelt Landfill (in progress). - Timely investments in low-carbon electrification of fossil-fuel using equipment at Asset End of Life (for fleet and facility equipment). - Avoid purchasing new fossil-fuel using equipment in almost all cases. Some fossil-fuel equipment in facilities that are hard to electrify (e.g. radiant tube heaters) could be retained and replaced with high efficiency models at Asset End of Life. - Support contracted services emission reductions by approximately 5% per year. - New facilities will have to be built to net zero or near net zero standards. - Over the span of 7 years (by 2030), purchase 37 electric vehicles and 15 plug-in hybrids (for heavy duty vehicles where product availability is still evolving). This represents an average of 7.4 vehicles per year. The SCRD has purchased an average of 4.8 vehicles per year over the last ten years. 61 vehicles are 10 years old or older as of 2023. A schedule for vehicle replacement will be informed by the Fleet Strategy (see 2024) and electrical and infrastructure upgrades will be needed (see 2024, 2025-2026). <p>2024:</p> <ul style="list-style-type: none"> - Replace failed heat pumps recovering waste heat at Sechelt Aquatic Centre (SAC). This is already planned as a 2024 Budget Proposal. - Defining energy efficiency equipment as critical components of capital plans (e.g. heat recovery heat pumps, weather stripping) and rework those plans. - Complete Fleet Strategy.
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	<ul style="list-style-type: none"> - Incorporate a “zero emission vehicles considered first” clause in corporate GHG emissions policy. - Complete electrical upgrades at Field Rd to accommodate additional EV charging stations (Phase 1 with Phase 2 potentially needed in future). <p>2025-2026:</p> <ul style="list-style-type: none"> - Continue planning for the operations and maintenance expansion needs for Transit/Fleet services including working collaboratively with BC Transit on preparing for the electrification of the transit fleet. - Planning for the infrastructure requirements and electrical upgrades to support the electrification of the fleet at the various sites (i.e. Mason Road Yards). Upgrades may occur in phases continuing into the following time window. - Implement recommendations of Fleet Strategy once completed. - Increasing facility maintenance capacity to optimize facility energy performance. - Increase project management capacity and Corporate Services capacity associated with asset management and grants to undertake low carbon electrification and efficiency projects. <p>2027-2030</p> <ul style="list-style-type: none"> - Eliminating most emissions from either Gibsons and District Aquatic Facility (GDAF) <u>or</u> SAC by 2029 by replacing fossil fuel heating with low or zero-emission technology or closing a facility (potentially as part of a replacement plan that could include co-locating facilities for greater energy recovery). Larger projects such as these will require service level discussions. - Complete several timely low carbon electrification and efficiency projects and a limited number of efficient fossil fuel replacement projects at Asset End of Life. - Start developing renewable energy projects to further reduce GHG emissions of electricity consumption.
Climate emergency	Option 1 involves reductions that could place corporate emissions on the path to net zero between 2040 and 2050 as recommended by current scientific consensus.
Change management	Option 1 will require changes in several areas that will exceed current change management capacity. Sustainable Development may require increased resources. Other capacity increases are outlined above. An aspect of this is managing community expectations (e.g. related to facilities).

	<p>Capital plans will need to be revised to incorporate energy efficiency equipment as well as low-carbon electrification of fleet, equipment, and facilities into budgets.</p> <p>Building maintenance will need more robust and proactive facility management plans to ensure efficient building performance.</p> <p>Project management capabilities will need to increase to investigate and shepherd low-carbon electrification projects.</p> <p>Training for new and current staff related to change management will be required.</p> <p>An upcoming fleet strategy will outline policy, management, operational, and technological next steps required to support change in fleet and equipment.</p> <p>Service level decisions impacting the community will be required during the Board’s term.</p> <p>Contractors: Greater sophistication of support and engagement is needed to increase an ecosystem that fosters GHG emission reductions.</p>
<p>Alignment with other targets</p>	<p>Option 1 target of 45% reductions of GHG emissions by 2030 best aligns with Federal and Provincial targets.</p>
<p>Financial Implications</p>	<p>From recently completed feasibility studies, low carbon electrification of Gibsons and Area Community Centre (GACC), SAC, and Sunshine Coast Arena (SCA) would result in \$3.5 Million in capital costs (\$2 Million over replacement with like for like currently in capital plans). Many, but not all, of these recommendations will need to be implemented in a timely manner at Asset End of Life. Keeping a limited number of fossil fuel-using equipment is possible for another lifecycle if efficiency is increased when scheduled for replacement. Increases to electrical feeds to facilities would be an additional expense that can reach the hundreds of thousands in the larger sites. An increase in annual utility costs would also be noted.</p> <p>The financial implications of a decision on how GDAF GHG emissions are addressed have not been detailed here.</p> <p>High level feasibility studies in 2021 and staff research concluded \$250,000 of efficiency measures could be invested in seven other facilities with simple paybacks generally under seven years. Option 1 would require many of these be implemented in a timely manner at Asset End of Life or earlier for simple efficiency measures. Most of these recommendations have not been actioned as these measures</p>

	<p>are not integrated into capital plans and there is limited project management capacity beyond core services. Several of these recommendations involve heat pumps. Although these have slightly longer paybacks, they provide a co-benefit of offering cooling during heat waves, in line with the resiliency objectives of the Asset Management Policy.</p> <p>There are approximately 60 other facilities that are generally smaller and under standard operations (such as wastewater treatment plants, pump stations, and sports field lighting). Several of these facilities have opportunities for efficiency that have not yet been mapped out but have relatively low emissions.</p> <p>Fleet and equipment electrification would be higher capital costs, but it is generally assumed that operating costs are lower. There may be opportunities for right sizing various assets, which could have lower capital costs. A Fleet Strategy will help inform next steps and recommendations for vehicle replacement schedules, which may or may not reflect this timeline. Capital costs will include electrical upgrades at various facilities that are not yet quantified. HR implications will be mapped out in future iterations of departmental service plans based on recommendations from the Fleet Strategy.</p>
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Option 2: That the SCRD adopts a Corporate GHG emissions reduction target of 28% by 2026 and 70% by 2030 from 2019 levels as defined by its traditional services inventory.

<p>How it could be achieved</p>	<p>As detailed in Option 1, plus:</p> <p>Ongoing:</p> <ul style="list-style-type: none"> - Support contracted services emission reductions by approximately 10% per year. - Over the span of 7 years (by 2030), purchase 55 electric vehicles and 15 plug-in hybrids (for heavy duty vehicles where product availability is still evolving). This represents approximately 10 vehicles a year, which is approximately double the new vehicle trend over the last ten years. Electrical and infrastructure upgrades would be needed more quickly in this scenario. <p>2024:</p> <p>2025-2026:</p> <ul style="list-style-type: none"> - Eliminating most emissions from both GDAF and SAC by 2029. - Substantially increase project management capacity and Corporate Services capacity associated with asset
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	<p>management and grants to undertake low carbon electrification and efficiency projects.</p> <p>2027-2030</p> <ul style="list-style-type: none"> - Complete timely low carbon electrification, efficient fossil fuel equipment, and efficiency projects at Asset End of Life at all facilities.
Climate emergency	Option 2 leads by example and sets the SCRD in a strong position to meet Net Zero emissions by 2040.
Change management	<p>Option 2 will exceed change management capabilities from within the SCRD and from contracted services. Professional change management support may be required. Other capacity increases are outlined above.</p> <p>Sustainable Development capacity would need to increase to build organization wide capacity, support a coordinated approach, and maximize multi-solving.</p> <p>Contractors: Greater sophistication of support and engagement is needed to increase an ecosystem that fosters GHG emission reductions. This could be supported with a 0.5 FTE focused on community sustainability.</p>
Alignment other targets	Exceeds provincial and federal targets and places the SCRD in a strong position to be Net Zero by 2040.
Financial implications	<p>Most, but not all, of the electrification of GACC, SAC, and SCA would be needed, resulting in \$3.5 Million in capital costs (\$2 Million over replacement with like for like). Like option 1, increases to electrical feeds to facilities would be an additional expense that can reach the hundreds of thousands in the larger sites. Additionally, an increase of \$17,000 annual utility costs by 2030 compared to replacing like for like equipment replacement is expected at these three facilities.</p> <p>Unlike option 1, option 2 would require the seven other facilities with energy audits implement the majority of efficiency and low carbon electrification measures when equipment is scheduled to be replaced.</p> <p>The Fleet Strategy will outline next steps to determining costs in this area.</p>

Option 3: That the SCRD adopts a Corporate GHG emissions reduction target of 17% by 2026, and 33% by 2030 from 2019 levels and defined by its traditional services inventory.

<p>How it could be achieved</p>	<p>Similar to Option 1, except:</p> <p>Ongoing:</p> <ul style="list-style-type: none"> - Focus on efficiency of equipment at Asset End of Life and some low carbon electrification. - Support contracted services emission reductions by approximately 2% per year. - Over the span of 7 years (by 2030), purchase 22 electric vehicles and eight plug-in hybrids (for heavy duty vehicles where product availability is still evolving). This represents an average of 4.3 vehicles per year, a slight decrease from the SCRD’s purchasing trend over the last ten years. <p>2024:</p> <p>2025-2026:</p> <ul style="list-style-type: none"> - Eliminating most emissions from GDAF by 2029. - Increasing facility maintenance capacity by one FTE to optimize facility energy performance. - Modest increase to project management capacity and Corporate Services capacity associated with asset management and grants to undertake low carbon electrification and efficiency projects. <p>2027-2030</p> <ul style="list-style-type: none"> - For SAC, replace natural gas boilers with most efficient models available.
<p>Climate emergency</p>	<p>Option 3 falls short of recommendations from scientific consensus. It may still be possible to achieve net zero emissions by 2050 if new fossil fuel using equipment reaches Asset End of Life prior to 2050 or is phased out early.</p>
<p>Change management</p>	<p>Option 3 is generally within organizational change management capabilities. Some specific capacity increases are noted above.</p>
<p>Alignment other targets</p>	<p>Option 3 falls short of Provincial and Federal targets.</p>

Financial implications	Facility capital plans would receive the smallest changes out of the three options outlined. A greater accent on efficiency would support the Asset Management Policy.
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Organizational Implications

The policy will inform the selection and the analysis of options presented for future Board decisions including guidance on capital plans. Integration here will likely follow an iterative process over several years. Other areas involve the review of other Board policies as well as integration into budget processes, including informing incremental resourcing in line with the adopted targets and conclusions of other strategies (such as the Fleet Strategy).

There are other decision points and integrations that are operational in nature. Communications and engagement with staff will support integration of targets. A change management plan will be developed to support the selected targets.

Progress will be reported annually through a report to the Board and captured in topline external reports.

Pending Board direction, the Corporate Greenhouse Gas Emissions Target Policy will be proposed to include a date by when targets for 2035, 2040, and 2045 be set. Setting these later targets in the future will enable analysis to better integrate learning from this phase of implementation as well as the evolving technological and regulatory landscape.

STRATEGIC PLAN AND RELATED POLICIES

The proposed Corporate Carbon Neutrality Plan supports the Strategic Plan focus area of Community Resilience and Climate Change Adaptation. Specifically, Strategy 4.3 of achieving corporate carbon neutrality.

CONCLUSION

This report presents three options for targets in preparation for a Corporate Greenhouse Gas Emissions Target Policy. Adopting a policy does not commit the Board to specific future decisions. Once targets are adopted, a policy will be presented to the Board and future reports will include options and analysis that relate to GHG emission reductions. Capital plans will start to be revised. Conclusions of a fleet strategy will inform future steps on fleet. And finally, support for contracted services and change management plans are to be developed. Staff recommend Option #1 be included in a Corporate Greenhouse Gas Emissions Target Policy to be presented in Q1 2024

ATTACHMENTS

Appendix A – 2022 Corporate Greenhouse Gas Emissions

Reviewed by:			
Manager		Finance	X – T. Perreault
GM	X – S. Gagnon X – R. Rosenboom	Legislative	
A/CAO	X – I. Hall	Human Resources	X – G. Parker

Appendix A – 2022 Corporate Greenhouse Gas Emissions

As a signatory to the BC Climate Action Charter, participant in the Local Government Climate Action Program, and to support the implementation of the Corporate Carbon Neutrality Plan, the Sunshine Coast Regional District (SCRD) reports on corporate emissions annually. Greenhouse gas (GHG) emissions are calculated within the boundary of the Traditional Services Inventory, which includes services local governments generally administer to ease comparison. These include administration, utilities, fire protection, contractors, as well as solid waste and organics collection.

In 2022, the SCRD emitted 1,224 tonnes of CO₂ equivalent (Figure 1). This is a slight increase over 2021 and continues the rebound trend after emissions decreased in 2020 due to pandemic-related recreational facility shutdowns and reductions in fleet travel.

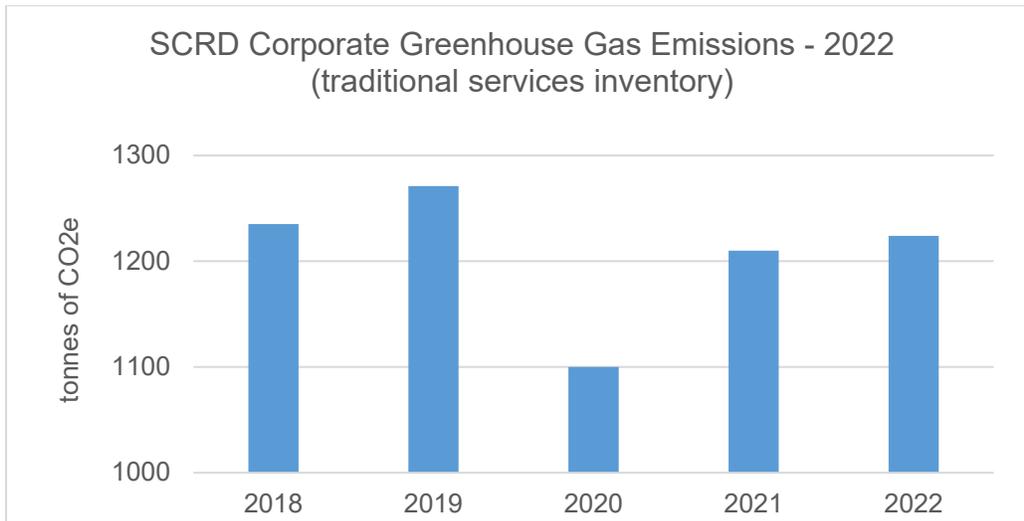


Figure 1. SCRD Corporate Greenhouse Gas Emissions - 2022 (traditional services inventory)

Figure 2 outlines where these emissions come from. 56% of emissions come from facilities, mostly through the combustion of fossil fuels. 35% of emissions are associated with fleet and equipment while 9% come from contracted services.

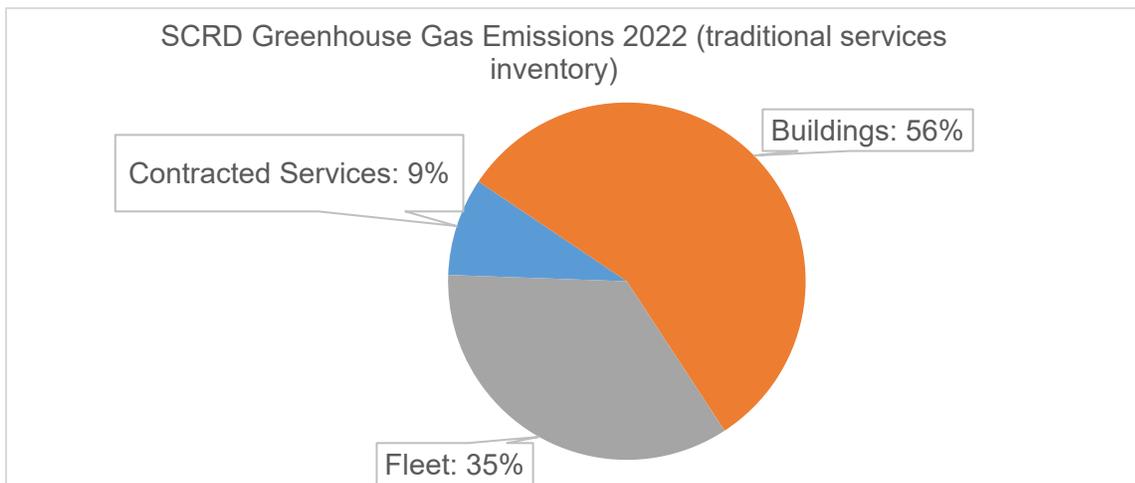


Figure 2. SCRD 2022 Greenhouse Gas Emissions

Transportation emissions have increased by 22% over 2021. Although the SCR D has started purchasing electric vehicle, the electrified vehicles are not the highest fuel users and do not travel the longest distances. Building Inspection Services travel longer distances and have a new electric vehicle that recently joined the fleet.

Building related emissions continue to come primarily from fossil fuels at 12 buildings (Figure 3). 85% of these emissions are from the four recreation centres. Sechelt Aquatic Centre emissions continue to increase as the heat pumps that reclaim waste heat and pre-heat water for various areas reach end of life and have not been replaced. Sechelt landfill emissions have also increased markedly when the solar-propane system failed. Emissions from the temporary diesel generator will decrease materially when the site is connected to the grid. The Chapman Water Treatment Plant’s emissions have decreased as natural gas equipment reaches end-of-life and is replaced with electric equipment.

