



FINANCE COMMITTEE

**Monday, January 23, 2023,
Tuesday, January 24, 2023
Wednesday, January 25, 2023**
Held Electronically
and Transmitted via the SCRD Boardroom,
1975 Field Road, Sechelt, B.C.

AGENDA

CALL TO ORDER 9:30 a.m. on January 23, 2023

AGENDA

1. Adoption of Agenda

Agenda
Pages 1-8

PRESENTATIONS AND DELEGATIONS

2. Community Partners – 2023 Budget Requests
General Manager, Corporate Services / Chief Financial Officer
(Voting – All Directors)
3. Pat Harvey, Board Chair and Leianne Emery, Director, Sechelt Public Library
Regarding: 2023 Budget Request
(Contributing Areas: A, B and D)
4. Heather Evans-Cullen, Library Director and Janet Hodgkinson, Board Chair, Gibsons and District Public Library
Regarding: 2023 Budget Request
Gibsons and District Public Library [640] (Voting – D, E, F and Gibsons)
5. No Delegation Presentation - Roberts Creek Community Library (Kathleen Hudson)
Regarding: 2023 Budget Request
Roberts Creek Library [646] (Area D) – (Voting – All Directors)
6. Karen Dyck, Board Chair and Christine Alexander, Treasurer Pender Harbour Reading Centre
Regarding: 2023 Budget Request
Pender Harbour Reading Centre [643] (Area A) - (Voting – All Directors)

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Annex B
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pp. 38-43

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| <p>7. John Rathbone, Finance and Administration Manager and
Susann Richter, Chief Operating Officer - Pender Harbour Health
Centre
Regarding: 2023 Budget Request
Pender Harbour Health Centre [410] (Area A) - (Voting – All
Directors)</p> | <p>Annex F
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| <p>8. Larry Penonzek, Board Chair, Matthew Lovegrove, Curator and
Thor Olsen, Treasurer, Sunshine Coast Museum and Archives
Ann Watson, Sechelt Community Archives
Regarding: 2023 Combined Budget Request
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| <p>9. Sam Hughes, Administrator - Skookumchuck Heritage Society /
Egmont Heritage Centre
Regarding: 2023 Budget Request
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| <p>10. Shayne Forster, A/Lead of Youth and Supported, Sunshine Coast
Community Services Society – Youth Outreach Worker Program
Regarding: 2023 Budget Request
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| <p>11. Sue Lamb and Wendy White, Coordinators, Halfmoon Bay –
Chatelech Community School Association
Regarding: 2023 Budget Request
(Voting – All Directors)</p> | <p>Annex J
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| <p>12. Ted Chisholm, Coordinator, Sechelt Community Schools Society
Regarding: 2023 Budget Requests for the Sechelt Youth
Centre and Youth Programs
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Pender Harbour Community School Society
Regarding: 2023 Budget Requests for Community
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| <p>14. Sheila Wilson, Coordinator, Roberts Creek Community School
Society
Regarding: 2023 Budget Request
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Regarding: 2023 Budget Request
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 Regarding: 2023 Budget Request
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| <p>18. Linda Williams and Marlene Lowden, Directors of Coast Cultural Alliance
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| <p>19. Chris Nicholls, Executive Director and Deb Mowbray, Board Chair - Gibsons and District Chamber of Commerce
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 Regarding: 2023 Budget Request
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COMMUNICATIONS

NEW BUSINESS

IN CAMERA

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – Round 1 Budget January 23-25, 2023

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

SUBJECT: COMMUNITY PARTNERS - 2023 BUDGET REQUESTS

RECOMMENDATION(S)

THAT the report titled Community Partners - 2023 Budget Requests be received for information;

AND THAT the Committee provide direction with respect to the 2023 funding requests.

BACKGROUND

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

Community Partners are provided an opportunity to present information and speak to their requests at the Round 1 (R1) budget deliberations. The Committee can then make a decision related to funding requests after the presentation or, if the Committee requires further detail, a recommendation should be made, and staff will work with community groups in advance of the R2 Budget meetings in February 2023.

DISCUSSION

Included in the agenda are the preliminary 2023 budget requests from the SCRD's Community Partners. Staff prepared a summary which incorporates the current funding requests, past funding as well as the functions that fund participants (Attachment A).

Financial Implications

2023 budget requests from all the Community Partners for SCRD support is \$1,689,427 which is approximately \$137,334 over 2022.

The requests which are notably higher than prior years are:

- The Gibsons and District Library 2023 operating grant request to SCRD is over 13% higher than 2022. There are increases to overall operating items, staffing costs and items now being included in the base that were previously funded through Town of Gibsons Covid Restart grant.

- The Sechelt Community Schools Society request of \$42,000 is to bring funding and services back up to pre-covid levels. For the past 2 years they have used prior years surplus to reduce the grant request to the SCRD.
- The Pender Harbour Chamber of Commerce is requesting an over 13% increase from 2022 toward the Visitor Information Booth/Centre and sanitation.

STRATEGIC PLAN AND RELATED POLICIES

The requests from Community Partners aligns with the Boards 2019-2023 Strategic Focus Area of 'Working Together'.

CONCLUSION

The 2023 Budget requests from Community Partners are presented for receipt and for the Committee to provide direction with respect to the 2023 funding requests.

Attachments:

Attachment A – **2023** Summary of Budget Requests from Community Partners

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

Attachment A

Summary of Budget Requests from Community Partners

	Functions	Area Participants	2021	SCRD 2021	2022	SCRD 2022	2023	SCRD 2023	Change over 2022*	% change	Special Project
Sechelt Public Library	643, 645, 646	A, B, & D	\$849,438	\$285,064	\$883,416	\$296,340	\$909,918	\$305,101	\$8,761	2.956%	
Gibsons and District Public Library	640,646	ToG, D, E & F		\$668,901		\$688,666		\$778,519	\$89,853	13.047%	
Roberts Creek Community Library	646	D		\$14,900		\$15,500		\$16,500	\$1,000	6.452%	
Pender Harbour Reading Centre	643	A		\$2,000		\$3,480		\$3,689	\$209	6.006%	
Pender Harbour Health Centre	410	A		\$150,040		\$158,040		\$165,040	\$7,000	4.429%	Scope Change to Special Project \$37,726 has not been expended (no further requested)*
Sechelt Archives	648	Regional-All		\$18,000		\$23,750		\$23,750	\$0	0.000%	
Sunshine Coast Museum and Archives	648	Regional-All		\$91,100		\$93,500		\$96,400	\$2,900	3.102%	
Skookumchuck Museum / Egmont Heritage Centre	648	Regional-All		\$35,000		\$45,000		\$42,000	(\$3,000)	-6.667%	
Sunshine Coast Community Services Society: Youth Outreach	121-129	A, B, D, E, F	\$83,429	\$42,028	\$96,258	\$50,604	\$105,010	\$52,628	\$2,024	4.000%	
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	125	A, B, D, E, F, ToG, DoS		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	670	Regional (except F islands)		\$2,700		\$2,700		\$2,700	\$0	0.000%	
Sechelt Community Schools Society: Youth Programs	670	Regional (except F islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Sechelt Community Schools Society: Youth Centre	670	Regional (except F islands)		\$12,600		\$17,713		\$42,000	\$24,287	137.114%	Sechelt Community Schools lowered the request from \$35,000 during COVID
Pender Harbour Community School Society: Youth Programs	670	Regional (except F islands)		\$15,000		\$15,000		\$15,000	\$0	0.000%	
Pender Harbour Community School Society: Recreation Programs	670	Regional (except F islands)		\$32,880		\$32,880		\$32,880	\$0	0.000%	
Pender Harbour Community School Society: Recreation Programs	121	Electoral Area A Grant-in-Aid		\$8,220		\$8,220		\$8,220	\$0	0.000%	
Roberts Creek Community School Society: Youth Programs	670	Regional (except F islands)		\$3,000		\$10,000		\$10,000	\$0	0.000%	
Gibsons Area Community Schools	670	Regional (except F islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Sunshine Coast Tourism	531-535	Electoral Area Ec-Dev	\$82,000	\$20,000	\$82,000	\$20,000	\$82,000	\$20,000	\$0	0.000%	
Pender Harbour Chamber of Commerce	531	Electoral Area A Ec-Dev		\$22,650		\$24,700		\$28,000	\$3,300	13.360%	
Coast Cultural Alliance	531-535	Electoral Area Ec-Dev		\$7,500		\$7,500		\$8,000	\$500	6.667%	
Gibsons and District Chamber of Commerce	531-535	Electoral Area Ec-Dev (Typically Areas E & F)		\$7,700		\$8,500		\$9,000	\$500	5.882%	
TOTAL				\$1,469,283		\$1,552,093		\$1,689,427	\$137,334.00	8.85%	

*SCRD Portion of Funding Only



Sechelt Public Library

**Presentation for
Sunshine Coast Regional District
Finance Committee Meeting
Budget Round 1
January 23-25, 2023**

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EXECUTIVE SUMMARY

Behind the calm and tranquility of the Sechelt Library, a full business is operating. We have 14 staff, full and part time, which in addition to supporting the public, manage all business areas including human resources, marketing, budgeting, accounting, scheduling, public services, administration, purchasing, technical support, asset processing, shipping and project management. It takes effective processes, leadership, teamwork, knowledge, communication - and of course secure financial footing.