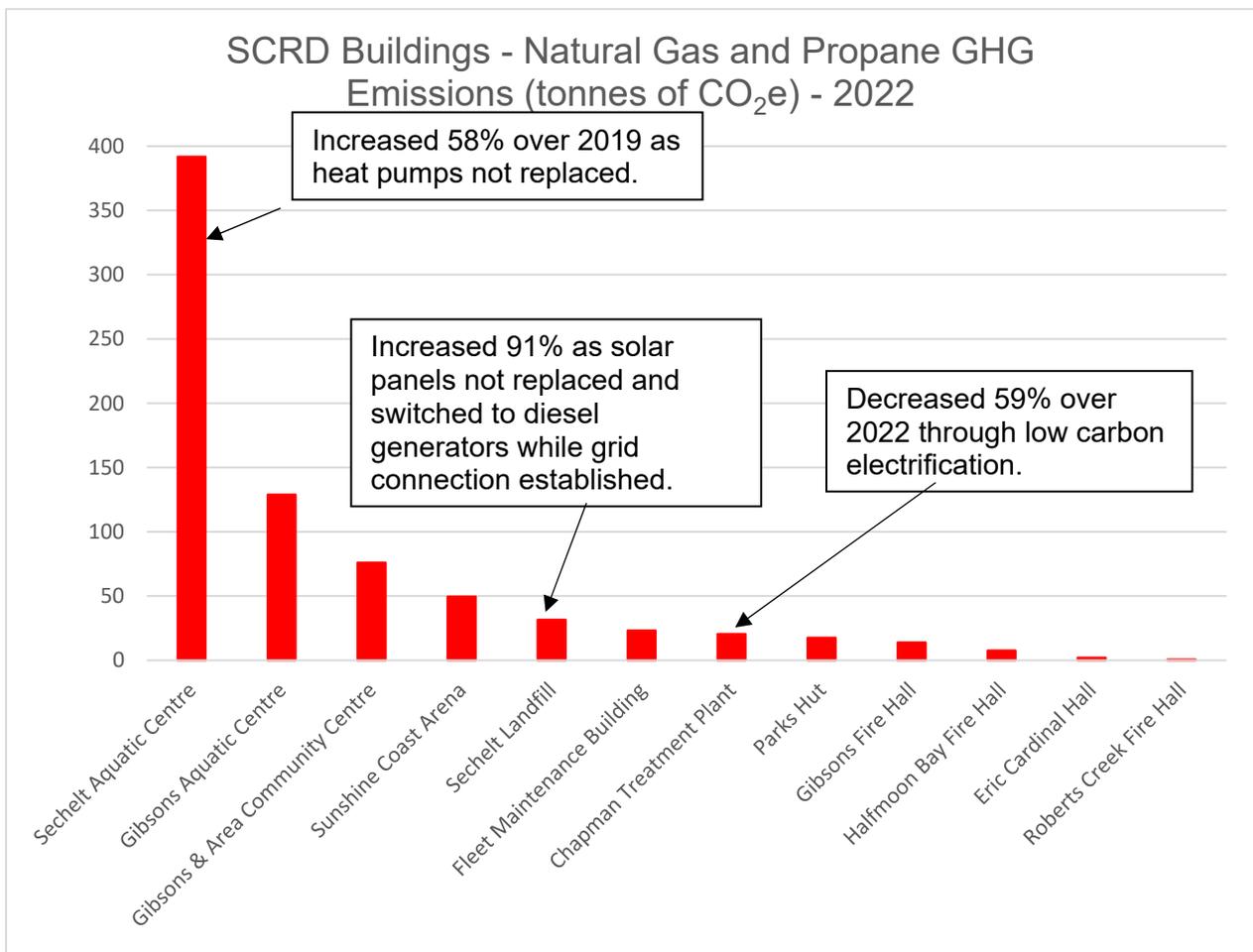


Figure 3. GHG Emissions from SCR D Buildings

The SCRD also influences other GHG emissions that are not encompassed in the accounting above. These are outlined in Figure 4 in comparison to comparison. Most notable are the Sechelt landfill, which falls under federal reporting, and the transit service, which is reported as part of BC Transit's GHG emissions. Landfill emissions will increase much more slowly than before with the significantly reduced volume of compostable material entering the landfill. A study on the feasibility of a biocover to oxidize these emissions is also continuing. Emissions from the transit service will increase as the service expands but electric buses are also starting to be incorporated into BC Transit's fleet.

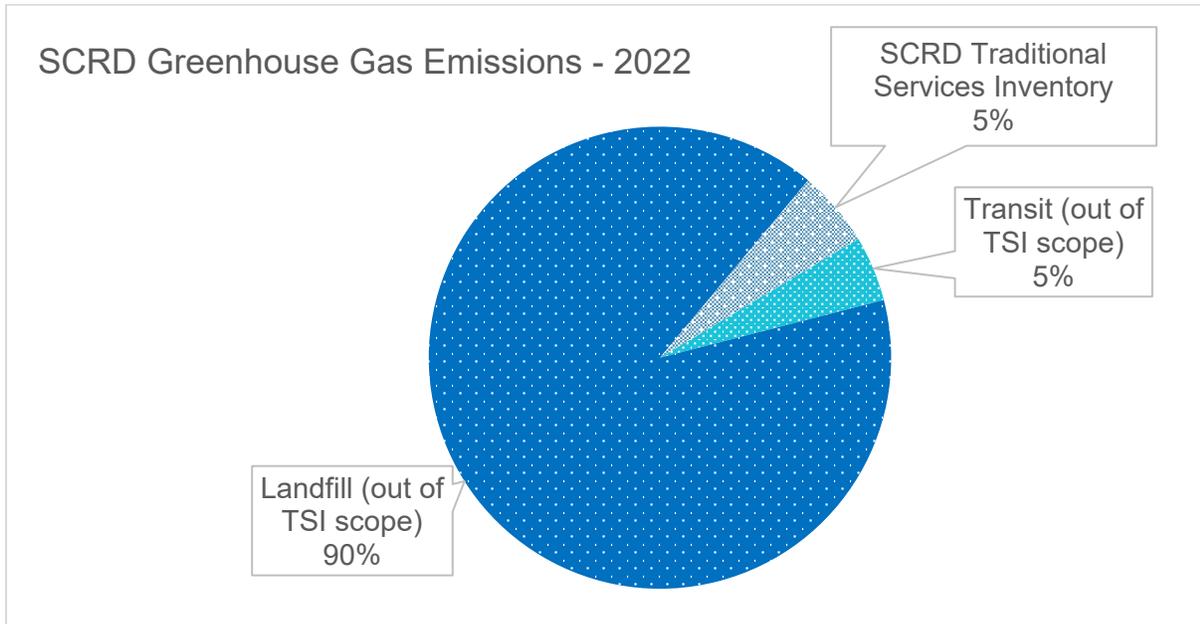


Figure 4. SCRD Greenhouse Gas Emissions 2022

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – November 23, 2023

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: **2024 INSURANCE RENEWALS - MUNICIPAL INSURANCE ASSOCIATION OF BRITISH COLUMBIA (MIABC), AON REED STENHOUSE INC. (AON) AND THE INSURANCE CORPORATION OF BRITISH COLUMBIA (ICBC)**

RECOMMENDATION(S)

- 1) **THAT the report titled 2024 Insurance Renewals: Municipal Insurance Association of British Columbia (MIABC), Aon Reed Stenhouse Inc. (Aon) and Insurance Corporation of British Columbia (ICBC) be received for information;**
 - 2) **AND THAT payment of up to \$130,000 be authorized for liability insurance to MIABC;**
 - 3) **AND THAT payment of up to \$425,000 be authorized for property insurance to Aon;**
 - 4) **AND THAT payment of up to \$120,000 be authorized for fleet insurance to ICBC;**
 - 5) **AND FURTHER THAT the draft 2024-2028 Financial Plan be amended to reflect the changes in premiums.**
-

BACKGROUND

Insurance premiums for the Sunshine Coast Regional District (SCRD) are determined in December of the prior year following a review of the current coverage, and any changes to property or assets for the SCRD. Staff continue to work with our insurance brokers to finalize the amounts, however, this must be executed by year-end to ensure appropriate coverage for the SCRD. Staff will report the final values through the 2024 Budget process.

Through a cost evaluation process the SCRD has chosen to insure liability insurance from MIABC and property insurance from Aon to receive the best value to the SCRD.

Fleet Insurance provides insurance for all SCRD vehicles and equipment including fire trucks, transit buses, Parks and Recreation and Water equipment. Coverage of fleet insurance includes basic road, liability, collision & comprehensive, non-owned automobile Policy, special excess third party, garage policy, and storage policy.

The purpose of this report is to receive Board approval for 2024 premiums and include the respective amounts in the Draft 2024-2028 Financial Plan.

DISCUSSION

MIABC: For 2024, the annual estimated assessment is approximately \$130,000 (2023-\$118,775), which represents a combination of per capita rates, claims experience and some administrative costs. The assessment reflects year over year changes in the SCRD community's population and experience rating. Experience rating is based on community's claims development in the 2018 to 2022 policy years. Experience premiums and discounts are calculated using the MIA's member approved experience rating formula.

Included again in the 2024 estimate is the 'Casual Legal Service' program which provides legal opinion to its members for a cost of \$500 per year and covers advice on all local government issues with unlimited inquiries (limited to 30 minutes). This has been a very valuable service for the SCRD on non-complex legal questions and included are quarterly newsletters, bulletins on court cases and legislation and a number of other resources. The SCRD has used this program 10 times to date in 2023. As of the date of this report, some of the advice inquiries went beyond 30 minutes which resulted in a reduce billed (about half the hourly standard rate) for the legal opinion.

Aon: The estimated premium for 2024 is \$425,000 (2023-\$348,663) which includes the renewal of property, boiler, crime, recreational instructors, Accidental Death and Dismemberment (AD&D) and general liability insurance.

The rate is a result of the SCRD's 2023 increased Statement of Values (SoV) and a hard insurance market, which when there is a high demand for insurance, but a lower supply of coverage available, the rates have increases over the prior year.

The SoV is a tool for the SCRD and its Insurer to determine the value of insurable assets. Maintaining an accurate SoV will benefit the SCRD, as more detailed information provides the Insurer with a healthier understanding of the cost and risks associated with the assets. A portion of the SoV is completed every year with a more detailed assessment every three years.

ICBC: The estimated premium for 2024 of \$120,000 (2023-\$109,873) basic insurance, garage policy, collision and comprehensive through ICBC for 2024.

The estimated premiums include a contingency for any coverage, rate changes and new vehicles that we may receive in 2024.

Financial Implications

Liability insurance is recovered through the Support Service Allocation, any increase will need to be updated as part of the 2024 Round 1 Budget figures.

For Aon, these values are also estimated and will be refined over the coming weeks.

Due to the continuation of volatile market conditions, hard insurance market, this has resulted in dramatic premium increases across the country's insurance industry. Out of a necessity to fund claims adjusted to a higher risk environment, we are continuing to see rate increases that are larger than in previous years.

Recognizing these values are still estimates with MIABC, Aon and ICBC, the contracts need to be executed, and approval is required prior to year-end, Staff will report back as part of 2024 Budget process if these values exceed the approved amount.

STRATEGIC PLAN AND RELATED POLICIES

This report aligns with the Boards Financial Sustainability Policy.

CONCLUSION

Insurance premiums are determined in December of the prior year following a review of the current coverage and any changes to property or assets for the SCR.D.

Staff recommend the payments of up to \$130,000, \$425,000, and \$120,000 be authorized to the MIABC, Aon and ICBC respectively. Staff will report back if premiums exceed the approved amount.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – November 23, 2023

AUTHOR: Graeme Donn, Manager, Recreation Services

SUBJECT: RECREATION SOFTWARE - INFORMATION REPORT

RECOMMENDATION(S)

THAT the report titled Recreation Software - Information Report be received for information.

BACKGROUND

In 2007-2008, Sunshine Coast Regional District (SCRD) Recreation moved to a web-based software (ACTIVENet) for the management of business transaction needs including customer database, facility rentals, program registrations, point of sales, admission and pass sales and reporting/analysis/financial accounting. Parks Services also uses this software for facility rentals and pass sales for Dakota Ridge. A public solicitation process has not been conducted since that time.

The current agreement is set to expire in February 2025, with a 12-month notification period required. To align with the SCRD procurement policy and Trade requirements, a Request For Proposals was released in September. The scope of services was developed to align with current business needs and to address known gaps in functionality, to improve overall efficiency as well as customer service.

DISCUSSION

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 and will require the collaboration of several different divisions including Recreation, Finance, Information Services. The transition will work towards improving business processes, while maintaining as minimal disruption to the day-to-day business as possible.

Success indicators include:

- Divisions that utilize the software have an established and fully operational software in place
- The processes, procedures and governing policies are developed to support the new solution
- Organizational changes have been implemented and stabilized
- All affected parties are consulted and communicated with
- New software will enhance customer service and implementation will have a minimal business interruptions

At this point, it is unknown what kind of transition support will be provided by the successful vendor. Implementation of a different service provider will be a significant undertaking, will take time and have many phases to it (e.g. discovery phase, change management strategy, set up and configuration, data migration, training and testing, launch and transition to operations).

Organizational and Intergovernmental Implications

Moving to a new recreation software provider will require dedicated resources and the commitment of various divisions over the next 12-14 months and will be incorporated into divisional workplans.

Financial Implications

Staff will bring forward a 2024 budget proposal to support the implementation of new software, that 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.

The budget proposal may need to be deferred to Round 2, as the evaluation of the proposals should be completed by that time.

Timeline for next steps or estimated completion date

- Prior to mid-January – Contract Award Report
- February 2024 to February 2025 – Set up of new software, updating procedures, building support documents and training for staff (estimated and will depend on successful proponent)
- January to February 2025 – New Recreation Software goes live

Communications Strategy

Internal communications will be ongoing. Once the software is setup and in operation, changes to user accounts, information, invoicing, statements, receipts, etc. will be communicated to the public as needed.

STRATEGIC PLAN AND RELATED POLICIES

Continuation of recreation software for recreation business needs supports current service levels.

CONCLUSION

The procurement process for recreation software may result in a change and need to transition to new software. Implementation of a new software system is a significant undertaking and is anticipated to take up to 12 months and will require the collaboration of several different

divisions including Recreation, Finance, Information Services. Considerations to support this transition will be brought forward in a 2024 budget proposal for the Boards review during the 2024-2028 financial planning process.

Reviewed by:			
Manager	X – G. Donn X – D. Nelson X – V. Cropp	CFO/Finance	X - T. Perreault
GM	X - S. Gagnon	Legislative	
CAO	X - D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – November 23, 2023

AUTHOR: Dean McKinley, CAO

RE: **BUDGET PROJECT STATUS REPORT – NOVEMBER 2023**

RECOMMENDATION(S)

THAT the report titled Budget Project Status Report – November 2023 be received for information.

BACKGROUND

The Budget Project Status Report (BPSR) provides the Sunshine Coast Regional District (SCRD) Board updates on projects as approved through the 2023 Budget process and other major projects added throughout the year. The focus of the BPSR is to report on the status of the various projects and to ensure the projects are on time and on budget.

DISCUSSION

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

The recently approved projects through the 2023 Budget are included in this report as well as carried forward projects from prior years. Approved funding related to base budget increases are not included in the BPSR. Staff have added proposed completion dates wherever possible.

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

The goal of the BPSR is to provide project status in a concise manner to the Board.

ATTACHMENT

Budget Project Status Report Update

Attachment and Report Reviewed by the Senior Leadership Team	
CFO/GM, Corporate Services	Corporate Officer
GM, Infrastructure Services	GM, Planning and Development
GM, Community Services	SM, Human Resources

2023 BUDGET PROJECT STATUS REPORT

Last Revisions: November 15, 2023

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	Start Date (YYYY-MM)	% Complete
1	CA	110	Reid	\$119,650	\$66,728	COVID-19 Restart Funding	2022	2024-Q1		All	Regional	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.	Carryforward		In Progress 75%
2	CA	110	McKinley	\$30,000	\$0	Operating Reserves	2023	2024-Q1		All	Regional	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 SCRDC's overall budget and the services that the SCRDC 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.	Discretionary	2023-09	Started
3	CA	115	Parker	\$12,000	\$0	Operating Reserves	2023			All	Regional	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.	Discretionary		Not Started
4	CA	116	Cropp	\$18,000	\$0	Support Services	2023	2023-Q3		All	Regional	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 SCRDC 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.	Non Discretionary		Started
5	CA	117	Nelson	\$75,000	\$54,356	Reserves	2021			All	Regional	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.	Carryforward		In Progress 75%
6	CA	155	McKinley	\$10,000	\$0	Taxation	2023			F and F Islands	F and F Islands	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.	Discretionary		Not Started
7	CA	110 / 115 / 117 / 200-290 / 365 / 366 / 370 / 504 / 520 / 615 / 650	SLT	\$207,000	\$163,230	Taxation / Operating Reserves / Support Services / COVID-19 Restart Funding	2020			All	Sechelt	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.	Carryforward		In Progress 75%
8	CA	110 / 117	Reid	\$124,000	\$84,000	Operating Reserve / Support Services / Taxation	2023	2024-Q4		All	Regional	General Government / Information Services - Electronic Data Records Management System Conversion (0.6 FTE)	Retire SCRDC'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.	Discretionary		In Progress 50%
9	CA	114 / 210 / 216 / 212 / 312 / 613 / 625	SLT	\$30,000	\$28,721	Taxation / Support Services	2020			Various	Various	SCRDC 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 Departments and Pender Pool.	Carryforward		In Progress 50%
10	CS	310	Kidwai	\$6,000	\$3,647	Operating Reserves	2021	2024-Q2		B, D, E, F, DoS, SNGD, ToG	Sechelt	Public Transit - Building Improvements - Increased Safety (see additional approved in 2022)	Increased Safety and Security at Mason Road site (e.g. Security system, CCTV and improved external lighting). External Lighting complete. June 22, 2023: Waiting for Legislative Services to review Privacy Impact Assessment (PIA before moving to RFQ for CCTV and security system) 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. 14/2023: No change from September update.	Carryforward	2022-04	In Progress 25%
11	CS	310	Kidwai	\$3,250	\$0	Operating Reserves	2022	2024-Q2		B, D, E, F, DoS, SNGD, ToG	Sechelt	Public Transit - Security System and CCTV (Low Cost High Value)	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. July 14: Lights installed on May 24th and 100% functioning. Waiting for Legislative Services to review Privacy Impact Assessment before moving to RFQ for CCTV and Security. June 22/23: Waiting for Legislative Services to review Privacy Impact Assessment. 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. 14/2023: No change from September update.	Carryforward	2022-04	In Progress 25%

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12	CS	312	Kidwai	\$4,000	\$1,000	Operating Reserves	2021	2023-Q3		All	Sechelt	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. July 14: waiting for official engineer sign off on anchor point. Will purchase parts for project in Q2; installation still slated for Q3. April 27/23: Current engineering company not responding. Working with procurement to source another engineering company to complete the project. June 22/23: Working with procurement to secure an engineering service. Sept 14/23: Still working with procurement to secure contractor(s) to complete the work. Sept. 29 / 2023: Since no companies on the Sunshine Coast offer both equipment supply and installation, three (3) mainland businesses were approached and one provided a price. Nov. 14/2023: In negotiations with a company for the provision of both equipment and installation. It is possible this project will be completed by year end.	Carryforward		In Progress 50%
13	CS	312	Kidwai	\$162,000	\$146,408	MFA Loan	2022	2023-Q3		All	Sechelt	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 24, 2022: Contract awarded. Hoist ordered, will take up to 6 months to receive. Project completion estimated for end of Q3 2023. Budget increased by Resolution 247/22 #9. March 27/23: Hoist expected to arrive in April, and installation to be completed by end of Q2. June 22/23: Hoist arrived, but installation is stalled due to electrical compatibility issues. A temporary loaner hoist has been provided by the contractor until the installation can be completed. Sept 28/23: The installation issues are finally resolved. Project concluded. Invoicing \$153,250 including taxes/loaner. Retire current loaner vehicle and replace with another vehicle that will be retired when new EVs are received. August 12 - New vehicles not expected until 2022, project carried -forward. April 27/23: Still awaiting for SCRD new vehicles to arrive so a selection can be made for the replacement. June 22/23: Still awaiting for SCRD all new EV to arrive so a selection can be made for the replacement. Sept 28/23: Most of the new EVs have arrived, however, still working with other departments to select new fleet loaner. Nov. 14/2023: No change from September update.	Carryforward	2023-Q2	In Progress 50%
14	CS	312	Kidwai	\$10,000	\$0	Capital Reserves	2020	2024-Q1		All	Regional	Maintenance Facility (Fleet) - Fleet Loaner Vehicle (Business Continuity)	Retire current loaner vehicle and replace with another vehicle that will be retired when new EVs are received. August 12 - New vehicles not expected until 2022, project carried -forward. April 27/23: Still awaiting for SCRD new vehicles to arrive so a selection can be made for the replacement. June 22/23: Still awaiting for SCRD all new EV to arrive so a selection can be made for the replacement. Sept 28/23: Most of the new EVs have arrived, however, still working with other departments to select new fleet loaner. Nov. 14/2023: No change from September update.	Carryforward		In Progress 50%
15	CS	312	Kidwai	\$10,000	\$2,122	Operating Reserves	2020	2024-Q1		All	All	Maintenance Facility (Fleet) - Electric Vehicle Maintenance (Strategic Goal)	Project planning stage complete - RFP for electric charges completed April 8: EV Charger installed; awaiting new vehicle so training can commence July 14: Fleet researching appropriate training courses and required tools. April 27/23: Two of four vehicles have arrived. ETA of remaining two vehicles unknown at this time. Once they have arrived we will be able to assess what tools/equipment will be required and will purchase at that time. June 22/23: Three out of four EVs arrived. The EV maintenance training for all mechanics to be scheduled. Identified tools required for diagnostic purpose, e.g. EV Scanner and SCRD Purchasing process to be initiated. Sept 28/23: The required EV diagnostic tools list is being finalized. Reviewing relevant workshops/courses for staff training (including on-line options). Nov. 14/2023: Have purchased the scanner. Identification of other tools and training still underway. Will likely request to carry forward this project.	Carryforward	2023-06	In Progress 75%
16	CS	312	Kidwai	\$6,000	\$3,647	Operating Reserves	2021	2024-Q2		All	Sechelt	Maintenance Facility (Fleet) - Building Improvements - Increased Safety (see additional approved in 2022) <i>Lines 14, 15, 19 & 20 are all the same project</i>	Increased Safety and Security at Mason Road site (e.g. Security system, CCTV and improved external lighting). Exterior parking lot light install completed. July 14: Light installed on May 24th and 100% functioning. Waiting for Legislative Services to review Privacy Impact Assessment before moving to RFQ for CCTV and Security. Jun 22/23: Waiting for Legislative Services to review Privacy Impact Assessment. 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. 14/2023: No change from September update.	Carryforward	2022-04	In Progress 25%
17	CS	312	Kidwai	\$3,250	\$0	Operating Reserves	2022	2024-Q2		All	Sechelt	Maintenance Facility (Fleet) - Security System and CCTV (Low Cost High Value) <i>Lines 14, 15, 19 & 20 are all the same project</i>	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. Jul 14 update: Light installed on May 24th and 100% functioning. Waiting for Legislative Services to review Privacy Impact Assessment before moving to RFQ for CCTV and Security. June 22/23: Waiting for Legislative Services to review Privacy Impact Assessment. 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. 14/2023: No change from September update.	Carryforward	2022-04	In Progress 25%
18	CS	312	Kidwai	\$75,000	\$0	Operating Reserves	2023	2024-Q2		All	Sechelt	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. June 22/23: Project start delayed until Q3 due to emerging priority items. Sept 28/23: Not started. Nov. 14/2023: Internal discussions with divisions that have fleet (draft project charter) and RFP draft underway. Scheduled to release RFP in Q1 2024.	Discretionary		Started
19	CS	313	van Velzen	\$67,000	\$0	Operating Reserves	2023	2023-Q4		All	D. E. Gibbons and Sechelt	Snow Removal and Ice Control Equipment	Nov. 14/2023: Procurement of equipment has commenced. Per staff s/b complete by end of 2023	Other	2023-10	Started

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20	CS	345	Gagnon	\$117,600	\$15,505	Taxation / Reserves	2020, 2021, 2022	2024-Q1		B, D, E, F, and Islands	Various	Ports Services - Ports Major Inspections	<p>Sep 22: Major inspections will begin in October for four locations (Hopkins, Gambier, West Bay, Graves, Hallett) and be completed by end of 2022. Additional funding will be required to complete the remaining four docks in 2023. A 2023 budget proposal is being developed.</p> <p>Nov 24, 2022: Major inspections have commenced including a desk top study and a gap analysis related to dock best management practices (from province and Nation). The dive portion is scheduled to occur in December 2022. All Gambier Island ports and Hopkins Landing port will be inspected this year. Final four ports to be inspected in 2023 (pending budget approval).</p> <p>Apr 27, 2023: Five major inspections have been completed (all of Gambier Island and Hopkins). Reports have been received and will be used to inform capital plan, as well as repair and maintenance planning moving forward. Waiting to receive invoice. Completion of the four remaining docks is expected to take place in 2023.</p> <p>Jun 22, 2023: Unspent funding will contribute towards the budget for the remaining four inspections to be completed in 2023.</p> <p>Sept 28/23: Reports from major inspections on the remaining four docks are expected to be completed by end of 2023.</p> <p>Nov. 14/2023: 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. Per staff s/b complete by end 2023</p>	Carryforward	2023-01	In Progress 75%
21	CS	345	Gagnon	\$669,661	\$274	Taxation	2018	2024-Q2		B, D, E, F, and Islands	All	Ports Services - Ports 5 Year Capital Plan Repairs (Hallett Bay approach, West Bay float, Gambier structural, Eastbourne pier/footings, Keats float).	<p>Sep 22: 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, Hallett Bay and Eastbourne).</p> <p>Nov 24: As per Sep 22 update, RFP for engineering services still under development (staffing shortages in Infrastructure Services have diverted capacity elsewhere).</p> <p>April 27/23: Keats Float has failed. Issued an RFP to replace float. Award report on Apr 20 EAS agenda. Project to begin May, completion by end of summer. Remaining projects require engineered drawings and updated cost estimates. RFP for engineering is posted and closes in May. Once drawings are complete and new cost estimates received, can prioritize the work and proceed as budget permits.</p> <p>June 22/23: Keats Float project awarded, work anticipated to begin in early Q3. RFP for engineering on remaining capital projects closed, work anticipated to begin in Q3.</p> <p>Sept 28/23: Contract is awarded. Engineer review of the 4 projects to start in September. Initial construction expected to start in Q4.</p> <p>Nov. 14/2023: Contract has been awarded. Review, design, and costing, underway.</p>	Carryforward	2023-05	Started
22	CS	345	Gagnon	\$994,672	\$0		2023	2024-Q4		F	F	Ports Services - Hopkins Landing Port Major Replacements	<p>Nov. 14/2023 RFP was posted on BC bid October 23, 2023. Closes November 20, 2023. RFP review process to follow.</p>	Other	2023-06	Started
23	CS	400	Huntington	\$589,600	\$0	Operating Reserves / MFA Loan	2023	2024-Q4		All	D / E	Cemetery Service - Seaview Cemetery Expansion (0.05 FTE)	<p>April 27/23: RFP being drafted.</p> <p>June 22/23: Draft RFP complete and with Purchasing for review before tender July 2023.</p> <p>Sept 28/23: RFP under development (delayed due to changes in staffing)</p> <p>Nov. 14/2023: Scope of work in RFP being revised. Anticipated release by end of year.</p>	Non Discretionary	2023-06	Started
24	CS	613	van Velzen	\$322,000	\$0	MFA Equipment Loan	2023	2024-Q3		B, D, E, F, DoS, ToG, SNGD	Gibsons	Community Recreation - Zamboni Replacement	<p>Nov. 14/2023: Project awarded, contract signing pending.</p>	Other		Started
25	CS	613	van Velzen	\$917,600	\$0	MFA Equipment Loan	2022	2025-Q3		B, D, E, F, DoS, SNGD, ToG	Gibsons	Community Recreation Facilities - Gibsons and Area Community Centre Brine Chiller and Condenser	<p>April 27/23: Decarbonization audits to guide refrigeration plant component replacements in final stages of completion. Procurement for detail design work anticipated to commence in Q2 2023.</p> <p>June 22/23: Final decarbonization reports received and being reviewed. Procurement for detailed design started June 2023.</p> <p>Sept 28/23: Design contract awarded, detailed design work has commenced.</p> <p>Nov. 14/2023: 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.</p>	Carryforward	2023-06	Started
26	CS	615	van Velzen	\$10,000	\$0	Operating Reserves	2023	2023-Q4		B, D, E, F, TOG, DOS, SNGD	Sechelt	Recreation Facility Maintenance - Viability of Alternate Water Source for Sunshine Coast Arena Ice Maintenance	<p>Drought conditions and the subsequent water restrictions have delayed the scheduled ice installation at the Sunshine Coast Arena (SCA) for the past two years. The start of the 2021 fall ice season was delayed 8 days and the start of the 2022 fall ice season was delayed 60 days due to water restrictions on the Chapman water system which supplies the SCA. To mitigate the impacts of drought and water restrictions on the scheduled ice season at SCA, funding is required for 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. This proposal is for the engineering design work only which will include cost estimates to implement the storage, plumbing and refrigeration plant modifications necessary to operate the ice utilizing an alternate water source.</p> <p>Apr 27/23: Options for alternative water source being reviewed to determine best option for long term solution. Report to come before the board before the end of Q2.</p> <p>Jun 22/23: Board report delayed to July 2023.</p> <p>Sept 28/23: Preliminary engineering design completed to determine budget cost to implement storage and pumping system. Report with water options for SCA ice operations brought before the Board July 27, 2023. The Board did not resolve to proceed with the option for storage and pumping system for offsite water. This project is substantially completed, invoicing pending for preliminary engineering design work.</p> <p>Nov. 14/2023: Project completed, invoicing still pending.</p>	Discretionary	2023-04	In Progress 75%

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27	CS	615	Donn	\$16,000	\$15,165	Operating Reserves	2021	2023-Q4		B, D, E, F, DoS, SNGD, ToG	Regional	Community Recreation Facilities - Programming Review (Low Cost, High Value)	May 9: Project awarded in March and underway with anticipated completion date in Q3 2022. Data collection and handover took longer than expected to produce and review. Jul 14: Public Engagement phase has been completed, analysis and review is underway. Nov 24/22: Project on track for completion in Q4 with an anticipated report back to the board in Q1 of 2023. Jun 22/23: Project will be completed in Q2 with an anticipated report to the Board in Q4. Sept 28/23: Received final product from consultants in Q3 with an anticipated report to the Board in Q4. Nov. 14/2023: Progress on implementation delayed due to staff capacity. Anticipated report to the Board in Q1 of 2024.	Carryforward	2022-03	In Progress 75%
28	CS	615	van Velzen	\$105,000	\$0	Taxation	2022	2023-Q4		B, D, E, F, DoS, ToG, SNGD	Gibsons and Sechelt	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. Mar 22: Procurement scheduled to start Q3 2022, anticipated project completion Q4 2022. Nov 24: Tender posted, closes Nov 21/22. Apr 27/23: Tender received no bids, direct negotiation with a contractor has commenced. Jun 22/23: Contractor conducting site visit May 31, bid to follow. Sept 28/23: Bid received, award in progress. Nov. 14/2023: Contract signing completed, construction scheduled for Q4 2023.	Carryforward	2022-10	Started
29	CS	615	van Velzen	\$21,500	\$0	Operating Reserves	2023	2023-Q4		B, D, E, F, DoS, DOS, SNGD	Gibsons and Sechelt	Recreation Facility Maintenance - Health and Safety Equipment	Tasks were identified by the Joint Health and Safety Committee for the Gibsons and Area Community Centre (GACC), Sunshine Coast Arena (SCA) as well as the Sechelt Aquatic Center (SAC) with an elevated risk of injury. A Hazard Assessment was completed, and engineered controls were identified to improve staff safety while completing the tasks. The engineered controls 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). Apr 27/23: Procurement of safety equipment scheduled for Q2 2023. Jun 22/23: Delayed, procurement to commence in Q3. Sept 28/23: Procurement process started. Nov. 14/2023: Quotes received for SAC chain hoist and SCA blade change assistant cart, requisitions in progress. Not proceeding with GACC blade change assistant, new ice resurfacer 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.	Discretionary	2023-09	Started
30	CS	615	van Velzen	\$801,577	\$163,645	MFA 5- Year / Taxation	2021	2024-Q3		B, D, E, F, DoS, SNGD, ToG	DoS	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. Sep 22: Engineering design awarded to SNC-Lavalin Inc. Design work has commenced, anticipate preliminary design and project construction cost estimates by end of October. Nov 24/22: Preliminary design options and cost estimates received. Staff report Dec 8/22. Apr 27/23: Construction tender issued, closed March 31. Anticipate award report to Board prior to end of April. Jun 22/23: Phase 1 construction scheduled to start Jun 8/23. Sept 28/23: Phase 1 substantially completed July 14/23, invoicing pending. Phase 2 scheduled for May - June 2024. Nov. 14/2023: Draw 1 invoice payment completed, draw 2 invoice payment pending.	Carryforward	2022-07	In Progress 50%
31	CS	615	van Velzen	\$5,624,898	\$58,326	Capital Renewal Fund	2023	Ongoing		B, D, E, F, DoS, ToG, SNGD	Gibsons and Sechelt	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. Jun 22/23: Three projects substantially completed. Twelve projects tendered, with nine closing prior to the end of Q2. Drafting of tenders has commenced on 14 projects scheduled for tendering in Q3. GDAF Roof Top unit replacement project being rescope to align with project budget. Sept 28/23: 3 projects substantially completed. 14 projects awarded, 7 with anticipated completion in Q4 2023; 7 are multiyear projects with anticipated completion Q2 - Q4 2024. 10 projects tendered in Q3. 4 projects planned for tendering in Q4 including design tender for GACC and SAC roof replacements. One project deferred to 2024 and will be rescope due to bids being substantially over budget. GDAF Roof Top unit replacement project rescope has commenced. SCA Dehumidifier Electric replacement project cancelled due to shift in longer ice season to GACC. Some expenses will be incurred to remove existing equipment and support platform. Nov. 14/2023: 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. Rescope completed for GDAF Roof Top unit replacement, construction tender planned for Q4.	Carryforward		In Progress 25%
32	CS	615	Shay	\$50,000	\$35,216	BC Hydro Rebate (Grant)	2022			All	Sechelt / Gibsons	Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities (Strategic Goal)	Apr 2023: completed, awaiting final reports with revisions. Nov 2023: Additional detailed engineering design work planned.	Carryforward		In Progress 75%