To ensure the security of our greatest asset, our staff, changes were necessary to bring salaries closer in line with other libraries on the Sunshine Coast and Sea to Sky area as well as other local organizations including the SCRD and the District of Sechelt.

These changes went beyond the salary and benefit estimates in the original 5-year budget. To this regard, we are requesting an increase to the baseline funding in the original 5-year funding agreement, which currently has three years remaining. Details are outlined in the table below as well as in the Financial section of this submission.

Amendment Request for Funding Agreement Payments

	2020 Base	2021	2022	2023	2024	2025
Area A	48,803	46,553	48,394	49,825	51,298	52,815
Area B	140,583	146,553	152,350	156,854	161,491	166,265
Area D	87,784	91,958	95,596	98,422	101,332	104,328
SIGD	14,792	15,151	16,125	16,988	17,888	18,826
DOS	536,758	549,223	570,950	587,829	605,207	623,099
Additional				54,153	55,777	57,451
Total	828,720	849,438	883,416	964,071	992,993	1,022,784

This budget submission also includes additional details on library services, programming, community gratitude and the Funding Agreement both current and proposed. Your financial contributions have great impact in the community and this table summarizes some of the Sechelt Library usage statistics for 2022.

70,100	Patrons through the library door
240	Average patrons per day in the library
510	Private ½ hour technology assistance appointments
132,000	Physical items checked out of Sechelt Public Library
44,079	Website visits
5,320	Computer users
13,475	WIFI users
718	New memberships in 2022
1,095	Individual transactions for the sale of SCRD transit tickets
22	Exam invigilations

We are grateful for the continuing support of the BC Public Library Directors group, many other Library organizations and our neighbors, Gibsons and District Public Library, with whom we converse regularly and continue a good relationship.

We acknowledge, and are also grateful for, the financial contribution that our main funders, the Sunshine Coast Regional District, the District of Sechelt and the Sechelt Indian Government District make towards the continued success of the Sechelt Public Library. We also gratefully acknowledge the in-kind contributions that are not financial – the hours and effort put in by the Sechelt Library Board and the 20+ library volunteers, the building maintenance on our aging library building from the District of Sechelt and general support and cooperation from the District of Sechelt staff as well. Finally, we appreciate the public advocacy for libraries that I know many of you personally continue to make on the Sunshine Coast.

Sincerely,

Leianne Emery

**Leianne Emery
Director, Sechelt Public Library**

FINANCIALS

Section Summary

1. Current Funding and Service Agreement Details
2. Request for an Amendment to the current Funding and Service Agreement
3. November 2022 Income Statement - Budget vs Actual
4. 5 Year Budget Request for 2023 - 2027

Current Funding and Service Agreement

As there are multiple funding partners for the Sechelt Public Library and annual negotiations were onerous, negotiation commenced in 2020 for a 5-year Funding and Service Agreement for the Sechelt Public Library. This 5-year agreement took into consideration the library's best revenue and expense estimates for five years into the future. An agreement, signed on April 14, 2021, was entered into between the following parties:

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

The current 5-year Funding and Service Agreement allows for the following overall percent increases and spread between the 5 funding partners:

2021 - 2.5% (represents \$20,718 - between 5 funding partners)
2022 - 4.0% (represents \$33,978 - between 5 funding partners)
2023 - 3.0% (represents \$26,502 - between 5 funding partners)
2024 - 3.0% (represents \$27,298 - between 5 funding partners)
2025 - 3.0% (represents \$28,116 - between 5 funding partners)

Current Funding Agreement Annual Payments (based on 2016 population):

	2020 Base	2021	2022	2023	2024	2025
Area A	48,803	46,553	48,394	49,825	51,298	52,815
Area B	140,583	146,553	152,350	156,854	161,491	166,265
Area D	87,784	91,958	95,596	98,422	101,332	104,328
SIGD	14,792	15,151	16,125	16,988	17,888	18,826
DOS	536,758	549,223	570,950	587,829	605,207	623,099
Total	828,720	849,438	883,416	909,918	937,216	965,332

It should be noted:

- As the contribution percentage to the population served changes over the years for the SIGD, the percentage of increase changes disproportionately each year for each of the 5 funding partners.
- The current funding contributions are based on the 2016 population census for each of the 5 areas. The funding partners will need to reevaluate the distribution of overall financial support for 2023, 2024 and 2025 as the 2021 population census are now available.

Request for Amendment to the Funding and Service Agreement

We are requesting an amendment to the Funding and Service Agreement for 2023 from a 3% increase to a 9.13% increase (additional \$54,153 to be added to the baseline) based on the following multiple factors:

In 2020, when the 5-year funding agreement was negotiated, there were two human resource issues that had to be addressed during the next two years. This necessitated best estimates only on the budget as actual final costs were not yet known.

1. Union Agreement
 - a. A new CUPE 391 Union Agreement for Library staff was to be negotiated in 2022
2. Internal Job Re-Evaluation
 - a. The previous CUPE 391 Union Agreement called for an “Internal Job Re-Evaluation” for every unionized staff position. This lengthy process was to be completed prior to the 2022 union negotiations.

Outcome:

1. Union Agreement
 - a. A new CUPE 391 Union Agreement for unionized staff was negotiated in July 2022 and included wage increases that were significantly higher than originally estimated in the 5-year Funding and Service agreement negotiated in 2020. The current funding agreement percentage increase for 2023 will not cover these additional union negotiated wage increases.

***It should be noted that in March 2022, presentations were made to both the District of Sechelt (in person in closed meeting) and to the SCR D (via supplied documents) identifying extreme wage disparity between our Sechelt Library staff and comparable positions within Sunshine Coast, Sea to Sky and Vancouver libraries, the SCR D, the District of Sechelt and other local businesses such as the Seniors Centre and Sunshine Coast Resource Centre. Sechelt Library staff wages were significantly below where they should have been. At the time it was estimated an increase of 14% to the Funder’s contributions would be required for 2023.
2. Internal Job Re-Evaluation
 - a. As per previous CUPE 391 union contract requirements, a complete internal job evaluation was performed for all unionized staff based on a very formalized, detailed and tedious “5 Factor System” of evaluation. This entire process, which took us over a year to complete, was done in conjunction with CUPE 391. Results indicated that a significant number of staff members, based on their job positions in relation to each other, had been underpaid for many years. This was rectified with salary adjustments in

July 2022. Although there were estimates for possible “5-Factor” outcomes built into the original 5-year budget, they did not reach the level that was actually determined after the final evaluation.

Amendment Request for Funding Agreement Payments (still based on 2016 population and same percentage contributions as in original Funding Agreement)

	2020 Base	2021	2022	2023	2024	2025
Area A	48,803	46,553	48,394	49,825	51,298	52,815
Area B	140,583	146,553	152,350	156,854	161,491	166,265
Area D	87,784	91,958	95,596	98,422	101,332	104,328
SIGD	14,792	15,151	16,125	16,988	17,888	18,826
DOS	536,758	549,223	570,950	587,829	605,207	623,099
Additional				54,153	55,777	57,451
Total	828,720	849,438	883,416	964,071	992,993	1,022,784

Potential impact to each Funder for 2023 (still based on 2016 population and percentage contributions on the original Funding Agreement)

	2023	% of total	Additional
Area A	49,825	5%	2,965
Area B	156,854	17%	9,335
Area D	98,422	11%	5,858
SIGD	16,988	2%	1,011
DOS	587,829	65%	34,984
Total	909,918		54,153

November 2022 Income Statement (budget vs actual)



INCOME STATEMENT - JANUARY to NOVEMBER 2022

	2022 BUDGET	YTD ACTUAL	VARIANCE \$
REVENUE			
LOCAL GOVERNMENT			
* DISTRICT OF SECHELT	570,950	570,950	-
* SCRD - AREA A	48,394	48,394	-
* SCRD - AREA B	152,350	152,350	-
* SCRD - AREA D	95,596	95,596	-
* SECHELT INDIAN GOVERNMENT DISTRICT	16,125	16,125	-
PROVINCIAL GRANTS	77,183	77,183	-
FEDERAL GRANTS - CANADA SUMMER JOBS	3,472	-	3,472
DONATIONS & OTHER GRANTS	2,330	3,247	(917)
LIBRARY REVENUE	12,727	18,654	(5,927)
TOTAL REVENUE	\$ 979,127	\$ 982,499	\$ (3,372)
TRANSFERS FROM RESERVES	8,468	-	-
TOTAL REVENUE	\$ 987,595	\$ 982,499	\$ (3,372)
OPERATING EXPENSES			
STAFF SALARIES & BENEFITS			
* STAFF SALARIES	607,878	514,562	93,316
* STAFF BENEFITS	141,523	96,759	44,764
STAFF, BOARD & VOLUNTEER EXPENSES	11,800	5,108	6,692
UNION & NEGOTIATION EXPENSES	5,000	8,971	(3,971)
MATERIALS & LIBRARY ITEMS	82,150	65,344	16,806
ONLINE RESOURCES	26,000	15,879	10,121
INTERLINK & ILL/ILC DELIVERY	5,125	3,585	1,540
DELIVERY - GIBSONS PUBLIC LIBRARY	2,184	1,925	259
DELIVERY - PENDER HARBOUR READING CENTRE	2,250	1,792	458
BUILDING & MAINTENANCE	37,500	28,218	9,282
HARDWARE, SOFTWARE & IT EXPENSES	15,855	10,116	5,739
INTERNET - PENDER HARBOUR READING CENTRE	510	480	30
ACCOUNTING & LEGAL	2,300	-	2,300
ADULT & YOUTH PROGRAMMING	10,000	7,038	2,962
OFFICE, PROCESSING & ADMINISTRATION	37,520	33,343	4,177
TOTAL EXPENSES	\$ 987,595	\$ 793,120	\$ 194,475
SURPLUS/(DEFICIT) to END OF YEAR	\$ -	\$ 189,379	