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33	CS	625	Donn	\$10,000	\$0	Operating Reserves	2022	2023-Q4		A	A	Pender Harbour Fitness and Aquatic Centre - Storage Container (Business Continuity)	PHAFAC 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 PHAFAC 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 progressing with anticipated completion later in Q4. Jul 14: Work has not commenced further due to staff capacity limitations. Sep 22: Work has not commenced further, will likely result in a carryforward into 2023. Nov 24/22: No change from previous update. Apr 27/23: Staff have reinitiated work on this project and re-engaged the SD in preparation for procurement of the unit. Jun 22/23: SD has approved and confirmed the location for placement of the unit on site and staff are currently working on procuring the item. Sept 28/23: Staff were not successful in receiving quotes and are reviewing options for procurement. Nov. 14/2023: Staff were not successful in receiving quotes and are reviewing options for procurement.	Carryforward	2023-04	In Progress 25%
34	CS	625	Donn	\$14,437	\$10,472	Taxation	2020			A	A	PHAFAC Annual Fitness Equipment Replacement (Low Cost, High Value)	Oct 8: Staff have identified which item is to be replaced and have received budgetary quotes for its replacement. Mar 22: PO issued, enroute, invoice submitted. Project complete and residual funds carried-forward. Apr 27/23: Equipment order was placed in Q3 of 2022, however, complications with shipping resulted in delivery of the equipment being delayed until Feb 2023. Anticipate fully expending the budget in 2023. Jun 22/23: No further updates to provide at this time, project is on track. Sept 28/23: Items have been identified for replacement and the procurement process has been initiated and is on track for completion. Nov. 14/2023: Procurement has been initiated, however delivery is not confirmed and will likely arrive Q1 2024.	Carryforward	2023-04	In Progress 75%
35	CS	650	Clarkson	\$46,202	\$16,460	Taxation / Operating Reserves	2022	2023-Q2	2023-05	A, B, D, E, F	Various	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 Baker Beach and tenure renewal on Ocean Beach Esplanade, which require AMP's and further assessments. Nov 24, 2022: Both projects have been initiated and contracts for services are now under review by both Nation's Chief and Council. Once approved, project will proceed accordingly. Apr 27, 2023: Project complete. SCRD 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 SCRD propose future site alterations. Culturally significant findings at Baker Beach Park, dictate further site analysis by shishalh Nation. Currently scheduling follow up field review. Final invoices being processed and will be captured next BPSR update. Jun 22, 2023: Baker Beach follow up archaeological reconnaissance completed by Nation May 6, 2023. Staff currently awaiting information and recommendations from Chief and Council on how to proceed with site improvements and cultural protection enhancements at Baker Beach Park. Staff also currently beginning CLIP process with community groups, using information gained from completed archaeological planning project at OBE. Final invoicing currently being reconciled with Finance. Expended budget will reflect actual amounts June 2023.	Carryforward	2022-08	In Progress 75%
36	CS	650	Huntington	\$19,224	\$14,564	Taxation	2022	2023-Q3		A, B, D, E, F	A, B, D, E, F	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. 14/2023: Garbage Receptacles received. Concrete slabs completed. Operations staff to start installing units once locking mechanisms are received.	Carryforward	2022-10	In Progress 75%
37	CS	650	Huntington	\$10,881	\$0	Operating Reserves	2021	2023-Q4		A, B, D, E, F	B, D, E, F	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. Nov 24/22: Staff support a volunteer event with CMBTA and Community Forest, occurring concurrently with an RSTBC improvement project at Big Tree Rec Site. Approvals from land manager in place under partnership agreement maintenance scope. Parks Operations coordinating materials and labour to support initial project planning and preparation. Final piece of the project includes a trail re-routing project, if sufficient funds remain. Nearing completion. Apr 27/23: Project temporarily delayed in 2022, in order for RSTBC land manager to receive final permit from Nation. Approvals received and project is proceeding now. Continued conversations with community partner CMBTA, to build the planned improved structure over a sensitive wetland area. Parks operations is looking to support project logistics, when capacity permits. All materials have been purchased and are currently in storage at SCRD's Mason Road facility. Project approved through RSTBC and PAFR costs supported through RSTBC land manager. Jun 22/23: Nation approvals in place. Project design approved by land managers. Community group capacity concerns have stalled any further progress on this project for the time being. Options being explored through separate community group partners. Sept 28, 2023: Further progress on this project have stalled due to community capacity. Nov. 14/2023: No change from September update. Staff recommend cancelling this project	Carryforward	2022-04	Started

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38	CS	650	Huntington	\$33,963	\$0	Taxation	2020	2023-Q4		A, B, D, E, F	B	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, however expected to commence in Q2 2022 and be completed by the end of Q3. Jul 14: progress delayed due to staff capacity, will not commence until later in Q3. Nov 24/22: Confirming with BC MFLNRO on available environmental window to perform minor repairs and then will proceed with tendering the work to align with approved timing. Apr 27/23: No change. 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. 14/2023: No change from September update.	Carryforward	2023-05	Started
39	CS	650	Huntington	\$20,000	\$4,395	Taxation	2022	2023-Q4		A, B, D, E, F	B	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. 14/2023: RFP for picnic tables closed. Evaluation process to begin for contract award. Anticipate project to carry into 2024 for completion.	Carryforward	2023-03	In Progress 25%
40	CS	650	Huntington	\$21,500	\$0	Taxation	2023	2023-Q4		A, B, D, E, F	Regional	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 Skw̓wú7mesh Nation. Jun 22/23: Staff have begun populating administrative information required on provincial NRT application through provincial online portal. Communications and Parks project team have met and set a Q3 target for initial community engagement sessions. Will be reaching out to Nation July 2023 to request engagement, clarification of intent for land, as well as a letter of support. Sept 28/23: Delayed due to changes in staffing Nov. 14/2023: 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.	Discretionary	2023-05	Started
41	CS	650	Huntington	\$60,000	\$3,750	Taxation	2023	2024-Q2		A, B, D, E, F	F Islands	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 Skw̓wú7mesh 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 by Purchasing department. Nov. 14/2023: No change from September update. Continue to progress with planning.	Discretionary	2023-04	In Progress 25%
42	CS	650	Huntington	\$18,800	\$0	Taxation	2023	2024-Q2		A, B, D, E, F	Regional	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. 14/2023: 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.	Discretionary	2023-05	Started
43	CS	650	Huntington	\$65,000	\$1,245		2023	2024-Q4		A, B, D, E, F	A	Community Parks - Vinebrook Bridge Replacement	Nov. 14/2023: Delayed due to staff capacity. Estimated RFP draft to be completed by year end.	Other		Not Started
44	CS	650	Huntington	\$15,000	\$0		2023	2024-Q4		A, B, D, E, F	A	Community Parks - Katherine Lake Water System Replacements	Nov. 14/2023: Not started due to lack of staff capacity. Once back up to full staffing complement, will begin to work on this project.	Other		Not Started
45	CS	650	Gagnon	\$62,263	\$21,874	Gas Tax	2016	2024-Q4		A, B, D, E, F	B	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. 14/2023: Project on hold, but will commence alongside of the park enhancement project.	Carryforward		In Progress 50%
46	CS	650	Gagnon	\$633,238	\$0		2023	2025-Q2		A, B, D, E, F	B	Community Parks - Coopers Green Park Enhancements	Nov. 14/2023: Project lead assigned. Planning not yet initiated.	Other		Not Started
47	CS	650	Gagnon / Doyle	\$4,473,649	\$136,654	ICIP Grant / Various	2021	2027-Q2		A, B, D, E, F	B	Community Parks - Hallmoon Bay Community Hall (Coopers Green Hall Replacement / Upgrade (Other)	Sep 22: Recent geotechnical review indicates a change in site parameters which significantly impacts the feasibility of the design. A report to update the Board on next steps anticipated in Sept/Oct. Nov 24/22: Board report referred to November 24 meeting. Apr 27/23: Board resolution to explore alternative project site at Connor Park. Staff to provide updates to Board as project progresses. First update report anticipated in May 2023. Jun 22/23: Undertaking pre-design planning, survey, geotechnical and archeological reviews. First community participation event planned for June 21. 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. 14/2023: 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.	Carryforward	2021-09	Started

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48	CS	650	Gagnon	\$300,000	\$0	Capital Reserves	2020			A, B, D, E, F	Sechelt	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 24: No change. Apr 27/23: No change. Jun 22/23: No change Sept 28/23: No change. Nov. 14/2023: No change from September update. Staff recommend cancelling this project	Carryforward		Started
49	CS	665	Huntington	\$75,000	\$911	Capital Reserves	2021	2024-Q2		B, D, E, F	D	Bicycle and Walking Paths - Lower Road Retaining Wall Repair Resolution #079/21 from March 11, 2021 Line 53 & 54 are same project	Engineered mitigation of a retaining wall adjacent to a bike lane. Consultant provided Geotechnical report with design/construction options. Jul 14: Working with Fortis and Engineer to finalize construction design, determine scope of impact, riparian considerations, archaeological and environmental sensitivities, as well as an updated cost estimate. Sep 22: Conceptual design supported by Fortis, and new cost estimate received which exceeds approved budget. 2023 budget proposal being prepared. Nov 24/22: No change from previous update. 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 has been submitted to Nation. Staff still waiting on 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 is suggesting 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. 14/2023: MOTI will conduct a culvert review over the next year. MoTI and SCRCD discussed possibility of a temporary measure until culvert study is complete. MOTI provided design requirements to SCRCD. SCRCD 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.	Carryforward	2022-02	Started
50	CS	665	Huntington	\$600,860	\$0	Gas Tax / MoTI Cost Share possible	2023	2024-Q2		B, D, E, F	D	Bicycle and Walking Paths - Lower Road Retaining Wall Budget Increase (0.009 FTE) Line 53 & 54 are same project	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 has been submitted to Nation. Staff still waiting on 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 is suggesting 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. 14/2023: MOTI will conduct a culvert review over the next year. MoTI and SCRCD discussed possibility of a temporary measure until culvert study is complete. MOTI provided design requirements to SCRCD. SCRCD 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.	Discretionary	2022-02	Started
51	CS	665	Huntington	\$24,504	\$0		2023			B, D, E, F	F	Bicycle and Walking Paths - Highway 101 Fencing Removal and Signage	Nov. 14/2023: Project planning initiated. Scope and requirements being discussed with MoTI and Squamish Nation. Plan to carry forward to 2024.	Other		Started
52	CS	680	Huntington	\$11,872	\$5,396	Operating Reserves	2020	2023-Q3		A, B, D, E, F	D	Dakota Ridge Recreation Service Area - One-Time Minor Capital - Upgrades and Renewal (Low Cost, High Value)	One-time minor capital expenses to build a new roof on storage shed, new covered area on warming hut, signage upgrades, new visitor entry stairs, a new pass printer, and a new pull-behind grooming attachment. Parks planning and operations working on the design, purchase and install of minor capital items in Q2 2021. Sep 22: RFQ issued late Q2 for structural engineering design work on storage container roof solution. Nov 24/22: Finalizing the design for the new main entry kiosk signage. Supplier has updated that the new grooming drag is being manufactured and will be shipped as soon as possible. Revisiting a solution for storage. Apr 27/23: Grooming drag attachment purchased and received in Feb 2023. Kiosk signage design underway and almost completed through work with GIS staff. Working with Finance to ensure assets can be captured and capitalized. Jun 22/23: Project has been separated into minor capital projects listed in Line 55, to reflect financial tracking adjustments. Staff have now received three separate quotes for the replacement of the wood stove in the public warming hut. Sept 28/23: Wood stove and chimney replaced and Wett Certified. Working with finance to understand what other identified priorities would qualify as a capital upgrades with remainder of budget. Plan is to complete by Q4. Nov. 14/2023: All Signage purchased and will be ready for season opening. Working with finance to determine what potential projects could qualify for minor capital funding. Will likely carryforward to 2024 due to staff capacity and competing priorities.	Carryforward	2022-08	In Progress 50%
53	CS	114 / 310 / 312 / 365 / 366 / 370 / 650	Perreault / Shay / Gagnon	\$70,000	\$4,446	Operating and Capital Reserves / Grant	2022	2024-Q1		All	Sechelt / Gibsons	Various Functions - Corporate Electric Vehicle (EV) Charging Stations (Phase 2) (Strategic Goal)	Apr 2023: RFP Drafted. Phase 2 involves: - electrical system assessments of Mason Road and Field Road sites; - electrical system upgrades of the Field Road site which could involve a new subpanel on the IT building with conduit from the main electrical room or separating the Search and Rescue (SAR) building from the Field Road building and SAR. Discussions started for greater integration with other Field Rd and Mason Rd planning and retrofit work. Nov. 14/2023: 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.	Carryforward	2023-01	Started

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54	CS	310 / 312	Kidwai	\$10,500	\$0	Reserves	2022	2023-Q4		All	Sechelt	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 Jul 14: RFQ closed May 20 with no successful bidders. A 2nd RFQ created and sent on June 30. Purchase and install proposed for Q3 or Q4. Sep 22: RFP closed and work should proceed and be completed prior to end of Q3. Nov 24/22: Unable to secure a vendor to supply/install a natural gas pressure washer due to no bid received. Will need to revisit the project when new manager begins and determine an alternate solution. Apr 27/23: Working with procurement to issue two RFP's (one to supply the equipment and another to install). Jun 22/23: Working with procurement to issue two RFP's (one to supply the equipment and another to install). Sept 28/23: No change, still working with Procurement to identify companies who would offer this product. Oct 13, 2023: Since no Sunshine Coast company sells or installs this specific equipment, companies on the other coast were approached; Water Blast Manufacturing LP, based in Langley, was one of them and offered a quote. Their quote is more than twice the \$10,500 authorized amount. In order to fund this crucial project, staff has been in contact with SCRD Finance to see if they can access additional funds from Reserve; if not, the project will be carried over to 2024. Nov. 14/2023: In negotiations with a company for the provision of both equipment and installation. It is possible this project will be completed by year end.	Carryforward	2022-04	In Progress 50%
55	CS	310 / 312 / 370 / 650	Gagnon	\$42,500	\$7,466	Operating Reserves	2022	2023-Q4		All	Sechelt	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. May 9: request to renew current lease for Mason Yards submitted to province. In discussions to partner with BC Transit to complete a master plan strategy for transit infrastructure long term needs. This will inform planning for Mason Yards. Sep 22: Lease renewal application submitted to Province in July. Expansion planning project being awarded and should kick off October 2022 with a projected completion date end of Q1 2023. Project being cost shared with BCT. (Budget \$75,000 - Actual \$42,500) Nov 24/22: Expansion study awarded, consultant reviewing site plans and documentation, workshop with staff/BCT/consultant on November 2. Project on course for completion by end of Q1 2023. Apr 27/23: Project continues to progress. Several meetings held with BC Transit, consultant and SCRD. Analysis of space needs for Transit, Fleet, Utilities and Parks completed 10 and 20 year projections. Extended timeline for completion. Jun 22/23: Project continues to progress. Sept 28/23: Final report anticipated Q4 2023. Nov. 14/2023: No change from September update.	Carryforward	2022-09	In Progress 75%
56	CS	400 / 650	Huntington	\$86,633	\$4,891	Taxation	2023	2023-Q4		All	Regional	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 November 1, 2022. 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. It includes a capital investment for additional receptacles (\$67,000), an education and public awareness campaign (\$20,000), as well as a budget lift for ongoing operating costs for the additional receptacles (\$16,000 higher service level in summer months). Apr 27/23: Required archaeological assessment completed. Project approval on sNGD lands pending. S\jwyw7\mesh Nation works permit submitted and reviewed. Required PAFR procured mid-April. Jun 22/23: All archaeology completed, excluding Katherine Lake and Trout Lake. These two locations will require site monitoring for install. Orders completed in June 2023 for all units. PAFR complete. Mapping completed. Approximately three month supply chain delays. 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. 14/2023: 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.	Discretionary	2023-04	In Progress 50%
57	IS	151		\$30,000	\$0	User Fees	2023			A	A	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	Other		Not Started
58	IS	350	Sole	\$89,165	\$55,766	Taxation	2022	2023-Q2		All	Regional	Regional Solid Waste - Regulatory Reporting for Sechelt Landfill (MANDATORY - Regulatory)	Mandatory 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).	Carryforward	2022-04	In Progress 75%
59	IS	350	Shoji	\$96,000	\$26,109	Eco-Fee	2022	2023-Q4		All	A	Regional Solid Waste - Pender Harbour Transfer Station Site Improvements - Phase I (Business Continuity)	The site inspection by an engineer in 2021 included that significant upgrades are required to this site. Phase 1 will include the urgent upgrades and the design for Phase 2. 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.	Carryforward	2022-10	In Progress 50%
60	IS	350	Sole	\$264,224	\$0	MFA 5-Year / Taxation	2021	2023-Q4		All	Regional	Regional Solid Waste - Power Supply Repair Sechelt Landfill including Interim Operating Costs (MANDATORY - Asset Failure)	The past propane generator that was 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 November 6, 2023, BC Hydro came to the site to discuss the design and next steps. We will likely need to continue to run off generators through most of 2024, as not all timelines can be defined because they involve other entities (Ministry of Forest Work Permit, response from Telus regarding partial ownership interest)	Carryforward	2021-04	In Progress 50%

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61	IS	350	Sole	\$87,000	\$332	MFA Loan	2023	2023-Q4		All	Sechelt	Regional Solid Waste (Sechelt) - Sechelt Landfill Power System Replacement	Board direction to pursue a direct connection to BC Hydro grid. It is anticipated that \$18,000 in tree services will be required plus an additional \$20,000 for contingencies and \$6,000 to install an automatic transfer switch to the generator. The total budget available for the project is \$264,224. Application submitted to BC Hydro, awaiting their final quote. On November 6, 2023, 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 Talus regarding partial ownership interest), however we are optimistic it can be achieved in 2024.	Non Discretionary	2023-5	In Progress 25%
62	IS	350	Sole	\$32,000	\$0	Taxation	2023	2023-Q4		All	Sechelt	Regional Solid Waste (Sechelt) - Sechelt Landfill Aggregates	The Sechelt Landfill's primary driving surface is road base; thus, a supply of material is required for ongoing repairs and maintenance of the access road to the active face, the perimeter road and the public drop off areas. These areas are impacted by snow and rain throughout the year and the road base material is used to ensure the surfaces remain safe for contractors, staff and the public. RFP completed, Board direction to award contract, contract is currently under review and expected to be completed in Q4 2023.	Discretionary	2023-05	In Progress 75%
63	IS	350	Sole	\$75,000	\$0	Taxation	2023	2023-Q4		All	Regional	Regional Solid Waste - Future Waste Disposal Option Analysis - Phase 2 (Additional Funding)	The scope of this project in 2021 was defined as: "...for the development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station and will include assessments on items such as land use, land ownership, engineering, archeology, geology, ecology and regulatory framework. Public participation on these options would also be part of this project." Staff were directed to undertake a second opinion to confirm the landfill siting options identified in Phase 1. As such, confirmation of the feasibility/landfill sites can be considered to be part of the scope of the Phase 2 project, this work is currently funded from the Phase 2 budget. Consequently additional funding is required to complete the original deliverable of this Phase 2 project. RFP being drafted.	Discretionary	2023-05	Started
64	IS	350	Sole	\$50,000	\$0	Taxation	2023	2023-Q4		All	Sechelt	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.	Discretionary	2022-06	In Progress 50%
65	IS	350	Sole	\$765,000	\$0	MFA Loan	2023	2024-Q4		All	A	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.	Discretionary	2023-05	In Progress 25%
66	IS	350	Sole	\$136,000	\$19,216	Operating Reserves	2023	2024-Q4		All	Sechelt	Regional Solid Waste (Sechelt) - Biocover Feasibility Pilot Phase 2 (Additional Funding)	A biocover is a type of final cover applied to landfills that is 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 March 2021, 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. SEE UPDATED NOTES IN BIOCOVER LINE BELOW.	Discretionary	2022-8	In Progress 25%
67	IS	350	Shoji	\$2,500,000	\$0	Landfill Closure Reserve Fund	2021	2024-Q4		All	Regional	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.	Carryforward		Not Started
68	IS	350	Sole	\$150,000	\$47,002	Eco-Fee	2021	2025-Q4		All	Regional	Regional Solid Waste - Solid Waste Management Plan Update (Strategic Goal)	RFP was awarded in Jun 2022. Public and Technical Advisory Committee (PTAC) meetings started in February 2023. May 2023, Board approved community engagement with community on the Solid Waste Management Plan Update. Engagement Period 1 closed June 9, 2023. PTAC meetings continuing through the fall to identify proposed strategies for the SWMP update.	Carryforward	2022-06	In Progress 25%
69	IS	350	Sole	\$175,000	\$154,484	Taxation	2020			All	Regional	Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phase 1) (Business Continuity)	Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at July ISC meeting. RFP for feasibility study for one additional site and second opinion on landfill siting options did not result in securing contractor. Contractor has been awarded. Two reports completed and shared with SNGD. RFP being prepared for feasibility of all options.	Carryforward		In Progress 75%
70	IS	350	Sole	\$150,000	\$3,981	Taxation	2021			All	Regional	Regional Solid Waste - Future Solid Waste Disposal Option Study (Phase 2) (Business Continuity)	Development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station. Scope will depend on findings Phase 1.	Carryforward		Not Started
71	IS	352	Shoji	\$150,000	\$0	Taxation	2021	2024-Q4		All	Sechelt	Regional Solid Waste - Biocover Feasibility Study - Phase 2 (Strategic Goal)	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 being submitted for additional funding for material costs. RFP closed on May 24, 2023 and awarded to Spurling Hansen. Site grading, baseline monitoring, and material sourcing complete. Biocover installation to start week of November 13th.	Carryforward	2022-8	Started
72	IS	365	Misurak	\$95,000	\$35,170	Operating Reserves	2020	2023-Q4		A and SNGD	A	North Pender Harbour Water Service - Water Supply Plan	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.	Carryforward	2022-10	In Progress 75%

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73	IS	365	Walkey	\$2,500	\$0	Operating Reserves	2020	2023-Q4		A and SNGD	A	North Pender Water System - Confined Space Document Review (MANDATORY - Safety)	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff entered into a contract with Pinchin Env in January of 2023 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.	Carryforward	2023-03	In Progress 75%
74	IS	365	Walkey	\$125,000	\$0	Gas Tax	2020	2024-Q2		A	All	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 is required. 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. SCRD has received a final report and expect to begin work on the generator project in Q3, 2023.	Carryforward		In Progress 50%
75	IS	365	Misurak	\$850,000	\$6,460	Capital Reserves / Gas Tax	2022	2024-Q4		A and SNGD	A	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 SCRD Utilities staff. Due to staffing shortage and permitting issues, Project will be initiated late Q4 2023 for tendering. MOTI comments pending on SCRD design and RoW (Watermain depth and path).	Carryforward	2023-07	Started
76	IS	365	Walkey	\$200,000	\$0	Operating Reserves	2023			A and SNGD	A	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 SCRD 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.	Non Discretionary		Not Started
77	IS	366	Edbrooke	\$7,500	\$1,905	Operating Reserves	2022	2023-Q4		A	Regional	South Pender Harbour Water Service - Public Participation - Water Supply Plan Development (Strategic Goal)	Draft Water Strategy to be presented to the Board in Q1 2024. Staff are also developing associated Action Plans.	Carryforward		In Progress 75%
78	IS	366	Walkey	\$5,000	\$0	Operating Reserves	2020	2023-Q4		A	A	South Pender Water System - Confined Space Document Review (MANDATORY - Safety)	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff entered into a contract with Pinchin Env in January of 2023 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.	Carryforward		In Progress 75%
79	IS	366	Misurak	\$95,000	\$35,169	Operating Reserves	2020	2023-Q4		A	A	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 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.	Carryforward	2022-10	In Progress 75%
80	IS	366	Walkey	\$50,000	\$36,956	Gas Tax	2021	2024-Q2		A	A	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.	Carryforward		In Progress 25%
81	IS	366	Walkey	\$50,000	\$12,181	Capital Reserves	2020	2024-Q2		A	A	South Pender Harbour Water Service - Treatment Plant Upgrades (Business Continuity)	Replacement of treatment system components will allow for more efficient operation of the water treatment plant. Delays in delivery of parts.	Carryforward		In Progress 75%
82	IS	366	Shoj	\$603,750	\$5,001	Reserves	2022	2024-Q4		A	A	South Pender Harbour Water Service - McNeil Lake Dam Safety Improvements - Construction (Business Continuity)	Construction RFP closed July 31, 2023 and awarded to Jim Dent Construction. Material and equipment procurement proceeding. Construction will begin following completion of Chapman and Edwards work.	Carryforward	2023-01	In Progress 25%
83	IS	366	Misurak	\$600,000	\$10,259	Capital Reserves / Gas Tax	2022	2024-Q4		A	A	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 Rondview 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.	Carryforward		In Progress 25%
84	IS	366	Walkey	\$108,000	\$0	Gas Tax	2021	2024-Q4		A	A	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. This project will include the modelling analysis of the need of replacement options and/or demolition is required. Analysis of the need of replacement options and/or demolition is required. Depending on the results of the modelling analyses the scope of this project will either temporarily line the existing reservoir or fully demolish and remove the existing structure. Modelling has been awarded and needs to be completed.	Carryforward		Not Started
85	IS	366	Walkey	\$99,824	\$0	MFA 5- Year	2021			A	A	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.	Carryforward		In Progress 75%
86	IS	366	Walkey	\$78,750	\$0	Gas Tax	2023			A	A	South Pender Harbour Water Service - Dam Safety Upgrades to McNeil Lake Dam (Additional Funding)	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 2022 budget estimate, which increases the total projected cost to \$592,250, and represents a total project cost increase of \$78,750.	Non Discretionary		Not Started
87	IS	370	Misurak	\$9,400,000	\$8,291,841	Capital Reserves / Long Term Loan	2020	2023-Q4		A, B, D, E, F, F Islands and DoS	F	Regional Water Service - Groundwater Investigation - Phase 4B - Church Road Construction (Strategic Goal)	80 hour continuous test successfully completed in late June 2023. Leave to Commence Letter from the ministry has been received. Plant put on to service July 11, 2023. 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.	Carryforward	2020-4	In Progress 75%

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88	IS	370	Misurak	\$8,355,000	\$0	User Fees	2023	2023-Q4		A, B, D, E, F, F Islands and DoS	E	Regional Water Service - Church Road Well Field Project (Base Budget Increase)	Conditional Water License issued by the Province in December 2021. Contract awarded in January. Groundbreaking occurred on March 8, 2022. Construction began in March. Construction is underway. All the waterlines have been constructed and the majority of the roadway restorative paving is complete including the gravel path along the South side of Reed Road. The temporary water intake into Soames water system was completed in mid Nov and is supplying supplemental water to the entire SCRD water system.	Discretionary		In Progress 75%
89	IS	370	Misurak	\$2,144,903	\$1,776,914	Reserves	2020	2023-Q4		A, B, D, E, F and DoS	B, D, E, F, DOS	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.	Carryforward	2019-11	In Progress 75%
90	IS	370	Misurak	\$213,000	\$105,565	Operating Reserves	2021	2023-Q4		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis (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.	Carryforward	2022-10	In Progress 75%
91	IS	370	Misurak	\$350,000	\$321,665	Capital Reserves / Gas Tax / DCC	2021	2023-Q4		A, B, D, E, F, F Islands and DoS	F	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 October 26, 2023 Committee of the Whole and recommends 2 wells to meet needs of water users (still far below typical SCRD volumes).	Carryforward	2022-4	In Progress 50%
92	IS	370	Misurak	\$475,000	\$0	Operating Reserves	2022	2023-Q4		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources (Strategic Goal)	In order to explore the potential of new sites in 2022/2023 the following approach is recommended: - Update 2017 desktop study with most recent information and analytical tools. - Drilling of smaller wells for increased understanding of factors such as aquifer types, depth, composition - Drill, test and analyze up to three additional test wells to confirm their potential water supply potential. (estimated at \$100,000 each) - Contingency allowance 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.	Carryforward	2023-07	Started
93	IS	370	Walkey	\$22,500	\$0	Operating Reserves	2020	2023-Q4		A, B, D, E, F, F Islands and DoS	Regional	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. Staff entered into a contract with Pinchin Env in January of 2023 to update the program. Pinchin has completed all site visits. Draft documents were received and of September. Training on the new program took place in mid-October and is scheduled for mid-November.	Carryforward		In Progress 75%
94	IS	370	Misurak	\$375,000	\$224,504	Operating Reserves	2020	2023-Q4		A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Groundwater Investigation - Phase 2 (Part 2) - Langdale Well Field Development and Marianne 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.	Carryforward	2020-06	In Progress 75%
95	IS	370	Walkey	\$169,000	\$0	User Fees	2023	2024-Q1		A, B, D, E, F, F Islands and DoS	D	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.	Non Discretionary	2023-8	Not Started
96	IS	370	Walkey	\$220,000	\$0	Capital Reserves	2023	2024-Q1		A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Exposed Watermain Rehabilitation Chapman Intake Line - New Project	In the spring of 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.	Non Discretionary	2023-08	Started
97	IS	370	Walkey	\$78,500	\$0	Capital Reserves	2023	2024-Q1		A, B, D, E, F, F Islands and DoS	E	Regional Water Service - Chaster Well Upgrades - Well Protection Plan Phase 2 - Additional Funding	Tender package has been sent to purchasing for posting. Construction planned to begin in Q4	Non Discretionary	2023-10	In Progress 50%
98	IS	370	Walkey	\$75,000	\$0	Reserves	2022	2024-Q1		A, B, D, E, F, F Islands and DoS	All	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.	Carryforward		In Progress 25%
99	IS	370	Misurak	\$1,277,600	\$697,860	Capital / Operating Reserves	2021	2024-Q2		A, B, D, E, F, F Islands and DoS	Regional	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, 2024.	Carryforward	2022-1	In Progress 25%
100	IS	370	Misurak	\$200,000	\$78,310	Reserves	2018	2024-Q2		A, B, D, E, F and DoS	B, D, DOS	Regional Water Service - Exposed Watermain Rehabilitation	Three segments were previously recoted. One tender was received in July and exceeded the available budget. Staff report regarding tender award going to November 23, 2023 Committee of the Whole.	Carryforward	2023-8	In Progress 50%
101	IS	370	Misurak	\$50,000	\$13,253	Reserves	2018	2024-Q2		A, B, D, E, F and DoS	E	Regional Water Service - Chaster Well Upgrades (Well Protection Plan - Phase 2)	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.	Carryforward	2023-10	In Progress 50%
102	IS	370	Misurak	\$70,000	\$0	Capital Reserves	2021	2024-Q3		A, B, D, E, F, F Islands and DoS	E	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.	Carryforward		Started
103	IS	370	Shoji	\$1,000,000	\$1,746	Reserves	2022	2024-Q4		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Chapman Lake Dam Safety Improvements - Construction (MANDATORY - Regulatory)	Construction RFP closed July 31, 2023 and awarded to Jim Dent Construction. Material and equipment procurement in progress. Targeting August 1, 2024 construction start in conjunction with Chapman Lake Dam upgrade work.	Carryforward	2023-01	In Progress 25%
104	IS	370	Shoji	\$730,000	\$1,761	Reserves	2022	2024-Q4		A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Edwards Lake Dam Safety Improvements - Construction (MANDATORY - Regulatory)	Construction RFP closed July 31, 2023 and awarded to Jim Dent Construction. Material and equipment procurement in progress. Targeting August 1, 2024 construction start in conjunction with Chapman Lake Dam upgrade work.	Carryforward	2023-01	In Progress 25%
105	IS	370	Edbrooke	\$30,000	\$180	Operating Reserves	2020	2024-Q4		A, B, D, E, F, F Islands and DoS	Regional	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.	Carryforward		In Progress 25%
106	IS	370	Walkey	\$250,000	\$0	Capital Reserves	2020	2024-Q4		A, B, D, E, F, and DoS	A	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 pumps, 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.	Carryforward	2023-3	Started

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107	IS	370	Walkey	\$250,000	\$28,667	Capital Reserves	2020	2025-Q1		A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Chapman Water Treatment Plant UV Upgrade (Business Continuity)	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. 90% design drawings expected Q4 2023 with construction tendering planned for Q1 2024.	Carryforward		In Progress 50%
108	IS	370	Misurak	\$200,000	\$90,501	User Fees	2023	2025-Q2		A, B, D, E, F, F Islands and DoS	Gibsons	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.	Non Discretionary	2023-7	In Progress 25%
109	IS	370	Misurak	\$125,000	\$32,081	Operating Reserves	2021	2025-Q3		A, B, D, E, F, F Islands and DoS	Regional	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.	Carryforward	2023-09	In Progress 50%
110	IS	370	Walkey	\$1,200,000	\$0	Gas Tax / Capital Reserves	2023	2025-Q4		A, B, D, E, F, F Islands and DoS	F	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.	Discretionary	2023-10	Started
111	IS	370	Shoji	\$9,391,750	\$7,509	Long Term Loan	2020	2026-Q3		A, B, D, E, F, F Islands and DoS	Sechelt and SNGD	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 April 20, 2023. Contract with Neptune finalized May 29, 2023. Field meter installation work started October 26, 2023. Approximately 160 meter retrofits completed to date representing approximately 16% of Phase 1 work.		2022-08	Started
112	IS	370	Brown	\$25,000	\$17,461	Reserves	2020			A, B, D, E, F and DoS	Regional	Regional Water Service - Implementation of shishalh Nation Foundation Agreement	Resolution 266/19 No. 7 - Foundation Agreement. Current focus on transfer D 1592	Carryforward		In Progress 75%
113	IS	370	Brown	\$500,000	\$477,543	Capital Reserves	2022			A, B, D, E, F, F Islands and DoS	Sechelt	Regional Water Service - Emergency Repair Watermain Sechelt Airport	SCRD in discussions with DoS regarding cost and DoS portion of the project.	Carryforward		In Progress 75%
114	IS	370	Brown	\$550,000	\$442,491	Operating Reserves	2022			A, B, D, E, F, F Islands and DoS	All	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.	Carryforward		Started
115	IS	370	Brown	\$42,800	\$250	Operating Reserves	2020			A, B, D, E, F, F Islands and DoS	Sechelt	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.	Carryforward		Started
116	IS	370	Brown	\$164,844	\$0	Operating Reserves	2022			A, B, D, E, F, F Islands and DoS	E	Regional Water Service - Reed Road Building Repair	Roof has been patched after windstorm damage. Damage has not impacted infrastructure inside the building.	Carryforward		Not Started
117	IS	370	Walkey	\$570,000	\$58,268	Operating Reserves	2020			A, B, D, E, F, F Islands and DoS	D	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 shishalh 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.			In Progress 50%
118	IS	370	Walkey	\$210,000	\$61,317	MFA 5- Year	2021			A, B, D, E, F, F Islands and DoS	Regional	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 life and increasing repair cost anticipated, 2) Vehicle #474: 2012 Ford F350 Flat Deck Truck, Out of commission and 3) Vehicle #477: 2012 Ford F150 4X4 Truck. Vehicles 1 & 2 have been ordered and will arrive in Q4, 2023. Vehicle 3 has been delivered.	Carryforward		In Progress 75%
119	IS	370	Walkey	\$150,000	\$55,962	User Fees	2022			A, B, D, E, F, F Islands, SNGD, and DoS	Regional	Water Service-Utility Crew - 2 New Vehicles plus aftermarket vehicle modifications - (Business Continuity)	This budget is for 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.	Carryforward		In Progress 50%
120	IS	370	Walkey	\$225,000	\$0	MFA 5 YR Loan	2022			A, B, D, E, F, F Islands and DoS	All	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.	Carryforward		In Progress 75%
121	IS	370	Walkey	\$100,000	\$0	Reserves	2022			A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Trout Lake Re-chlorination Station Upgrade (MANDATORY - Asset Failure)	The Trout Lake re-chlorination station is aged and needs an upgrade. The work will involve the demolition and removal of existing roof along with engineering and installation of the replacement roof by contracted resources. A review of the best and most efficient way of replacing the current piping and chlorination assets will also be engineered and upgraded. Project on hold due to staff vacancies. The goal is to initiate this work in Q4 2023.	Carryforward		Not Started
122	IS	370	Walkey	\$74,125	\$9,625	Capital Reserves	2021			A, B, D, E, F, F Islands and DoS	Regional	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	Carryforward		In Progress 75%
123	IS	370	Walkey	\$100,000	\$0	User Fees	2023			A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Chapman Siphon Removal (funding was reallocated per #230-23 to Feasibility Study Long-Term Surface Water Supply)	BC Parks Use Permit #102714, expiring October 31, 2023, allowed the installation and use of a siphon for water extraction from Chapman Lake in times of drought. This project is for 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. SCRCD received an extension to use the siphons until Q4 2025. This project will be on hold until siphons are no longer needed.	Non Discretionary		Not Started