5 Year Budget Request for 2023 – 2027



FIVE YEAR FINANCIAL PLAN - 2023 to 2027

	2023	2024	2025	2026	2027
	9.13%	3.00%	3.00%	4.23%	2.92%
REVENUE					
LOCAL GOVERNMENT					
* DISTRICT OF SECHELT	587,829	605,207	623,099		
* SCRD - AREAS A, B and D	305,101	314,121	323,408		
* SECHELT INDIAN GOVERNMENT DISTRICT	16,988	17,888	18,826		
* ADD'L LOCAL GOV'T FUNDING REQUIRED	54,153	55,777	57,451		
TOTAL LOCAL GOVERNMENT FUNDING	964,071	992,993	1,022,784	1,066,054	1,097,171
PROVINCIAL GRANTS	77,183	77,183	77,183	77,183	77,183
DONATIONS & OTHER GRANTS	3,500	3,500	3,500	3,500	3,500
LIBRARY REVENUE	19,120	19,140	19,160	19,180	19,200
TOTAL REVENUE	\$ 1,063,874	\$ 1,092,816	\$ 1,122,627	\$ 1,165,917	\$ 1,197,054
OPERATING EXPENSES					
STAFF SALARIES & BENEFITS					
* STAFF SALARIES	678,368	698,763	719,713	741,262	759,757
* STAFF BENEFITS	149,471	156,061	162,471	169,173	175,509
STAFF, BOARD & VOLUNTEER EXPENSES	10,500	10,500	10,500	10,900	11,375
UNION & NEGOTIATION EXPENSES				5,000	
MATERIALS & LIBRARY ITEMS	83,260	83,346	83,434	85,537	87,512
ONLINE RESOURCES	26,000	26,500	27,000	27,500	30,000
INTERLINK & ILL/ILC DELIVERY	5,350	5,553	5,785	6,020	6,300
DELIVERY - GIBSONS PUBLIC LIBRARY	2,300	2,400	2,500	2,600	2,720
DELIVERY - PENDER HARBOUR READING CENTRE	2,250	2,320	2,390	2,465	2,580
BUILDING & MAINTENANCE	37,975	38,755	39,552	41,805	44,755
COMPUTER & IT EXPENSES	14,920	15,382	15,840	16,435	17,060
INTERNET - PENDER HARBOUR READING CENTRE	510	525	540	555	570
ACCOUNTING & LEGAL	2,400	2,450	2,500	2,650	2,840
ADULT & YOUTH PROGRAMMING	10,000	10,000	10,300	10,500	10,750
OFFICE, PROCESSING & ADMINISTRATION	40,570	41,790	42,532	43,515	45,326
TOTAL EXPENSES	\$ 1,063,874	\$ 1,094,345	\$ 1,125,057	\$ 1,165,917	\$ 1,197,054
SURPLUS/(DEFICIT)	\$ -	\$ (1,529)	\$ (2,430)	\$ -	\$ -

SECHELT LIBRARY SERVICES

Community Services:

- Free tax preparation (for qualified patrons)
- Printing, faxing and scanning services
- Public computers for in library use
- Sunshine Coast Transit ticket sales
- Welcoming Communities Meeting Place

Accessibility Services (physical/ cognitive/ visual):

- Specialized audio book players (eg. Daisy Reader)
- Specialized online libraries (compatibility with Daisy, MP3, and Etext)
- Audiobooks (all with Braille labels as well)
- Large Print format books
- Braille books (print on demand)
- One to one accessibility consultations

Health Services:

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

Computer Services:

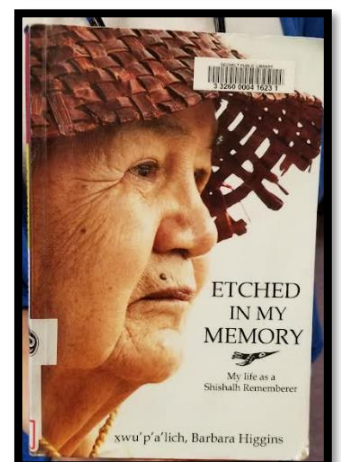
- Public computers (in library use)
- Laptop loans (in library use)
- Samsung tablet (with data package) loans
- One on one technology assistance (by appointment)

Personalized Services (in library):

- Technology assistance (by appointment)
- Genealogy tutoring (by appointment)
- Accessibility Services consulting (by appointment)
- Reference assistance
- Surprise Me Takeout Service (we choose for you!)

Book Collections (for loan)

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



Programs and Events – children, youth, teens, adults:

- Entertainment, Learning, Social, Exercise
- BC Summer Reading Club
- Books for BC Babies

Book Delivery Services:

- Sechelt Library to/from Gibsons Library
- Interlibrary loans
- Pender Harbour Reading Centre and Sechelt Library (Sechelt items only)

Other than Books (for loan)

- Magazines (125)
- Newspapers
- DVD's
- Video Games
- People Law School Pamphlets and Brochures
- Kobo E readers (preloaded themed books)
- Ukuleles (8 with case, tuner and chord chart)
- Brain Games (32)
- S.T.E.A.M kits for children (Science, technology, engineering, arts and math)

Online Databases / Resources (free to patrons):

- Accessibility (2)
 - CELA, NNELS
- Learning (6)
 - Mango Languages
 - Linked in Learning courses
 - Gale Courses
 - Canadian Encyclopedia
 - Explora Primary Schools
- Listening (2)
 - Library to Go
 - Tumblebooks (kids)
- Reading (6)
 - Bibliothèque Numérique (French)
 - Library to Go
 - Novelist
 - Press Reader
 - Tumblebooks (kids)
 - Open Library
- Reference / Research (15)
 - Ancestry.com
 - BC Historical Newspapers
 - BC Laws
 - BC Codes
 - Clicklaw
 - Consumer Reports
 - Points to the Past
 - Sechelt Tests (driver's license practice)
 - Many more!



PROGRAMMING and EVENTS

Introduction

A portion of Sechelt Library's annual operating budget is allocated to programs and events for young children, youth, teens and adults. Our staff plan and oversee quality programming in many areas of interest – reading, music, crafting, health, writing, contests – and plain old fun – to community members.

Cost to participants = none. Value to the community = priceless.

Two programs new in 2022 include:



PAWS 4 Stories, reading out loud to "Star" a St Johns Ambulance Certified Therapy Dog (for all ages)



Repair Café, a group of talented repair specialists fix almost anything – for anyone - for free

Programs and Events Planned for 2023 – Children, Youth and Teen

Story Walks
Treasure Hunt Storywalk
Storytime
Babytime
Sidewalk Chalk and Bubbles
Drag Queen Storytime
Strong Start/ Parents and Tots/ Bellies and Babies Outreach
School Visits
Summer Reading Club Logs
Teen Scratch and Win Reading Challenge
Messy Science
Card Making Class
Dungeons and Dragons
Scavenger Hunts
Youth Book Club
Teen Book Club
Teen Anime Club
After School Drop in
Take and Make Kits
Author Readings
Drawing Workshops
Virtual Board Games
Kids Movies
Rock Painting

Geotour
PAWS 4 Stories
Stuffie Sleepover
Writing letters to Santa
Minute to Win it Challenges
Video Game Tournaments
Books for BC Babies
Cookie Decorating for all Ages
Parent-Child Mother Goose Program
Literacy Week Events (Rick Scott concert)
Teen writing competition - Literacy Coalition
Table at the Early Year's Fair in March
Kids Yoga
Maker Space
Coding Club
Tween/ Teen Craft group
Clothing Swaps for kids
Scrabble Club
Kids Photo Contest
Slam Poetry Workshop
Macramé Workshop for Tweens / Teens
Painting Workshop
Gardening Program at the Community Garden
Drop-in Lego
Puppet Shows



Summer Reading Club Medal Ceremony



Storytime

Programs and Events Planned for 2023 – Adults

Book Clubs:

Book Club - men's
Book Club - historical fiction
Book Club - mystery
Book Club - general fiction
Book Club - non-fiction

Writing:

Writers Studio in association with SFU
Writers Group
Writers Seminars
Author Talks – local and visiting
Library Connections – writers connected to SPL

Author Talks / Readings:

Readings - Winnie the Pooh
Readings - Dickens Christmas
Readings - Poetry Month
Readings - other

Crafting:

Cardmaking, Papercrafts
Calligraphy, Rock Painting
Stitchin' Group
World Knit in Public Day
Cookie Decorating - Valentines, Christmas, etc.
Christmas Crafts, centerpieces for example

Health:

Chair Yoga

Repairs:

Repair Café monthly

Talks:

Astronomy – monthly
Lectures – Egypt talk
Collaborative programs with community partners
Emergency Preparedness, Recycling, Fraud Alert
Financial – Tax time, planning
Advanced Care Planning with Hospice
Death Cafe

Fun – adult and intergenerational

Games, Movies and Making stuff!