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124	IS	370	Walkey	\$1,905,950	\$0	MFA Loan	2023			A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Chapman Creek Water Treatment Plant UV Upgrade (Phase 2 - Construction)	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.	Non Discretionary		Not Started
125	IS	370	Walkey	\$322,000	\$0	Capital Reserves	2023			A, B, D, E, F, F Islands and DoS	D	Regional Water Service - Dam Safety Upgrades to Chapman and Edwards Lakes - Construction Cost Increases	Contingency allowance	Non Discretionary		Not Started
126	IS	370	Walkey	\$275,000	\$0	Operating and Capital Reserves	2023			A, B, D, E, F, F Islands and DoS	A	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.	Non Discretionary		Not Started
127	IS	370	Walkey	\$135,000	\$0	Capital Reserves	2023			A, B, D, E, F, F Islands and DoS	D	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. Staff are working on a list and prioritizing work required.	Non Discretionary		Started
128	IS	370	Walkey	\$250,000	\$0	Capital Reserves	2023			A, B, D, E, F, F Islands and DoS	sNGD	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.	Discretionary		Not Started
129	IS	370	Walkey	\$375,000	\$0	Capital Reserves	2023			A, B, D, E, F, F Islands and DoS	Various	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. RFP to be drafted and posted in Oct of 2023.	Discretionary		Not Started
130	IS	381	Walkey	\$5,000	\$3,160	Reserves	2022			A	A	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.	Carryforward		In Progress 75%
131	IS	382	Shoji	\$968,591	\$44,409	Operating Reserves / Gas Tax	2021	2024-Q2		E	E	Woodcreek Park Wastewater Treatment Plant – Collection System Designs (MANDATORY - Asset Failure)	On Oct. 22, 2020 a grant application was submitted in support of the construction phase upgrades to the treatment plant and collection system. In Apr. 2022, the SCRDR was notified of the successful grant selection by the Province in the amount up to \$769,000. At the Jun. 23, 2022 Board meeting, the Board approved entering into a contract with the Federal Government for this grant in the amount of \$769,000 of which the SCRDR's match would be up to \$200,000 funding from the following sources: \$25,000 capital reserves, \$75,000 operating reserves and \$100,000 short term debt if needed. Engineering Services RFP closed January 4, 2023 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.	Carryforward	2022-10	In Progress 25%
132	IS	382	Shoji	\$5,964	\$0	Operating Reserves	2020			E	E	Woodcreek Park Waste Water Treatment Plant - Inspection Chamber Repairs (Business Continuity)	This project has been integrated with the overall wastewater treatment plant upgrade project.	Carryforward		Not Started
133	IS	383	Walkey	\$7,500	\$0	Operating Reserves	2023			E	E	Sunnyside Wastewater Treatment Plant - Feasibility and Planning Study	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. 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 SCRDR 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 SCRDR 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 SCRDR departments are working together to determine next steps for the lot.	Discretionary		Not Started
134	IS	384	Walkey	\$12,500	\$0	Operating Reserves	2023			B	B	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.	Discretionary		Not Started

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135	IS	385	Walkey	\$12,500	\$0	Operating Reserves	2023			B	B	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.	Discretionary		Not Started
136	IS	386	Walkey	\$20,000	\$6,150	Operating Reserves	2020			A	A	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.	Carryforward		In Progress 25%
137	IS	387	Walkey	\$14,677	\$1,088	Operating Reserves	2020			B	B	Square Bay Waste Water Treatment Plant - Infiltration Reduction (Started 2019 - 2020 portion)	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. Further analysis of various sections of collection system is underway. 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.	Carryforward		In Progress 75%
138	IS	387	Walkey	\$20,000	\$0	Operating Reserves	2021			B	B	Square Bay Waste Water Treatment Plant - Square Bay Infiltration Reduction (MANDATORY - Regulatory)	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. 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.	Carryforward		In Progress 50%
139	IS	387	Walkey	\$5,000	\$0	User Fees	2023			B	B	Square Bay Wastewater Treatment Plant - Square Bay Collection System - Infiltration Reduction (Phase 1 and 2)	This project was deferred from 2022 and requesting to have reinstated in 2023. here are high infiltration rates due to aging infrastructure and a collection system that is in poor condition. These funds are used to repair the highest priority section of the collection system. Deferring a part of these funds would impact staff's ability to address these issues. Continuing with this project will address additionally incurred costs due to infiltration such as additional pumpouts and staff (overtime).	Non Discretionary		Not Started
140	IS	387	Walkey	\$15,000	\$0	Operating Reserves / Infrastructure Planning Grant Program	2023			B	B	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.	Other		Not Started
141	IS	388	Walkey	\$1,024,966	\$0	Operating Reserves / Gas Tax / Loan	2022	2024-Q4		F	F	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 July/August, 2022. 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.	Carryforward		Started
142	IS	388	Walkey	\$21,000	\$0	Operating Reserves / Gas Tax / Loan	2022			F	F	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.	Carryforward		Started
143	IS	393	Walkey	\$35,000	\$18,245	Reserves	2022	2024-Q1		A	A	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.	Carryforward		In Progress 75%
144	IS	365 / 366 / 370	Misurak	\$225,000	\$29,645	Operating Reserves	2022	2024-Q2		A, B, D, E, F, F Islands and DoS	Regional	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 Clowhorn Lake, Sakinaw Lake, and Rainy River demand. Project to be initiated in late Q4 2023.	Carryforward	2023-10	Started
145	IS	365 / 366 / 370	Edbrooke	\$50,000	\$0	Operating Reserves	2021	2024-Q4		A, B, D, E, F, F Islands and DoS	Regional	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.	Carryforward		In Progress 25%
146	IS	365/ 366 / 370	Edbrooke	\$40,000	\$0	User Fees	2023	2024-Q2		A, B, D, E, F, F Islands, SNGD, and DoS	Regional	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. Staff have begun an internal review of bylaw provisions and reaching out to DOS staff to seek opportunities for alignment where applicable.	Discretionary		In Progress 50%
147	IS	365/ 366 / 370	Edbrooke	\$60,000	\$13,951	User Fees	2020	2024-Q4		A, B, D, E, F, F Islands, SNGD, and DoS	Regional	Metering Program 2: Water Meter Data Analytics (Strategic Goal)	Staff are working with IT to explore options.	Carryforward		Started
148	IS	365/ 366 / 370	Edbrooke	\$87,000	\$0	User Fees	2023	2024-Q4		A, B, D, E, F, F Islands, SNGD, and DoS	Regional	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.	Discretionary		Not Started
149	IS	365/ 366 / 370	Edbrooke	\$60,000	\$37,481	User Fees	2023			A, B, D, E, F, F Islands, SNGD, and DoS	Regional	Water Services - Water Rate Structure Review - Phase 2	To be initiated upon completion of Phase 1.	Discretionary		Not Started
150	IS	383 / 384 / 385 / 388 / 393	Walkey	\$20,000	\$2,351	Operating Reserves	2021			A, B, E, F	A, B, E, F	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 SCRd and need legal Statutory Right of Way (SROW) or easements are required. Through the Asset Management Plan development and further investigation of a number of wastewater plants and collection systems have been identified as missing these documents for various reasons. All outstanding ROW issues have been identified and staff will be communicating with property owners. Square Bay removed as per Board direction. Staff have begun working on this project.	Carryforward		In Progress 25%
151	IS	384-385	Walkey	\$22,000	\$0	Operating Reserves	2023			B	B	Secret Cove / Jolly Roger Wastewater Treatment Plants - Outfall Maintenance Phase 1	All outstanding ROW issues have been 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.	Discretionary		Started

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152	PD	135	Shay	\$15,000	\$0	Operating Reserves	2022	2023-Q3		All	Regional	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	Carryforward	2023-05	In Progress 25%	
153	PD	136	Shay	\$40,000	\$21,072	Taxation	2022	2023-Q3		All	Regional	Regional Sustainability Services - Community Climate Plan Development (Strategic Goal)	Development of community climate plan, including BARC membership (building adaptive and resilient communities) at \$20,000, public participation at \$20,000 and \$23,000 for summer student (0.33 FTE). 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.	Carryforward	2022-01	In Progress 75%	
154	PD	136	Shay	\$510,000	\$0	Grant	2023	2024-Q4		All	Regional	Regional Sustainability Services - Community Emergency Preparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	THAT the report titled Union of British Columbia Municipalities (UBCM) Disaster Risk Reduction - Climate Adaptation Grant Application - Coastal Flood Mapping be received for information; 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	Discretionary	2023-05	Started	
155	PD	200	Hall	\$35,000	\$0	Operating Reserves	2023				Regional	Regional	Bylaw Enforcement Action	In progress	Other		In Progress 25%
156	PD	210	Michael	\$35,000	\$30,225	Operating Reserves	2022	2023-Q4		E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - Wildfire Preparedness Gear and Equipment (Low Cost, High Value)	Wildland gear for volunteer firefighters - specialized wildland coveralls and equipment for volunteer firefighters for local or Provincial wildfire events when staff or volunteers elect for deployment in other fire jurisdictions. This project has started and is expected to conclude in Q4 2023 90% of the equipment has arrived. 10% still required to be ordered.	Carryforward		In Progress 75%	
157	PD	210	Michael	\$240,648	\$160,326	Capital Reserves	2022	2024-Q2		E, F and ToG	E, F and ToG	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.	Carryforward		In Progress 25%	
158	PD	210	Michael	\$150,000	\$0	Capital Reserves	2021	2024-Q4		E, F and ToG	E, F and ToG	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.	Carryforward		Started	
159	PD	210	Michael	\$585,000	\$0	MFA Equipment Loan	2022	2026-Q4		E, F and ToG	E, F and ToG	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 April 18, 2023 to discuss project budget and next steps. Report scheduled for June 22 COW. Update expected for 2024 capital plan budget.	Carryforward		In Progress 25%	
160	PD	212	Higgins	\$30,000	\$12,483	Operating Reserves	2022	2023-Q4		D	D	Roberts Creek Fire Protection - Wildfire Preparedness Gear and Equipment (Low Cost, High Value)	Expect final shipment end of Q4 2023	Carryforward		In Progress 75%	
161	PD	212	Higgins	\$16,500	\$0	Capital Reserves	2022			D	D	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	Carryforward		Not Started	
162	PD	216	Daley	\$623,200	\$0	Capital Reserves	2023	2025-Q2		B	B	Halfmoon Bay Fire Protection - Rescue 1 Fire Apparatus Replacement	RFP to be released Q4 2023.	Carryforward		Not Started	
163	PD	216	Daley	\$250,000	\$0	Taxation	2022			B	B	Halfmoon Bay Fire Protection - Fire Hall #2 Redevelopment Project (Business Continuity)	Project proposed to be cancelled and rescoped to address long range needs assessment and potential alternate sites. Budget process documentation prepped following Board direction.	Other		Started	
164	PD	220	Treit	\$483,295	\$15,600	Capital Reserves	2020	2024-Q1		All	Secht	Emergency Telephone 911 - Chapman Creek Radio Tower (MANDATORY - Asset Failure)	Waiting for second geotech report. RFP for tower construction has been developed. Geotech report is complete. Development Permit being processed. RFP has been 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.	Carryforward		In Progress 25%	
165	PD	220	Treit	\$128,000	\$66,009	Capital Reserves	2020	2024-Q4		All	Regional	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.	Carryforward		In Progress 50%	
166	PD	220	Treit	\$141,400	\$72,269	Capital Reserves	2020	2024-Q4		All	Regional	Emergency Telephone 911 - 911 Emergency Communications Equipment Upgrade (Business Continuity)	Signal Testing has begun. 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.	Carryforward		In Progress 25%	
167	PD	222	Treit	\$20,000	\$0	Reserves	2019	2023-Q4		All	Regional	Sunshine Coast Emergency Planning - Contracted Services for Statutory, Regulatory and Bylaw Review	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties. RFP is being developed. RFP has been issued.	Carryforward		Started	
168	PD	222	Treit	\$58,000	\$0	Taxation	2023	2023-Q4		All	Regional	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.	Discretionary		Started	
169	PD	222	Treit	\$120,000	\$0	Grant	2023	2023-Q4		All	Regional	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 will cover the entire cost of the development of the plan. RFP is being developed. RFP has been published. RFP closed and proposals are being evaluated. Vendor selected. Contract has been signed with work to begin early in Q4 of 2023.	Discretionary		In Progress 25%	
170	PD	222	Treit	\$188,803	\$19,937	Grant	2023			All	Regional	Sunshine Coast Emergency Planning - 2023 Firesmart Community Funding and Supports	Firesmart work is ongoing. Planning for 2024/2025 grant application to maintain program.	Other		In Progress 25%	
171	PD	500	Hall	\$86,001	\$86,001	MRDT revenue	2021	2023-Q2	2023-Q2	A, B, D, E, F	B, D, E, F	Rural Planning Services - Regional Housing Coordinator	RFP prepared. In coordination with District of Secht for related work. Release early in Q1 2022 planned. Award to Kelly Foley contractor, work initiated in Q2. Action plan draft being developed; report to Board in Q4 2022. Action plan report planned for December 2022. Notice of intent to award contract posted. Complete.	Carryforward		In Progress 50%	
172	PD	500	Hall	\$76,997	\$64,885	MRDT revenue	2023	2024-Q1		A, B, D, E, F	B, D, E, F	Regional Planning Services - Regional Housing Coordinator (additional)	Continuation of this contracted role to enable further progress on housing action plan. Involves extensive intergovernmental and community coordination. Contract in place. work continuing.	Discretionary		In Progress 75%	

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173	PD	500	Hall	\$10,000	\$0	Operating Reserves	2023	2024-Q4		All	Regional	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 SCRD 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. SCRD'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.	Not Recommended		Started
174	PD	504	Jackson	\$203,050	\$183,602	UBCM grant	2021	2024-Q1		A, B, D, E, F	B, D, E, F	Rural Planning Services - Planning Enhancement Project	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 SCRD 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.	Carryforward		In Progress 75%
175	PD	504	Jackson	\$230,000	\$0	Taxation	2022	2026-Q3		A, B, D, E, F	Regional	Rural Planning Services - Planning Enhancement - additional (Business Continuity)	Annual investment in operating budget to support OCP renewal/harmonization, zoning bylaw alignment to OCPs, technical studies, while protecting (or enhancing) development processing and customer service levels. Proposed to be ongoing. Grants, if received, can offset taxation the following year. 2022 funding recommended to be prorated at 50% \$180,000 (amount adjusted to \$115,000 by Finance) with \$360,000 ongoing from taxation including a 0.5FTE. 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.	Carryforward		Started
176	PD	520	Kennett	\$5,500	\$2,062	Operating Reserves	2023	2023-Q4		A, B, D, E, F, sNGD	Regional	Building Inspection Services - Digital Plan Review Preparedness - Hardware, Software and Training	The submission of digital building permit applications is a goal of the SCRD 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.	Discretionary		In Progress 75%
177	PD	540	Hall	\$120,000	\$30,000	Operating Reserves / Grant	2023	2024-Q4		All	F	Hillside Development Project - investment Attraction Analysis	SCRD 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 SCRD 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.	Discretionary	2023-05	Started
178	PD	540	Hall	\$195,400	\$17	Operating Reserves	2023	2025-Q2		All	F	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.	Non Discretionary	2023-04	In Progress 25%