Competitions

Reading challenge, etc.

LGBTQ+

Pride Month Events

Gardening:

Seed Library Presentations and workshops

Communication:

Conversation Cafe
Spanish Cafe
Philosophers Cafe

Personal Histories:

Living Library

Music:

Ukulele for beginners
Ukulele Jam (all welcome)
Carol singalong (Library/Shorncliffe)

First Nations:

First Nations – talks and readings
Work with Restorative Justice

Genealogy:

Genealogy Appointments
Genealogy Seminars
Ancestry Hunters Group



Ukulele Jam outdoors in the summer

Community Gratitude

Our community members tell us day in and day out how much they love coming into the Sechelt Library and how much they appreciate the staff that work here. Our comment book is full of heartfelt gratitude from our patrons for every reason you can imagine. A gentleman struggling to print government documents for a Ukrainian refugee coming to Canada, a single mom who cannot afford expensive programs for her children, a senior frustrated with the technology of her first cell phone – they are grateful. The wife struggling to cope with the loss of her husband, the family who couldn't afford to buy their children books or music, the woman with tremors who struggled to push buttons on a computer – they are also grateful. What we can do as a library and as a staff to improve the lives of our community members is limitless.

A great library is a great community asset. It directly impacts lives. It is there to serve all generations. It is FREE and thus an equalizer for all.

“This is the best library! And I know because I have been to many libraries. We are absolutely spoiled here!” Sechelt patron. Oct. 2022

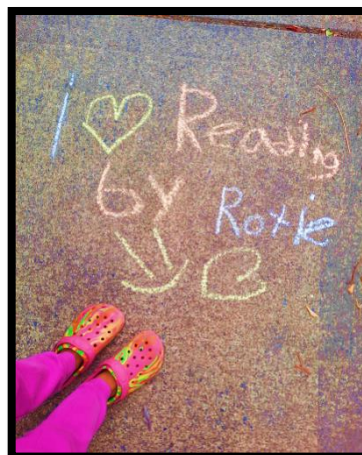
“You guys really go above and beyond! You really do! The library system has been a gift in my life. As a single mom, there were many days where the library changed our time for the better. Such important work that you do! I mean it. Thankyou.” Madeira Park patron. Oct 2022

“Sechelt Library did more for reading this summer than my kids experienced in their entire school year in Ontario! Thank-you.” August 2022

“Thank-you for your personal grace and professional assistance.” Sep 2022

“I wanted to let you know how extraordinarily well we were looked after. ...the ability to get techno-inarticulate us to clarify what the problems were, what we wanted the outcome of the solution to be, to take us through his thought processes and to put all this into a readily understandable diagram was remarkable. I could also see other staff keeping a sharp eye out to ensure that no patron went unserved. To see this kind of team work in action speaks volumes...” Halfmoon Bay patron Dec 2022

Sechelt Library 2022



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

T: 604.886.2130 / gibsons.bclibraries.coop

December 29, 2022

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

RE: Gibsons & District Public Library Association 2023 Budget Submission
Dear Tina,

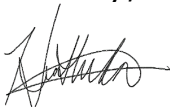
Please find enclosed the Gibsons & District Public Library (GDPL) Annual 2023 Budget, the 2023 to 2026 Projected Budget that includes our current financial position, the 2023 Submission Report, and January to June GDPL 2022 Highlights. On behalf of the GDPL Association, this submission is presented for your consideration and support.

With the support of the SCRD, the Provincial Libraries Branch, the Gibsons & District Library Foundation, a dedicated library board, staff and volunteers, GDPL will continue to connect our community to the world of culture, information and ideas, and improve quality of life. With the ongoing support of the Sunshine Coast Regional District, in 2023, we will continue to provide the valuable Library services that are so cherished by our community.

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

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

Sincerely,



Heather Evans-Cullen, Library Director

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

SCRD 2023 Budget Submission Report Gibsons & District Public Library

- **Community Hub:** As one of the only free public spaces available to everyone, the library is the great equalizer in our community: everyone has the same access and support. Research shows that during tough economic times, libraries become even more essential and busier. This is the case for our library with a 46% increase in visits from last year and the highest circulation levels yet. We have also become an integral emergency service: in the heat dome of summer and the cold of winter, the library is a place of respite and safety, particularly to those living with homelessness or inadequate housing. The sharing economy is bolstered by the wealth of events, books, films, databases, free seeds, steam kits (Science, Technology, Engineering, Arts, Mathematics and Music) and more that people access for free. We also serve as a government services provider assisting the public with forms, tax returns, benefit applications, and travel documents. 2022 was a year of regeneration, and we are.
- **Staff:** Our budget submissions are always developed with a mindfulness to fiscal restraint and responsibility. If you review the historical requests made by GDPL, you will note we remained between 2 and 2.8% from 2015 to 2019. The 2023 budget reflects the dramatic current increase in cost of living and inflation. We successfully negotiated a new collective agreement with CUPE 391 for the time period of January 1, 2023 to December 31, 2026. The negotiated cost of living increase of 2.75% for 2023 was paid out retroactively this year and 2023's increase is also 2.75%. Other increased to the personnel budget include higher benefit and pension costs and a higher level of service hours to the public. We are open 47 hours per week with extended hours on Wed nights until 7:30.

Additional staffing hours are required to meet the community need for tech support and service and outreach to isolated residents such as our monthly visits to Christenson Village. We have also expanded service & increased accessibility to library resources with the installation of our new library locker at the Gibsons & Area Community Centre. This innovative locker enables people to pick up and return their library items at GACC. We have a stable, highly skilled and educated staff team including three certified library technicians, and three librarians with their Masters in Library Science. The personnel budget requested will allow us to maintain staff retention and ensure we can continue to provide reliable and excellent services to our community.

- **Circulation:** Our circulation levels continue to increase up 5% this year from last. As library materials, processing and shipping are more costly, our materials budget has increased.
- **Programming:** This is at the heart of what makes our library special. In this time of polarized opinions, mental health challenges and social isolation: the library brings people together in an authentic way that facilitates personal growth. During our open microphone nights, book clubs and author events, people listen and learn from each other in a safe space that celebrates intellectual freedom. There is a myriad of ongoing weekly programs and special events that celebrate the world of culture, knowledge and ideas.

Our story times, Lego builders, youth book clubs and other weekly programs have expanded to include a Teen Advisory group, Writing groups, Coding with Spheros, Queer Support Nights, Science workshops and Dungeons and Dragons. The D&D group is facilitated by youth volunteers and the sound of young folks excitedly battling dragons or working together to combat a troll without a screen in sight is lovely: learning, imagination, and social acceptance all at play. Our STEAM kit collection is so popular we are expanding it to include kits for older patrons: from drums to telescopes to robotics to birdwatching.

- **Technology:** Wi-Fi use increased by 27% in 2022, website visits by 13% and computer use by 10. Online access has become a requirement of managing life and the library serves to bridge the digital divide that can marginalize so many of our community members. Library staff effectively assisted our community with every aspect of navigating online including applying for government benefits, filing taxes, applying for jobs and participating in online education including free exam proctoring. We continue to offer robust bandwidth and 24/7 Wi-Fi to ensure connectivity access to our most vulnerable community members.
- **Accessibility:** GDPL continues to offer and distribute many library cards to people who may be living with homelessness and not have an address or phone number. We work with CELA, the Centre for Equitable Library Access to bring in materials for our patrons who have print disabilities, and do monthly outreach to care facilities to bring library services to isolated seniors. One of our patrons Polly who is now legally blind says the audio books she receives weekly on cd has saved her mental health. In 2022,

thanks to a financial contribution from our Gibsons & District Library Foundation, we installed a remote library locker at the Gibsons & Area Community Centre enabling people to pick up and return their library items in Upper Gibsons.

- **Supporting New Canadians & Celebrating Diversity:** The library is often the first place new residents come to: an example is when many Ukrainian refugee families new to the Coast toured the library and were set up with cards and resources. We partner with Welcoming Communities to offer a weekly support group for new Canadians and a Conversational English class. We work to celebrate the diversity of the Coast by offering events such as the Lunar New Year Celebration, Diwali, pride month and more.
- **Truth and Reconciliation:** We work to provide educational opportunities for our community to learn about Indigenous culture and history through Kairos blanket exercises, hosting Indigenous speakers and Authors, and profiling Indigenous voices. This year we installed a territorial acknowledgement to the Squamish Nation on our circulation desk.
- **Economic Development:** Our library meets the SCRD strategic objective to support sustainable economic development as we promote and enable the development of human capital in our community for long-term, economic sustainability. Many people use the library as a place to work, and use our free public computers, chrome books and Wi-Fi to conduct their business.
- **Conclusion:** The SCRD's support for our community's public libraries is helping the Coast to thrive. The Gibsons Library's digital infrastructure ensures that everyone has public access to online connectivity; its welcoming and vibrant physical space serves as a sanctuary and gathering place; and the diverse range of resources and services the library offers dramatically increases the quality of life for our community giving individuals the tools they need to move forward.

Gibsons and District Public Library	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Change Amount	% Change
Public Support Tax Requisition	\$648,841	\$668,901	\$688,666	\$778,519		
Town of Gibsons COVID Relief Grant			\$19,700			
GDPL Reserve			\$14,393			
Total SCRD + TOG+ Reserve			\$722,759	\$778,519	\$55,760	7.7%
Grants	\$66,166	\$66,166	\$66,166	\$68,949	\$2,783	4.2%
Library Revenue	\$22,200	\$17,200	\$17,200	\$19,850	\$2,650	15%
TOTAL Budget	\$737,207	\$752,267	\$806,125	\$867,318	\$61,193	7.5%
OPERATING EXPENSES	2020	2021	2022	2023	Change Amount	% Change
Materials & Services	\$96,037	\$99,037	\$102,087	\$105,144	\$3,057	3%
Programming	\$16,200	\$15,200	\$15,500	\$16,200	\$700	4.5%
Office	\$24,800	\$25,400	\$25,900	\$26,940	\$1,040	4%
Equipment & Maintenance	\$4,000	\$4,000	\$4,100	\$4,300	\$200	4.8%
Facility	\$47,850	\$47,850	\$48,500	\$51,580	\$3,080	6.3%
Personnel	\$543,626	\$556,086	\$602,344	\$654,760	\$52,416	8.7%
Development	\$4,694	\$4,694	\$7,694	\$8,394	\$700	9%
Other Expenses						
Total Operating	\$737,207	\$752,267	\$806,125	\$867,318	\$61,193	7.5%

Gibsons and District Public Library	2022	Actuals to October 31, 2022	2023	Chg.	% Chg	2024	2025	2026				
REVENUE												
Description												
Public Support Tax Requisition												
SCRD -	\$688,666	\$688,666										
Town of Gibsons COVID Grant	\$19,700	\$19,700										
Total	\$708,366	\$708,366	\$778,519	\$70,153	9.9%	\$785,067	\$812,544	\$836,920	3.5% from 2023 to 2024			
Grants									3.5% from 2024 to 2025			
Libraries Branch: operating & resource sharing grants	\$41,764	\$41,764	\$42,000	\$236	0.6%	\$42,000	\$42,840	\$42,840	3% from 2025 to 2026			
Libraries Branch: one card & equity grants	\$19,149	\$19,149	\$19,149	\$0	0.0%	\$19,149	\$19,149	\$19,149				
Other grants	\$5,253	\$2,382	\$7,800	\$2,547	48.0%	\$8,200	\$8,300	\$8,300	Note that GDPL received			
Subtotal, Grants	\$66,166	\$63,295	\$68,949	\$2,783	4.2%	\$69,349	\$70,289	\$70,289	a one time only COVID			
Library Revenue									Relief Grant from the Province			
Fundraising & Donations	\$7,200	\$1,656	\$9,850	\$2,650	36.0%	\$9,850	\$9,850	\$9,850	in 2022			
Fees & charges	\$10,000	\$6,968	\$10,000	\$0	0.0%	\$10,000	\$10,000	\$10,000				
Subtotal, Library Revenue	\$17,200	\$8,624	\$19,850	\$2,650	15.0%	\$19,850	\$19,850	\$19,850				
Total Library Generated Revenue	\$83,366	\$71,919	\$88,799	\$5,433	6.5%	\$89,299	\$90,139	\$90,139				
GDPL Reserve	(\$14,393)											
TOTAL REVENUE	\$791,732	\$780,285	\$867,318	\$75,586		\$874,366	\$902,683	\$927,059				
TOTAL BUDGET	\$806,125											
One time Covid Relief & Emergency Planning Grant		\$38,271										
OPERATING EXPENSES			2023									
Materials & Services												
Materials/databases	\$90,237	\$60,591	\$92,944			\$95,381	\$94,500	\$95,000				
Public Internet	\$1,200	\$4,312	\$1,300			\$1,400	\$1,500	\$2,000				
Courier to Sechelt	\$1,650	\$1,520	\$1,700			\$1,750	\$1,950	\$2,000				
Inter-library loans	\$1,500	\$1,896	\$1,600			\$1,700	\$1,800	\$1,850				
Integrated library system and RFID	\$7,500	\$3,674	\$7,600			\$7,650	\$7,800	\$8,010				
Total Materials & Services	\$102,087	\$71,993	\$105,144	\$3,057	3.0%	\$107,881	\$107,550	\$108,860				
Programming												
Programming	\$8,800	\$8,422	\$9,200			\$10,200	\$11,350	\$12,000				
InterLINK	\$4,200	\$0	\$4,300			\$4,400	\$4,800	\$5,000				
Volunteer & Staff appreciation	\$2,500	\$1,980	\$2,700			\$2,900	\$3,200	\$3,500				
Total Programming	\$15,500	\$10,402	\$16,200	\$700	4.5%	\$17,500	\$19,350	\$20,500				

Office												
Advertising & Promotion	\$2,600	\$5,488	\$2,800			\$3,500	\$4,100	\$4,500				
Accounting fees	\$7,700	\$6,243	\$7,800			\$7,950	\$8,100	\$8,200				
Dues & Fees	\$860	\$1,240	\$1,000			\$1,200	\$1,500	\$1,600				
Telephone & Internet	\$3,100	\$2,857	\$3,400			\$3,400	\$3,450	\$3,500				
Library processing supplies	\$5,240	\$4,522	\$5,440			\$5,340	\$6,500	\$6,700				
Office supplies & Postage	\$6,400	\$9,749	\$6,500			\$6,900	\$7,000	\$7,200				
Total Office	\$25,900	\$30,099	\$26,940	\$1,040	4.0%	\$28,290	\$30,650	\$31,700				
Equipment and Maintenance												
Maintenance	\$3,100	\$2,154	\$3,200			\$3,200	\$3,500	\$3,600				
Photocopier	\$1,000	\$5,760	\$1,100			\$1,500	\$1,700	\$1,800				
Total Equipment and Maintenance	\$4,100	\$7,914	\$4,300	\$200	4.8%	\$4,700	\$5,200	\$5,400				
Facility												
Hydro & Gas	\$25,200	\$14,663	\$25,830			\$25,850	\$26,850	\$27,000				
Water/Sewer	\$850	\$1,998	\$875			\$950	\$950	\$975				
Maintenance & Repair	\$20,100	\$19,414	\$20,600			\$20,700	\$20,750	\$20,750				
Security	\$840	\$678	\$860			\$870	\$890	\$970				
Insurance	\$1,510	\$883	\$3,415			\$3,500	\$3,800	\$3,900				
Total Facility	\$48,500	\$37,636	\$51,580	\$3,080	6.3%	\$51,870	\$53,240	\$53,595				
Personnel												
Wages & Salaries	\$499,902	\$456,345	\$542,196			\$545,802	\$559,670	\$572,701				
EI, CPP & WCB	\$28,328	\$34,336	\$37,450			\$29,650	\$33,124	\$34,124				
Benefits & Pension	\$71,114	\$63,549	\$75,114			\$79,114	\$83,120	\$84,120				
Total Personnel	\$599,344	\$554,230	\$654,760	\$52,416	8.7%	\$654,566	\$675,914	\$690,945				
Development												
Staff	\$3,494	\$343	\$3,494			\$4,259	\$4,259	\$4,359				
Mental Health Fund	\$3,000	\$2,549	\$3,500			\$3,600	\$4,500	\$4,600				
Board	\$1,200	\$120	\$1,400			\$1,700	\$2,000	\$2,100				
Total Development	\$7,694	\$3,012	\$8,394	\$700	9.0%	\$9,559	\$6,279	\$11,059				

Other Expenses												
Union Bargaining/AMORTIZATION	\$3,000	\$4,997	\$0									
Other Grant						\$0	\$0	\$5,000				
Total Other			\$0									
CAPITAL ASSET PURCHASES	\$0	\$21,359	\$0									
Total Operating	\$806,125		\$867,318			\$874,366	\$902,683	\$927,059				
Less Library Revenue/Grants	\$83,366		\$88,799			\$89,299	\$90,139	\$90,139				
CAPITAL EXPENDITURES	\$0		\$0									
TOTAL TAX REQUISITION	\$708,366		\$778,519	\$70,153	9.9%	\$785,067	\$812,544	\$836,920				
TOTAL EXPENSE	\$806,125	\$741,643	\$867,318	\$61,193	7.5%	\$874,366	\$902,683	\$927,059				

6 MONTH DATA SNAPSHOT / January to July, 2022



VISITS = 50,316

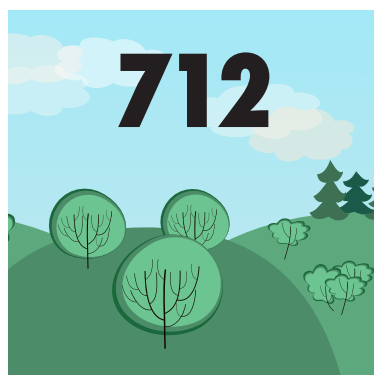


↑
46%

CHILD & YOUTH PARTICIPATION

Summer Programs for
Children – Number of
Participants

712



Child & Youth Core Programming
Participation



566

Child & Youth Event Participation



299



DIGITAL USAGE

Website Visits



↑
13%

Computer Use



↑
10%

WiFi Use



↑
27%

36

CIRCULATION = 87,175



↑
5%

Gibsons & District Public
Library
Stories To Tell

ANNEX D

Roberts Creek Community Library

Balance Sheet as of Dec 31, 2022

ASSETS

Total cash	940	
Term deposits	7,855	
GST rebate	1,762	
TOTAL ASSETS		10,557

EQUITY

Contingency fund	2,233	
Contingency - SCRD	500	
Surplus - prior years	7,409	
Current surplus	415	
TOTAL EQUITY		10,557
TOTAL LIABILITIES & EQUITY		10,557