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1	CA	110	Buckley	\$125,085	\$87,338	Operating Reserves	2020	Q1 2023	2023-Q2	All	Regional	General Government - Website Redesign (Phase 2)	Contracted services to develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience. RFP completed and awarded. Project kicked-off April 26. Work is underway and nearing completion. Website launched April 19.	Carryforward		Completed
2	CA	110	McKinley	\$30,000	\$19,377	Operating Reserves	2023	2023-Q4	2023-Q4	All	Regional	General Government - Consulting Services - 2023-2026 Strategic Planning	The Board will put together a Strategic Plan for the term 2023-2026. August 29 - Board Mission, Vision, Lenses and Priorities developed. Staff currently working on Strategies to deliver Board Priorities.	Discretionary	2023-06	Completed
3	CA	110	Reid	\$25,000	\$23,968	COVID-19 Restart Funding	2022	2024-Q1		All	Regional	General Government - Meeting Management Solutions (Other)	Software solution to bridge remote and in-person meeting rooms for hybrid Board and Committee meetings. In order for the virtual and physical domains to smoothly function together as a single meeting, a system is required to seamlessly manage both environments and their respective participants in real-time. Meeting management software streamlines the full cycle from report and agenda creation to electronic publishing to meeting video livestreaming and archiving. Software services are subject to an annual subscription fee. Year-one implemented, annual subscription fees apply and in the range of \$18,000 to \$20,000 per year. A meeting management solution RFP was posted mid-March 2023. RFP closed evaluation process of bids is underway. Software vendor selected - contract being drafted. Implementation of eScribe Meeting Management software is underway.	Carryforward		Completed

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4	CA	117	Nelson	\$285,000	\$251,861	COVID-19 Restart Funding	2021		2023-Q4	All	Regional	Information Technology - Digital Collaboration Solutions (Business Continuity)	2-year increase in funding for IT operating and capital budgets to expedite online collaborative software tools, digital services, and related equipment/devices. The project includes a temporary 2-year internal resource - comprised of: a) Temporary staffing; 2021 (7months) b) Professional services consulting c) Hardware purchases d) Software purchases/subscriptions Detailed planning phase underway. Backfill TFT staff position hired. Licenses purchased. MS Teams rolled out to early adopters. 100 Thin Clients procured and deployment in process. Phase 2 being procured and scheduled. APRIL 23 - MS Teams solutions implemented, MS Exchange (email) migration to Cloud underway, remaining SOW is implementing MS SharePoint as document and records management solution (EDRMS). June 14/23 - Remaining SOW Teams Phone integration and metadata migration tool procurement for MS SharePoint conversion. October 25, 2023 - Project will be complete by end of 2023 (CF Funding)	Carryforward		Completed
5	CA	111 / 113	Perreault	\$25,000	\$0	Operating Reserves	2021		2023-Q4	All	Regional	Asset Management / Financial Services - Implementation of New (PSAS) Asset Retirement Obligation (ARO) (MANDATORY - Regulatory Compliance)	Job description posted in June 2021. In 2021, the SCRD implemented the new Public Sector Accounting Standard (PSAS) for Asset Retirement Obligations (ARO). Internal and external professional services will be needed to facilitate the implementation. Staff have scoped the project collected data for the new standard. Recruit for new Finance Resource to Assist with project. Internal work continuing. Posting for new position issued in late April 2022. July 2022 - Internal inventory of ARO has been completed and next steps are to engage environmental engineers to assess gaps. This is planned for Q3 2022. New Finance resource will be starting in September to help calculate new expenses. Engineering assessment scope has been limited after review with Auditors. Progressing with a review of status with Auditors scheduled for Nov 22. This project value was reduced at 2023 Pre-Budget CF. Apr 23 the Budget for this project was reduced to \$25,000 as most of the work was completed internally. Significant work complete and reviewed by Auditors as part of 2022 audit and SCRD is on track to meet standard for 2023 Financial Statement Implementation	Carryforward		Completed
6	CS	345	Gagnon	\$10,000	\$10,000		2023		2023Q4	F	F	Ports Services - Hopkins Landing Closure	Nov. 14/2023: Hopkins Landing was closed to public use. Completed.	Other		Completed
7	CS	345	Gagnon	\$25,000	\$25,242	Taxation	2021	2024-Q1	2023-Q4	B, D, E, F, Islands	F Islands	Ports Services - New Brighton Dock Study (Other)	Sep 22: Tour of all Gambier docks, including New Brighton, along with Gambier Island Community Association New Brighton Dock Committee chair conducted in July. Major inspections on all Gambier ports including New Brighton will be completed by the end of 2022. The results gathered from the inspections will be the guiding information used to inform capital renewal plans for SCRD docks and also understanding the long term financial implications associated with the New Brighton dock. Nov 24: Major inspections have commenced including a desk top study and a gap analysis related to dock best management practices (from province and Nation). The dive portion is scheduled to occur in December 2022. Staffing support to guide community conversations has been secured and should commence later in Q1 2023 April 27/23: Two meetings with N'ch Kay Corporation (operator of NB dock) in Q1. Major inspections complete and NB Report sent to the N'ch Kay. Permission to use NB report to inform an understanding of long term financial implications. Met with representatives of the Gambier Island NB Dock committee. June 22/23: Continue to meet with N'ch Kay Corporation monthly. Facilitated an opportunity for representatives from the Gambier Island NB Dock Committee to meet with representatives from N'ch Kay Corporation. Sept 28/23: Ports information session offered to Board in June. Discussions with N'ch Kay Corp will resume in the fall. Nov. 14/2023: Discussions ongoing, funding for this project is expended. report to Board anticipated in the next few months.	Carryforward	2022-06	Completed
8	CS	615	van Velzen	\$60,000	\$51,548	Taxation	2021	2023-Q2	2023-Q2	B, D, E, F, DoS, SNGD, ToG	Islands and Sect	Community Recreation Facilities - Fall Protection Systems Upgrades - Phase One (MANDATORY - Safety)	December 2019 fall protection audits completed at GACC, GDAF, SAC and SCA. Based on estimated total project costs and staff capacity to complete projects, staff recommended a phased approach to completing upgrades. Projects are prioritized based on a risk assessment with priority given to highest risk areas. Projects designated for phase one include GACC roof access ladders and hatch upgrades, SAC roof access ladders and hatch upgrades, SAC fall protection anchor points for surge tank maintenance, SAC fall protection anchor points for mechanical room floor hatch used to lift heavy equipment from lower mechanical room and SCA fixed ladder in mechanical room to access ammonia sensor located above mechanical equipment. Sep 22: Tender was posted July 19 and closed August 24. Tender evaluations completed, award pending. Anticipated project completion by end of Q3 2022. Nov 24, 2022: Project awarded, contract signing in progress. Apr 27, 2023: Project substantially completed, invoicing pending. Jun 22, 2023: Project complete, final invoice pending.	Carryforward		Completed
9	CS	615	van Velzen	\$113,070	\$2,800	Taxation	2022	2023-Q2	2023-Q4	B, D, E, F, DoS, SNGD	Gibsons and Sechelt	Community Recreation Facilities - Domestic Hot Water System (Business Continuity)	The control system for the domestic hot water tank at SAC requires an upgrade to control water temperatures. After numerous attempts to address the ongoing issue, an upgrade to the control system is required to avoid drastically fluctuating temperatures that could be a safety issue. Engineering design awarded, anticipate completion of design phase by end of Q2. Design phase completion delayed, anticipated to be completed early Q3. Construction tendering planned to commence in Q3. Sep 22: Design phase completed. Construction tender drafted and in final review stage for posting. Nov 24/22: Tender issued, close November 4, 2022. Apr 27/23: Contract awarded, construction being scheduled for Q2. Jun 22/23: Construction scheduled for June 2023. Sept 28/23: Project substantially completed, invoicing pending. Nov. 14/2023: Deficiency work completed, invoicing still pending. s/b complete by end 2023	Carryforward	2022-04	Completed

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10	CS	615	van Velzen	\$9,500	\$9,500	COVID-19 Restart Funding	2022	2023-Q4	2023-Q4	B, D, E, F, DoS, ToG, SNGD	Gibsons and Sechelt	Community Recreation Facilities - Water Management Plan Implementation (Business Continuity)	During the restart of recreation facilities after an extended closure due to COVID, domestic water system water management plans were highly recommended by the Health Region. Plans developed in 2021, to implement the ongoing safety recommendations in the plan. Mar 22: Procurement for services to implement plans scheduled to start Q2 2022, anticipated completion Q3 2022. Sep 22: Tender documents nearing completion, anticipate posting tender beginning of Q4. Nov 24/22: Delay in completion of tender documents due to staff turnover. Project reassigned and moving forward, delay may result in project completion being carried forward to 2023. Apr 27/23: Tender documents submitted to procurement for review and posting. Jun 22/23: Tender closed. No bids received, direct negotiations with a service provider have commenced. Sept 28/23: Bid received, award in progress. Nov. 14/2023: Contract signing completed and equipment onsite. Equipment installation and invoicing pending. s/b complete by end 2023	Carryforward	2023-03	Completed
11	CS	650	Clarkson	\$35,300	\$21,816	Operating Reserves	2022		2023-Q1	A, B, D, E, F	A	Community Parks - Katherine Lake Campground Repairs	Apr 27, 2023: Project complete.	Carryforward		Completed
12	CS	650	Clarkson	\$20,000	\$18,742	Taxation	2022		2023-Q2	A, B, D, E, F	Various	Community Parks - Community Led Improvement Project Support (Other)	Community groups are eager to provide capital funding for park improvements and also enter into partnership agreements for the ongoing operations/stewardship of parkland and assets. This supports the planning of the potential projects and includes such costs as public consultations, surveys, cost estimates, etc. Specifically, in 2022, the two current community ideas for projects that require further exploration include a pathway around Katherine Lake and improvements / enhancements to Dan Bosch Park. Jul 14: Nation works permit applications for both projects submitted. Community engagement sessions regarding the proposed projects to occur in fall 2022. Nov 24, 2022: Dann Bosch application to Nation for works permits are in review status. Katherine Lake PAFR scheduled for early November. QEP scheduled for both sites in November. Community engagement to follow Nation review and QEP recommendations in early 2023. Apr 27, 2023: Project complete. PAFR and QEP work complete. Staff report at Apr 20 EAS Committee meeting.	Carryforward		Completed
13	CS	650	Huntington	\$40,000	\$0	Operating Reserves	2021	2023-Q4	2023-Q4	A, B, D, E, F	F	Community Parks - Bike Park / Pump Track Development at Sprockids Park (Low Cost, High Value)	Partnership opportunity with Coast Mountain Bike Trail Association. Mar 22: Met with partner CMBTA in Q1 and discussed preliminary next steps. RFP for consultation services slated for development mid Q2. May 9: CMBTA has undergone some changes to directorship. RFP for consultation services slated for development mid Q2 2022. Anticipate tender late summer 2022. Jul 14: Staff working with CMBTA on development of scope of the project. Sep 22: CMBTA capacity is limited at this time, therefore the project is delayed. Staff will meet with club in Q3 to discuss willingness to become further engaged and finalize project details. Apr 27/23: Community group has reaffirmed engagement in the project. RFP developed and in process to tender with Purchasing. Jun 22/23: RFP for design work closes and should be awarded by end of Q2. Sept 28/23: Contract awarded for planning and design. Estimate Plan/Design completion by end of Q4. Nov. 14/2023: Concept design underway. Community engagement planned for mid November. Expecting project wrap up end of November 2023. s/b complete by end 2023	Carryforward	2021-10	Completed
14	CS	650	Huntington	\$16,250	\$0	Operating Reserves	2022	2023-Q3	2023-Q4	A, B, D, E, F	E	Community Parks - Mahan Trail Repair	Apr 27/23: Staff have submitted permit for works application to Skwgw7/mesh Nation Rights and Title Department. Currently drafting RFO for contracted repair services. Jun 22/23: Nation has agreed for the project to move forward without the need for archaeological or environmental review or monitoring. RFP for General Services Contractor complete, and in review with Purchasing. Project out to tender by end of Q2. Sept 28/23: Contractor has been hired, on track for completion by end of Q3. Nov. 14/2023: Site work completed. Awaiting submission of final invoices. s/b complete by end 2023	Carryforward	2023-05	Completed
15	CS	650	Huntington	\$4,770	\$1,415	Operating Reserves	2022	2023-Q3	2023-Q4	A, B, D, E, F	Various	Community Parks - Suncoaster Trail Sign Repair	Apr 27/23: Staff have submitted permit for works application to shishah Rights and Title Department. Currently preparing contracts for required PAFR. Nation has advised they are preparing archaeological quote for required services. Jun 22/23: Nation approvals received. Contract for PAFR complete and replacement signage ordered. No set date for PAFR yet. Anticipate completion by end of Q3. Sept 28/23: PAFR complete, no further archeological assessments or environment works are required. Project on track for completion by end of Q3. Nov. 14/2023: Site prep done. Sign to be installed and project completed the first week of November. s/b complete by end 2023	Carryforward	2022-10	Completed
16	CS	650	Huntington	\$38,000	\$0	Operating Reserves	2022	2023-Q4	2023-Q4	A, B, D, E, F	D	Community Parks - Cliff Gilker Planning (Consulting Fees)	Apr 27/23: RFP published Apr 5. Jun 22/23: Public RFP tender closed May 12. No qualified bids received. Staff working with Purchasing on direct negotiations. Sept 28/23: Project awarded, kick off meeting Sept. 5 with SCRDL team and contractors. Anticipate consultant report in Q4. October 28/23 - topical survey and design in progress. Concept design anticipated by end of October/early November. Booking public engagement event. Final submission of Civil Drawings anticipated by end of November 2023. Nov. 14/2023: Planning well underway. Board report with options anticipated for Q1 2024. s/b complete by end 2023	Carryforward	2023-03	Completed
17	CS	650	Huntington	\$32,152	\$0	Operating Reserves	2022	2023-Q4	2023-Q4	A, B, D, E, F	E	Community Parks - Chaster House and Pedestrian Bridge	Apr 27/23: RFP published Apr 5. Jun 22/23: Public RFP tender closed May 12. No qualified bids received. Staff working with Purchasing on direct negotiations. Sept 28/23: Project awarded, kick off meeting Sept. 5 with SCRDL team, contractors, and community representatives. Anticipate consultant report in Q4. Nov. 14/2023: Planning well underway. Board report with options anticipated for Q1 2024. s/b complete by end 2023	Carryforward	2023-03	Completed