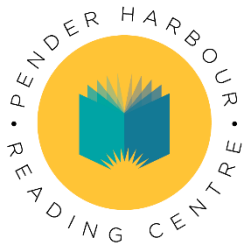
CONTACT:

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

Income Statement

	Actual 2022	Budget 2022	Budget 2023
REVENUE			
Book sales & fundraising	2,573	2,200	2,500
Donations	779	700	650
Lost books repayment	105	150	100
Room rent		150	100
SCRD - Grant	15,500	15,500	16,500
Interest income	94	137	150
Transfer from fund	450	450	
TOTAL REVENUE	19,502	19,287	20,000
EXPENSES			
Books purchased	7,508	7,500	7,600
Cleaning	1,416	1,440	1,560
Internet expense	1,324	1,300	1,372
Office & sundry	56	310	200
Rent	7,872	7,872	8,118
Supplies	67	60	100
Supplies - Library		120	100
Supplies - Processing	333	200	425
Telephone	510	485	525
TOTAL EXPENSES	19,087	19,287	20,000
NET INCOME	415	0	0

We request an increase for 2023, as we face rising costs for rent, internet, telephone & books



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

PENDER HARBOUR READING CENTRE: 2022 in Review

Last year we spoke to you about **REINVENTION**. We used words like community engagement, community building and connecting, inspiring, and impacting our community. We are well on our way!

NEW REVENUE

We started a Garden Tour with a target of \$2000 income. We beat our goal and raised almost \$2900. We have started planning for another Garden Tour for this year.

We received two grants from the Sunshine Coast Credit Union for special projects. The first was to expand our book collection to include more indigenous authors with an emphasis on reconciliation. We have planned, purchased, and processed about 100 ADDITIONAL NEW books and hope to launch the collection with a speaker series this winter/spring. We were thrilled to be able to support our local Earthfair Bookstore to make this acquisition. The second was to cover the cost of memberships for one year to allow us to begin an important objective of barrier-free access.

NEW INITIATIVES

We continue to strive to make the Reading Centre known in Pender Harbour. We have started a monthly newsletter to keep us front of mind with our readers. We also ran a Trivia Night at the local legion to bring attention to the Reading Centre. We collected small participation fees and donated those to our local high school for field trips.

Our Tablet Tutor Program (in conjunction with our PH Senior's Initiative) teaches seniors how to use their tablet and telephone devices. Our oldest student is 90 and our youngest is younger than one of our tutors!

We took a trip to Roberts Creek to compare notes with their volunteers! We met with the librarian responsible for the indigenous collection at the Sechelt Library to focus our choices for *our* collection.

RENOVATION

We lease our building from the SCRD but we are responsible for repairs. We accomplished repair work in the Reading Centre's bathroom, where one wall was crumbling from a water leak years ago. We added some fresh paint and flooring in the bathroom and to the front door.

PENDER HARBOUR READING CENTRE: 2023 Reading Ahead

2023 will see us continue to write our story with chapters using words of community, communication, and challenge as we strive to continue to increase our visibility and presence in Pender Harbour.

Programs 2023

We will continue to offer

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

New for 2023

- Speaker series in support of reconciliation and promotion of our Canadian indigenous authors
- Book clubs!

Challenges for 2023 - Finances

In our projections we have presumed that our expenses will continue to increase on a regular basis. We have speculated that as stewards of the Reading Centre, some projects or initiatives may become 'subject to available funds.' Fortunately, we are a creative group in a generous community so we are hopeful that while the sources may change, our revenues will continue.

We have been notified of a bequest we will receive in 2023 for \$15,000. We want to use these funds for maximum impact and long term well being of the Reading Centre. However, we have lost our "angel donor" which will impact our revenue by \$5,000/year. This loss will need to be made up to stay on budget through fundraising campaigns, events with our members and the community.

Our winter hydro bills are one off our most significant outlays. We hope to work with the SCRD to determine if there is any way to mitigate our utility expenses through improvements or repairs to the building. After a large effort to compare and to analyze potential savings in telephone and insurance coverage - we do not expect to be able to further reduce these expenses. 'Utilities' is the only remaining category where we might realistically reduce our expenses.

PRESENTERS: Karen Dyck, President

Christine Alexander, Treasurer

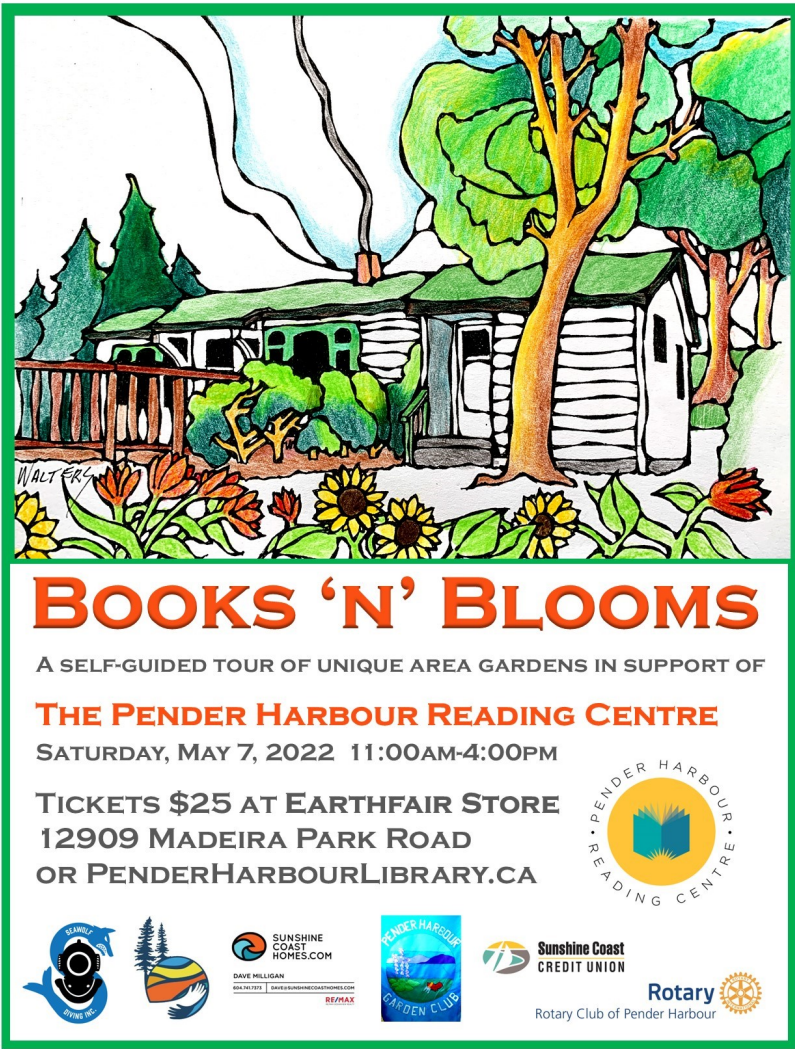
2022-2026 BUDGET Projection FOR PENDER HARBOUR READING CENTRE

	ESTIMATED ACTUAL 2022	BUDGET 2022	BUDGET 2023	PROJECTED 2024	PROJECTED 2025	PROJECTED 2026	PROJECTED 2027	COMMENTS
MEMBERSHIPS	\$0	\$500	\$0	\$0	\$0	\$0	\$0	We hope to continue to operate without charge.
BOOK Overdues/sales	200	200	50	51	53	54	55	We are trying to direct older books to mini community libraries.
DONATIONS	7750	2500	2000	2050	2101	2154	2208	We have lost a generous angel donor but started fundraising to encourage this!
SCRD GRANT	3480	3480	3689	3910	4145	4393	4657	THANKYOUTHANKYOUTHANKYOU!!
SPECIAL PROJECT GRANT	2000	1500	1500	1538	1576	1500	1500	Special projects are dependant on budget/grants. Thank you SCCU!
FUNDRAISING	3000	2000	3000	3075	3152	3231	3311	We plan to make our garden tour an annual event!
Sechelt Public Library								
Internet Allowance	480	480	480	440	451	462	474	Thank you Sechelt Library!
INTEREST	1200	1000	1030	1061	1093	1126	1159	
2023 Bequest*			15000					
	\$18,110	\$11,660	\$26,749	\$12,125	\$12,570	\$12,920	\$13,364	
ACCOUNTING	\$370	\$350	\$100	\$103	\$105	\$108	\$110	We have new software!
ADVERTISING AND PROMO	400	300	500	513	525	538	552	We like to support our Harbour Spiel when we can.
SERVICE CHARGES	20	25	26	26	27	28	28	
BOOKS PURCHASES	4,800	4600	5000	5300	5500	5700	5900	
SPECIAL PROJECT EXPENSE	1,000	3200	250	250	250	250	250	These expenses are subject to budget/grants.
INSURANCE	1,685	1600	2000	2300	2500	2700	2900	
OFFICE SUPPLIES	325	250	500	500	500	500	500	
RENT	5	5	5	5	5	6	6	Thankyouthankyouthankyou!
REPAIRS AND								
MAINTENANCE	2,400	*3000	7000	500	500	700	700	We would like to make further improvments to decrease our utilities!
TELEPHONE/INTERNET	820	1600	900	923	946	969	993	We were able to renegotiate with Telus.
UTILITIES	2,100	1500	2300	2400	2500	2600	2700	OUCH. We want to try to improve these numbers.
MISCELLANEOUS	300	200	500	500	500	500	500	
GST EXPENSES		300	309	317	325	333	341	
	\$14,225	\$13,930	\$19,390	\$13,636	\$14,121	\$14,931	\$15,481	
Projected loss/SURPLUS	\$3,885.00	-\$2,270.00	\$7,359 (See note)	-\$1,511	-\$1,551	-\$2,012	-\$2,117	*We expect to receive a bequest in early 2023 for aprox \$15,000.

THE NUMBERS!

6 Fabulous Gardens	PRICELESS!
20+ Dedicated Volunteers	PRICELESS!
1 Glorious Day	PRICELESS!
82 Tickets	\$2,017
5 Generous Sponsors	1,500
26 Aprons	550
3 'Let's Do It Right' Donations	778
Tickets/Program	\$ 240
Spiel Ad	289
Signs/Posters	611
Aprons	577
Garden Host Gifts* (6)	(150)
Misc (Insurance etc)	83
	<hr/>
	\$4,845 \$1,950

FUNDS RAISED \$2,895!



APRONS

We bought 30 aprons to identify our volunteers on site	\$577
10 volunteers purchased their aprons (\$20)	\$200
14 aprons were purchased by or for the public (\$25)	350
1 donor covered our cost of 30 aprons!	577
*We used six aprons to thank our garden hosts. (\$150 is based on forfeited income.)	*150
	<hr/>
	\$1,127 \$727
APRON INCOME	\$400



TICKETS

71 @ \$25	\$1,775
11 @\$22 SCCU Price	242
TICKET INCOME	<hr/>
	\$2,017

SPONSORS

4 Garden Level@ \$300	\$1,200
2 Bloom Level@ \$150	300
SPONSOR INCOME	<hr/>
	\$1500
1 Donated Gift Basket	<hr/>
	+\$150 value

PENDER HARBOUR READING CENTRE SOCIETY
Statement of Financial Position
December 31, 2021
(Unaudited)

	2021	2020
ASSETS		
Current		
Cash	\$ 13,789	\$ 14,205
Term Deposits	52,279	51,055
Goods and services tax recoverable	209	128
Prepaid Expenses	-	5.00
	\$ 66,277	\$ 65,393
LIABILITIES		
Current		
Accounts Payable	-	\$ 321
DEFERRED CONTRIBUTIONS	10,000	10,000
	\$ 10,000	\$ 10,321
NET ASSETS	\$ 54,781	\$ 55,072
	\$ 66,277	\$ 65,393

PENDER HARBOUR READING CENTRE SOCIETY
Statement of Changes of Net Assets
December 31, 2021
(Unaudited)

	2021	2020
NET ASSETS – BEGINNING OF YEAR	\$ 55,072	\$ 54,381
EXCESS OF REVENUE	-354	691
NET ASSETS – END OF YEAR	\$ 54,781	\$ 55,072

PENDER HARBOUR READING CENTRE SOCIETY
Statement of Revenues and Expenditures
December 31, 2021
(Unaudited)

	2021	2020
REVENUES		
Memberships	710	460
Overdue Books	11	-
Book Sales	90	30
Donations	6,551	7,029
Sechelt Public Library	480	480
Grants	2700	2694
Interest	1240	1,097
Rebate Income	120	-
Total Revenue	\$ 11,904	\$ 11,790
EXPENSES		
Accounting	500	350
Advertising and Promotion	787	-
Bank Service Charges	40	26
Book Purchases	5,766	4,781
Insurance	1,373	1,747
Miscellaneous	110	508
Office Supplies	847	210
Repair and Maintenance	135	180
Rent	5	5
Telephone	1073	1,561
Utilities	1321	1,214
GST Expense	301	517
Total Expenses	\$12,258	\$ 11,099
EXCESS (Deficit) OF REVENUES OVER EXPENSES	(\$ - 354)	\$ 691



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

December 12, 2022

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

Dear Tina:

Attached please find our budget submission for the 2023-24 fiscal year. We have provided:

1. A summary of the effect of COVID-19 on 2022 business and forecast for 2023
2. Current 2022 financial position (budget vs actuals) – including Attachment A
3. 2023 draft budget plans (2023 – 2028 proposed financial plan) – see Attachment B
4. Capital project funding update and request – including Attachment C
5. An overview of the services and programs that will be delivered in 2023.

1. Effect of COVID-19 on business

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

Increased expenses: Of the many programs that were closed for months, most have now reopened and we have heard participants tell us that they are very happy about this. The nursing clinic, providing ambulatory, urgent, home care and lab services continue to operate and support the community. Last year there was more pressure on our services from people who needed to have in-person attention from a health care provider. This was due to the increase of people being cared for in their homes by family members. That pressure has eased somewhat this year, however our services are still higher than in pre-covid years. We have also been experiencing some staffing shortages, resulting in fewer available nurse hours. **Our laboratory services have improved and we now have a wait period of one week. During the height of the pandemic the infection control protocols caused a longer time period between appointments to allow for washing and drying of equipment.**

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

Financial losses: We have experienced losses of revenue from:

- a significant drop in donations, in particular from the Health Care Auxiliary whose donations will be less than one half of their normal amount and whose donations provide close to 1/10th of the operating budget
- Additional costs have been incurred to set up support for our physician's practice. .
- Many of our supplier costs have increased 10- 15% and our use of supplies has increased as well.

2. Current 2022 financial position – and see Attachment A

Operational funding

Fiscal 2023-2024 will be a year with a request for an increase for this year and the next year. We had completed year three of the three- year catch-up program we presented to the SCRD board in 2016 but find that Covid-19 is ever changing and has created additional costs. For 2022-2023 we received a base grant of \$158,040, an \$8,000 increase. That is very much appreciated. For 2022-2023 we are managing all discretionary expenses and delaying expenditures wherever possible. We expect that our expenses will be **\$180,223** against our submitted 2022-2023 budget of **\$164,450**. This is an unfavorable variance of **\$15,772** to planned budget and will result in a deficit of **\$22,183** after applying our operating grant. We continue to seek ways to reduce costs in all areas but have experienced overruns in 1) Insurance 1,768; 2) Janitorial and Office has increased \$1,937 and \$2,148 respectively mainly due to COVID 19; 3) Utilities have increased \$4,576; 4) Grounds maintenance is almost negligible and 5) Repair & maintenance costs are favorable by \$1,043. 6) Waste disposal is an unfavorable \$309 and up mainly due to a fuel surcharges; 7) Advertising has increased for this year with the intent to increase donations from other sources to offset the decrease in donations from our auxiliary caused by Covid-19. We are anticipating this to be for this year only. We are projecting overall operational expenses for 2022-2023 at **\$180,223** which does not reflect efforts to contain/reduce operating costs and is consistent with our five-year plan.

In grant funding for 2023-2024 we are requesting an increase of **\$7,000** from **\$158,040** to **\$165,040**. And for 2024-2025 we are requesting an increase of \$6,500. This is in line with our now two-year-catch up plan. A baseline of **\$171,540** will enable PHHC to hold the gap between operational expenses versus grant funding and result in a projected deficit of only **(\$14,131)**. With the building renovations planned (see capital projects update below) and the resulting reduction in costs as a result i.e., utilities etc. should allow this deficit to be reduced. See five-year operational funding projection, attachment (B)

3. 2022 Draft Budget Plans (2023-2028) – see Attachment B

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

1. **Update - Garage for wheelchair accessible van** –We now have 2 volunteer drivers who currently are helping those in need of transportation to their medical appointments.
2. **Update – Capital Planning:** our current strategic plan includes refurbishing the physician wing of the health centre, while we put plans for a new building temporarily on hold. The reason for this is that the Ministry of Health is not currently committing to new capital and operational funding requests, in light of the pandemic. The current physician wing has been vacated by the Sechelt Medical Associate physicians and a new physician began in May of 2021. This gives us an opportunity to redesign the space and upgrade it with necessary infrastructure such as centralized heating and ventilation. With the need for greater infection control we will need to significantly upgrade this area of the building as it has no air flow. We will also be able to create more space for other community programming. We have initiated a capital fundraising campaign for last year. This has caused our advertising expense to increase this year as much as it has. We have applied for a federal grant through **Green and**

Inclusive Community Buildings program as we have expanded this capital project to include an upgrade for the whole building.