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18	CS	650	Huntington	\$4,770	\$1,419	Operating Reserves	2022	2023-Q3	2023-Q4	A, B, D, E, F	Various	Community Parks - Suncoaster Trail Sign Repair	Apr 27/23: Staff have submitted permit for works application to shishlah Rights and Title Department. Currently preparing contracts for required PAFR. Nation has advised they are preparing archaeological quote for required services. Jun 22/23: Nation approvals received. Contract for PAFR complete and replacement signage ordered. No set date for PAFR yet. Anticipate completion by end of Q3. Sept 28/23: PAFR complete, no further archaeological assessments or environment works are required. Project on track for completion by end of Q3. Nov. 14/2023: Site prep done. Sign to be installed and project completed the first week of November. s/b complete by end 2023	Carryforward	2022-10	Completed
19	CS	650	Huntington	\$16,250	\$0	Operating Reserves	2022	2023-Q3	2023-Q4	A, B, D, E, F	E	Community Parks - Mahan Trail Repair	Apr 27/23: Staff have submitted permit for works application to Spwxw7mesh Nation Rights and Title Department. Currently drafting RFG for contracted repair services. Jun 22/23: Nation has agreed for the project to move forward without the need for archeological or environmental review or monitoring. RFP for General Services Contractor complete, and in review with Purchasing. Project out to tender by end of Q2. Sept 28/23: Contractor has been hired, on track for completion by end of Q3. Nov. 14/2023: Site work completed. Awaiting submission of final invoices. s/b complete by end 2023	Carryforward	2023-05	Completed
20	CS	650	Huntington	\$40,000	\$0	Operating Reserves	2021	2023-Q4	2023-Q4	A, B, D, E, F	F	Community Parks - Bike Park / Pump Track Development at Sprockids Park (Low Cost, High Value)	Partnership opportunity with Coast Mountain Bike Trail Association. Mar 22: Met with partner CMBTA in Q1 and discussed preliminary next steps. RFP for consultation services slated for development mid Q2. May 9: CMBTA has undergone some changes to directorship. RFP for consultation services slated for development mid Q2 2022. Anticipate tender late summer 2022. Jul 14: Staff working with CMBTA on development of scope of the project. Sep 22: CMBTA capacity is limited at this time, therefore the project is delayed. Staff will be replaced by snowmobile unit 17 and repair of UTV unit 506 proceed with funding of up to \$29,000 from Dakota Ridge [680] operating reserve; UTV repairs complete. Snowmobile procurement underway, supply chain delays in 2020-2021. Mar 22: Further supply chain delayed this project in 2021. Working with Purchasing to explore options in order to expedite delivery of equipment. Expected Q4 2022. May 9: Deposit has been made on the new snowmobile. Supply chain delays will mean that new unit is not delivered and paid for fully until Q2 2023. Nov 24/22: Supply chain issues delaying delivery. New snowmobile also anticipated for delivery 2023. Only available inventory and delivery option. Apr 27/23: Snowmobile is ordered and is slated for delivery in fall 2023. Jun 22/23: No change. Sept 28/23: Anticipated Delivery of snowmobile is October 2023 Nov. 14/2023: Awaiting PO number for supplier. Unit will be delivered to Mason road in Early to mid November. s/b complete end 2023	Carryforward	2021-10	Completed
21	CS	680	Huntington	\$22,000	\$0	Operating Reserves	2020	2023-Q4	2023-Q4	A, B, D, E, F	Regional	Dakota Ridge Snowmobile Replacement and UTV Repair	Replacement of snowmobile unit 17 and repair of UTV unit 506 proceed with funding of up to \$29,000 from Dakota Ridge [680] operating reserve; UTV repairs complete. Snowmobile procurement underway, supply chain delays in 2020-2021. Mar 22: Further supply chain delayed this project in 2021. Working with Purchasing to explore options in order to expedite delivery of equipment. Expected Q4 2022. May 9: Deposit has been made on the new snowmobile. Supply chain delays will mean that new unit is not delivered and paid for fully until Q2 2023. Nov 24/22: Supply chain issues delaying delivery. New snowmobile also anticipated for delivery 2023. Only available inventory and delivery option. Apr 27/23: Snowmobile is ordered and is slated for delivery in fall 2023. Jun 22/23: No change. Sept 28/23: Anticipated Delivery of snowmobile is October 2023 Nov. 14/2023: Awaiting PO number for supplier. Unit will be delivered to Mason road in Early to mid November. s/b complete end 2023	Carryforward	2020-10	Completed
22	IS	350	Sole	\$48,000	\$48,000	Taxation	2023	2023-Q4	2023-Q2	All	Sechtell	Regional Solid Waste (Sechtell) - Sechtell Landfill Interim Power Supply	Due to asset failure of the power supply system, the site has been running off a generator 24 hours a day. Given that the generators are required to run 24 hours a day to meet regulatory requirements (electric bear fence) and to protect our assets, two generators are required so that a backup is on site. The Regional District completed a Sechtell Landfill Power System Assessment in June 2021 and will move to a connection with the BC Hydro grid in the coming years. However, generators will be required to provide power on an interim basis until that project is complete. Generators in place.	Non Discretionary		Completed
23	IS	350	Sole	\$35,000	\$0	Taxation	2023	2023-Q3	2023-Q3	All	B Islands and F Islands	Regional Solid Waste - Islands Clean-Up (Additional Funding - Base Budget Only)	SCRD Island residents do not receive regular garbage collections services. Islands Clean Up has been established by SCR D to provide annual collection events on Keats, Gambier, Thormanby, Trail, Nelson and Hardy Islands. The third year of the 3-year contract with Mercury Transport to provide the barge and transport services will be complete in 2022. The contract allows for a two year renewal. To extend the contract, costs have increased 24% from 2022 primarily due to increased fuel costs. Planning underway.	Discretionary	2023-03	Completed
24	IS	350	Sole	\$140,000	\$118,748	Taxation	2023		2023-Q3	All	Regional	Regional Solid Waste - Green Waste Program (Increased tonnages) (Base Budget)	Green waste can be dropped off at the South Coast Residential Green Waste Drop-off Depot, Pender Harbour Transfer Station, and Salish Soils (on behalf of the Sechtell Landfill) as well as two commercial sector green waste drop-off locations. The green waste recycling program consists of two components: Green waste processing and green waste hauling. The actual total annual costs for green waste processing are based on the tonnage received at the SCR D green waste drop-off locations. An increase to the green waste tonnage the SCR D receives, which requires processing into compost, results in higher contracted costs. Contract extension for hauling portion of service underway.	Discretionary		Completed
25	IS	350	Sole	\$100,000	\$74,109	Eco-Fee	2021			All	Regional	Regional Solid Waste - Waste Composition Study (Strategic Goal)	Conduct a waste composition study of residential garbage collection, drop-off bins at Pender Harbour Transfer Station and Sechtell Landfill and commercial garbage delivered to the Sechtell Landfill. Study would occur at two points in 2021 and will support the evaluation of the implementation of new organics diversion services and guide the SWMP update (incl. waste disposal post landfill closure). Delayed until 2022 Both audits were completed and a summary report, with recommendations, be presented to the Board in Q1 2023. Complete	Carryforward		Completed
26	IS	351	Sole	\$10,000	\$8,666	Taxation	2021		2023-Q2	All	A	Regional Solid Waste - Traffic Control Lights for Pender Harbour Transfer Station (Low Cost, High Value)	Installation of traffic control lights for Pender Harbour Transfer Station to increase safety for customers and staff at site. Project to be completed in coordination with site improvement project. Installed May 2023.	Carryforward		Completed
27	IS	365	Edbrooke	\$7,500	\$836	Operating Reserves	2022	2023-Q4	2023-Q4	A and SNGD	Regional	North Pender Harbour Water Service - Public Participation - Water Supply Plan Development (Strategic Goal)	Draft Water Strategy to be presented to the Board in Q1 2024. Staff are also developing associated Action Plans.	Carryforward		Completed
28	IS	365	Walkey	\$145,000	\$126,051	Reserves	2019			A and SNGD	A	North Pender Harbour Water Service - Garden Bay UV Reactor Purchase	Drinking Water Regulations require that treatment facilities should have redundancy in major treatment steps. The UV reactor has been installed and is in use. Project completed.	Carryforward		Completed
29	IS	366	Shoji	\$149,500	\$117,464	Gas Tax	2021	2023-Q3	2023-Q3	A	A	South Pender Harbour Water Service - McNeil Lake Dam Upgrades (MANDATORY - Regulatory)	The dam safety improvements will consist of replacing the stop logs with a lifting device, reinstating low level outlet operation, increasing the height of the maintenance walkway above flood lake level, installing new public access signage, a water level gauge and new dam security gate. Design drawings and tender specifications complete. Draft RFP completed. Dam Safety Officer, DFO and Water Sustainability Act Section 11 approvals received. Construction RFP issued.	Carryforward		Completed
30	IS	370	Edbrooke	\$46,500	\$0	Short Term Debt	2020		2023-Q2	A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Vehicle Purchases - Strategic Infrastructure Division (Strategic Goal)	Vehicle purchase has been awarded. Awaiting delivery in 2023.	Carryforward		Completed
31	IS	370	Misurak	\$360,000	\$293,280	Operating Reserves	2020	2023-Q3	2023-Q3	A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Regional Water Reservoir Feasibility Study Phase 4 (Strategic Goal)	First Nation consultation completed. Drilling of the geotechnical bore holes were completed in April 2023. Alternative options for the proposed Raw Water Reservoir were presented to the SCR D staff by the consultant in May, 2023. A Board presentation of the design results was presented in July 2023. Staff is recommending a 2024 Budget objective to continue the refinement of the final design for the site B option.	Carryforward	2022-10	Completed
32	IS	370	Shoji	\$240,500	\$206,368	Capital Reserves	2021	2023-Q3	2023-Q3	A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Chapman and Edwards Dam Improvements (MANDATORY - Regulatory)	Design drawings and tender specifications complete. Draft RFP completed. Archeological assessments completed. Dam Safety Officer and DFO and Water Sustainability Act Section 11 approvals received.	Carryforward		Completed

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Last Revisions: November 15, 2023

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	Start Date (YYYY-MM)	% Complete
33	IS	370	Edbrooke	\$20,000	\$15,141	Operating Reserves	2021	2023-Q4	2023-Q4	A, B, D, E, F, F Islands and DoS	Regional	Regional Water Service - Water Supply Plan: Public Participation Regional Water System (Strategic Goal)	Draft Water Strategy to be presented to the Board in Q1 2024. Staff are also developing associated Action Plans.	Carryforward		Completed
34	IS	370	Walkey	\$46,500	\$33,442	Short Term Debt	2020			A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Utility Vehicle Purchase	Vehicle purchase has been awarded. Awaiting delivery in 2023. Delivered and in service.	Carryforward		Completed
35	IS	370	Walkey	\$200,000	\$210,066	MFA 5 YR Loan	2022			A, B, D, E, F, F Islands and DoS	All	Regional Water Service - Vehicle Purchases	This project is to purchase four (4) vehicles. The two electric vehicles have been ordered and 465 and 491 still need to be tendered. • Two (2) new Fully Electric Vehicles to support staffing requirements (incl. the purchase of EV that was deferred as part of 2021 Budget process); Vehicles have been delivered and are in use. • Two (2) replacement vehicles of vehicles #465 (2012) Escape and #491 (2013 F150) is required due to high mileage and increasing maintenance costs. Electric vehicles are tendered. Two trucks have been delivered and are in use.	Carryforward		Completed
36	IS	370	Misiurak	\$1,178,070	\$1,038,183	Capital Reserves	2020			A, B, D, E, F, F Islands and DoS	F	Regional Water Service - Reed Road and Elphinstone Road Water Main Replacement	Work has been completed and is operational.	Carryforward		Completed
37	IS	365 / 366 / 370	Edbrooke	\$40,000	\$30,715	Operating Reserves	2022	2023-Q3		A, B, D, E, F, F Islands, SNGD, and DoS	All	Water Service - Water Rate Structure Review (Phase 1) (Strategic Goal)	Staff are reviewing and providing comments to the contractor on the draft report. Staff report to the Board anticipated in Q3 2023.			Completed
38	IS	381-395	Walkey	\$19,435	\$0	User Fees	2023		2023-Q3	Various	Various	Wastewater Treatment Plants (Various) - Pumpout Costs	The SCRDR operates and maintains 15 wastewater treatment facilities. Each facility requires removal of sludge to effectively treat the raw sewage (influent) and produce effluent that meets regulatory requirements. The hauling contractor and the District of Sechelt have increased their fees for pumping out and disposing of sludge, current base budget is not sufficient to cover the increase cost of pumpouts. THIS IS BASE BUDGET INCREASE	Non Discretionary		Completed
39	PD	136	Shay	\$7,500	\$0	Grant	2023	2024-Q3	2023-Q2	All	Regional	Regional Sustainability Services - Community Climate Action Capacity Building - AVICC Membership	Memberships being processed. In Conjunction with other Community Climate Action Capacity Building Project, these memberships would provide networking, peer-exchange and learning opportunities while also demanding staff time for engagement and support.	Not Recommended	2022-05	Completed
40	PD	210	Michael	\$10,400	\$9,993	Capital Reserves	2022			E, F and ToG	E, F and ToG	Gibsons and District Fire Protection - Capital Plan Projects - High Priority (M-BC)	Non-critical (unfunded) Capital plan projects from fire department 20 year capital plan. Flooring and hot water tank replacement. Hot water tank installed, flooring portion remains outstanding. Project complete.	Carryforward		Completed
41	PD	212	Higgins	\$130,000	\$120,358	Operating Reserves	2021	2023-Q3	2023-Q4	D	D	Roberts Creek Volunteer Fire Department - Training Structure (Business Continuity)	Roof installation started. Expected Completion Q4 2023	Carryforward		Completed
42	PD	216	Daley	\$224,300	\$56,977	MFA Equipment Loan	2022		2023-Q2	B	B	Halfmoon Bay Fire Protection - Self Contained Breathing Apparatus (Business Continuity)	SCBA Compressor arrived waiting for installation. Vendor Electrogas was selected, they are anticipating a 12 week delivery. SCBA has been delivered, compressor has been delivered, installed and is in service. Some minor work still to be done to upgrade the fill station.	Carryforward		Completed
43	PD	216	Daley	\$131,548	\$0	Capital Reserves	2022			B	B	Halfmoon Bay Fire Protection - New Vehicle Silverado	Capital Renewal Project New vehicle is a Ford F250 awarded to HUB Fire Engines. Unit is almost complete and delivery is anticipated for end of March. Project complete.	Carryforward		Completed
44	PD	220	Treit	\$25,000	\$21,970	Taxation	2018	2024-Q4	2023-Q4	All	Regional	Emergency Telephone 911 - 911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications). Letter of Authorization with Planetworks Consulting to be signed. Currently working with ISED to acquire new frequencies. Have now acquired 5 tactical channels to be shared between the 6 departments.	Carryforward		Completed
45	PD	222	Treit	\$17,000	\$6,621	Operating Reserves	2021	2023-Q2	2022-Q4	All	Sechelt	Sunshine Coast Emergency Planning - Trailer Removal (MANDATORY - Safety)	Removal and disposal of trailer at Mason Road, formerly used as secondary Emergency Operation Centre location. Waiting for electrician to move electrical service on September 7. Electrical service has been moved. RFP for removal to be issued in Q1 of 2022. There were no responses to the RFP so alternate routes are being examined to remove the trailer. Trailer has been removed. Communications tower needs to be removed. Waiting on estimate from contractor. Project planned to conclude Q4 2022. Communication tower has been removed.	Carryforward		Completed
46	PD	222	Treit	\$25,000	\$22,266	CEPF Grant	2022	2023-Q3	2023-Q2	All	Regional	Sunshine Coast Emergency Planning - Evacuation Route Planning (Other)	CEPF 100% Grant-funded development of evacuation route(s), with area of work selected based on risk analysis. Grant of \$25,000 has been received for evacuation route planning see resolution #104/22 Recommendation #8. RFP has closed. Contractor has been selected. Work is underway. Completion expected Q2/23.	Carryforward		Completed
47	PD	222	Treit	\$24,967	\$24,758	Grant	2022	2023-Q2	2023-Q3	All	Sechelt	Sunshine Coast Emergency Planning - Reception Centre Modernization (Business Continuity)	All items ordered and outstanding items anticipated to be delivered on time. All items received. Final report being completed. Completed	Carryforward		Completed
48	PD	222	Treit	\$25,000	\$19,300	Grant	2022	2023-Q2	2023-Q3	All	Sechelt	Sunshine Coast Emergency Planning - EOC Modernization Project	Grant extension received to June 30, 2023. All items ordered and outstanding items anticipated to be delivered on time. All items received. Final reports being completed. Completed	Carryforward		Completed
49	PD	222	Treit	\$10,379	\$219					All	Regional	Sunshine Coast Emergency Planning - Removal of SCEP Trailer	Trailer Removal	Other		Completed
50	PD	504	Jackson	\$43,990	\$33,585	Reserves	2017	2024-Q3	2023-Q4	A, B, D, E, F	B, D, E, F	Rural Planning Services - Zoning Bylaw 310	Consulting contract and other project costs to assist with review/drafting of new zoning bylaw. Consultant provided the final draft and completed the work within the scope of their project proposal. Staff reviewed and refined the draft, as well as obtained a legal review. The Bylaw was adopted October 13, 2022. Remaining funds are proposed to be used to continue the work by updating Bylaw 337 with the "best of Bylaw 722 updates," with the possible option of amalgamating the bylaws. This work will also help ensure bylaw alignment with new provincial regulations related to both housing and environmental legislation.	Carryforward		Completed
51	PD	520	Kennett	\$60,000	\$57,060	Operating / Capital Reserves	2023	2023-Q4	2023-Q4	A, B, D, E, F, SNGD	Regional	Building Inspection Services - Vehicle Replacement	The Building Division requires two reliable vehicles in order to provide inspection services to all electoral areas within the SCRDR. Building Division vehicle 467 is a 2012 Ford Escape with more than 188,000 kilometers. Based on its current condition, and the history of the division's previous unit, which was the same make and model, this vehicle has reached the point in its lifespan where cost prohibitive repairs, or complete failure may be imminent. Fleet preparing vehicle specifications for RFP. Vehicle ordered.	Discretionary		Completed
52	PD	210 / 212 / 216 / 218	Treit	\$120,000	\$72,836	Grant	2023	2023-Q4	2023-Q4	A, B, D, E, F, and ToG	A, B, D, E, F, and ToG	Various Volunteer Fire Protection - SCRDR Fire Department Equipment Modernization and Enhancements	The SCRDR applied for a Community Emergency Preparedness Fund grant for fire department equipment and training to be better equipped and trained for structure and wildland urban interface fires. The SCRDR was notified that the grant application was successful. The proposed equipment purchases are either new (enhancements) or replace old and outdated existing gear (improvements). Fire departments have begun ordering equipment and scheduling training. Equipment is being ordered and some pieces have already arrived. Fire departments continue to order equipment related to this grant. Ongoing, expected completion Q4 2023.	Discretionary		Completed

CANCELLED PROJECTS

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

2023 BUDGET PROJECT STATUS REPORT

Last Revisions: November 15, 2023

Line No.	Dept.	Function	Mgr.	Budget \$	Budget Expended (to date)	Funding Source	Budget Year	Proposed Completion Date	Actual Completion Date	Function Participants	Work Location	Description	Current Status	Category	Start Date (YYYY-MM)	% Complete
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Open Projects by Year		
2016	1	
2017	0	
2018	3	
2019	1	
2020	33	
2021	31	
2022	45	
2023	64	
TOTAL	178	

% Complete Summary		
Not Started	30	13.0% Work has not been started for project.
Started	46	20.0% Work is in preliminary stages.
In Progress 25%	34	14.8% Up to 25% progress
In Progress 50%	26	11.3% Up to 50% progress
In Progress 75%	42	18.3% Up to 75% progress
Completed	52	22.6% 100% Finished
Deferred	0	0.0% Project was deferred by motion.
Cancelled	0	0.0% The project listed as cancelled was determined as a) not required by Board or b) the project evolved into a new project and is referred to in status column (line number)
TOTAL	230	100% evolved into a new project and is referred to in status column (line number)

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