3. **Request** - Last year we made a request to increase the carpeting quote in the main lobby because funding was needed for the van shelter. We would like to renew our capital request to replace the carpeting in our lobby, hallways and reception area with vinyl plank flooring that is easy to clean. The carpeting is very difficult to clean, and nursing staff have been concerned because of the additional requirements for infection control with COVID 19. This has become an urgent issue for the health centre. **Based on an actual quote, we are still estimating the cost at \$37,725.77. The work to replace flooring will be done in the coming fiscal year, along with other renovations to the building. This project has been delayed because we are raising capital through fundraising and grants and it will be more efficient to do all of the renovations at the same time.**

5. Current services

The services available at the Health Centre have not changed, with the exception that we are currently trying to recruit a social worker. The physician clinic is very busy at their new practice at the health centre. He has a full practice and a wait list. We are currently trying to recruit another physician. We have the following:

Nursing services

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

Allied, specialized RN and community programming including:

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

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

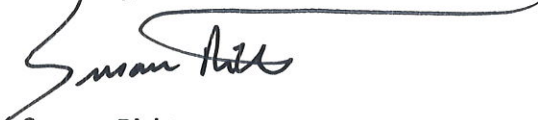
Fee for service professionals including:

- Physicians
- Dental clinic
- Foot care nurse

- Chiropractor
- Registered Massage Therapists
- Hearing Clinic

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

Sincerely,

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

Susann Richter
COO Pender Harbour Health Centre

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

Pender Harbour & District Health Centre**CURRENT FISCAL YEAR 2022-23**

	SCRD BUDGET 2022-23	PHHC ACTUAL YEAR TO DATE Sep 30 2022	PROJECTED YEAR END TO 3/31/23	DIFFERENCE	SCRD BUDGET 2023-24
Administration Cost	\$ 27,135	\$ 13,568	\$ 27,135	\$ -	\$ 27,542
Advertising & Promotion	6,087	7,323	10,367	4,280	6,087
Garbage & Hazardous Waste Disposal	4,811	2,715	5,120	309	5,000
Professional Fees	7,500	9,175	9,500	2,000	9,500
Grounds Maintenance	4,085	2,224	4,266	181	4,300
Insurance	11,600	7,568	13,368	1,768	13,000
Janitor Contract & Expenses	31,600	17,737	33,537	1,937	31,600
Office & Small Asset Purchases	7,912	6,104	10,060	2,148	7,912
Postage	684	242	721	37	684
Repair & Maintenance	30,400	14,157	29,357	-1,043	29,000
Phone/Fax/Internet	5,224	2,546	5,158	-66	5,224
Utilities	17,998	10,875	22,574	4,576	23,000
Vehicle- Wheelchair Assessable	5,000	2,431	4,931	-69	5,000
GST	4,415	1,923	4,131	-284	4,415
TOTAL BUDGET	\$ 164,450	\$ 98,586	\$ 180,223	\$ 15,772	\$ 172,263
COMMITTED GRANT	\$ 158,040		\$ 158,040		\$ 165,040 Request
PLANNED DEFICIT	\$ 6,410		\$ 22,183		\$ 7,224

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

Administration Cost	\$ 27,542
Advertising & Promotion	6,087
Garbage & Hazardous Waste Disposal	5,000
Professional Fees	9,500
Grounds Maintenance	4,300
Insurance	13,000
Janitor Contract & Expenses	31,600
Office & Small Asset Purchases	7,912
Postage	684
Repair & Maintenance	29,000
Phone/Fax/Internet	5,224
Utilities	23,000
Vehicle -Handicapped	5,000
GST	4,415

TOTAL \$ 172,263

REQUESTED GRANT: \$ 165,040

Anticipated Deficit: -\$ 7,224

Pender Harbour & District Health Centre**FIVE YEAR OPERATIONAL FUNDING PROJECTION**

	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27
		Current Year				
Administration Cost	26,734	27,135	27,542	27,955	28,374	28,800
Advertising & Promotion	16,087	10,367	10,522	10,680	10,840	11,003
Garbage & Hazardous Waste Disposal	5,017	5,120	5,197	5,275	5,354	5,434
Professional Fees	7,500	9,500	9,643	9,787	9,934	10,083
Grounds Maintenance	4,085	4,266	4,330	4,395	4,461	4,528
Insurance	11,599	13,368	13,568	13,772	13,979	14,188
Janitor Contract & Expenses	31,626	33,537	34,040	34,550	35,069	35,595
Office & Small Asset Purchases	8,649	10,060	10,211	10,364	10,519	10,677
Postage	524	721	732	743	754	765
Repair & Maintenance	30,372	29,357	29,797	30,244	30,698	31,158
Phone/Fax/Internet	4,737	5,158	5,235	5,313	5,393	5,474
Utilities	17,915	22,574	22,913	23,256	23,605	23,959
Vehicle-Wheel Chair Assessable	4,574	4,931	5,005	5,080	5,156	5,234
GST	4,767	4,131	4,193	4,256	4,320	4,384
OPERATING BUDGET	174,187	180,223	182,927	185,671	188,456	191,283
Budget figures are based on 1.5% increase/year from the 2021-2022 projected totals (Attachment A)						
INCREASE REQUESTED	8,000	8,000	7,000	6,500	1.5%	1.5%
SCRD GRANT	150,040	158,040	165,040	171,540	174,113	176,725
DEFICIT	24,147	22,183	17,887	14,131	14,343	14,558

Pender Harbour & District Health Centre**HISTORICAL OPERATIONAL FUNDING**

	Bylaw Grant	Actual Costs	Deficits
2002 - 2007	80,000/year		
2008 - 2010	95,000/year		
2010-2011	\$ 97,533	\$ 120,228	\$ 22,695
2011-2012	103,149	131,681	28,532
2012-2013	103,312	134,054	30,742
2013-2014	105,874	131,583	25,709
2014-2015	107,125	128,259	21,134
2015-2016	108,844	132,789	23,945
2016-2017	110,040	134,887	24,847
2017-2018	118,040	139,109	21,068
2018-2019	126,040	143,976	17,936
2019-2020	134,040	147,786	13,746
2020-2021	142,040	148,846	6,806
2021-2022	150,040	174,187	24,147
2022-2023 projected	158,040	180,223	22,183
2023-2024 projected	165,040	172,263	7,223
TOTALS	\$ 1,729,158	\$ 2,019,870	\$ 290,713

HISTORICAL CAPITAL PROJECT FUNDING

		Total Cost	SCRD Support	PHHC Cost
Nurses' emergency call system		\$ 13,900		\$ 13,900
BC Hydro PowerSmart upgrade		11,754	3,500	8,254
24/7 generator		95,689	20,000	75,689
Sprinkler system		56,727	16,727	40,000
HVAC upgrade, 2015-16		14,476	14,476	0
HVAC upgrade, 2014-15		3,530		3,530
HVAC upgrade, 2013-14		6,342		6,342
HVAC upgrade, 2012-13		4,256		4,256
Community garden 2015		4,742		4,742
New furnace	2016	8,897		8,897
Physio office	2017	5,277		5,277
Bear Fence	2017	2,256		2,256
New Furnace	2018	6,420		6,420
Parking	2018	8,324		8,324
Flooring *	2018	0	0	0
Computer	2018	1,678		1,678
Medical Equip	2018	10,715		10,715
Medical Equip	2019	13,945		13,945
Computer	2019	9,252		
Vehicle - Handicapped	2020	65,000		65,000
Vehicle - Secure Storage	2020	20,000	20,000	0.00
Flooring *	2021	37,726	37,726	0
TOTALS		\$ 400,905	\$ 112,429	\$ 279,224

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

Pender Harbour & District Health Centre Society

Financial Statements

(Unaudited)

March 31, 2022

Pender Harbour & District Health Centre Society
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March 31, 2022

(Unaudited)

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Independent Practitioner's Review Engagement Report

To the Members of Pender Harbour & District Health Centre Society

We have reviewed the accompanying financial statements of Pender Harbour & District Health Centre Society (the "Society") , which comprise the statement of financial position as at March 31, 2022, and the statement of operations and changes in fund balances and statement of cash flows for the year, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

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

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

Conclusion

Based on our review nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Pender Harbour & District Health Centre Society as at March 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Sechelt, British Columbia
August 30, 2022

Crowe MacKay LLP

Chartered Professional Accountants

Pender Harbour & District Health Centre Society
Statement of Financial Position

(Unaudited)

March 31	General Fund	Capital Fund	2022	2021
Assets				
Current				
Cash and cash equivalents	\$ 327,055	\$ -	\$ 327,055	\$ 185,471
Marketable securities	4,054	-	4,054	2,039
Canada Emergency Wage Subsidy receivable	-	-	-	12,704
Term deposits	-	-	-	259,939
Accounts receivable	304	-	304	10,129
GST recoverable	2,784	-	2,784	2,250
Prepaid expenses	15,976	-	15,976	13,315
	350,173	-	350,173	485,847
Externally restricted cash (Note 3)	1,342	136,906	138,248	15,069
Tangible capital assets (Note 4)	-	1,268,132	1,268,132	1,296,646
Deposit	2,500	-	2,500	2,500
	\$ 354,015	\$ 1,405,038	\$ 1,759,053	\$ 1,800,062
Liabilities				
Current				
Accounts payable and accrued liabilities	\$ 73,767	\$ -	\$ 73,767	\$ 60,640
Deferred contributions (Note 6)	134,040	263,267	397,307	371,417
Mortgage payable (Note 7)	-	179,475	179,475	179,475
	207,807	442,742	650,549	611,532
Canada Emergency Business Account (Note 8)	40,000	-	40,000	40,000
	247,807	442,742	690,549	651,532
Fund Balances				
Internally restricted (Note 9)	106,208	-	106,208	144,591
Invested in capital assets	-	962,296	962,296	1,003,939
	106,208	962,296	1,068,504	1,148,530
	\$ 354,015	\$ 1,405,038	\$ 1,759,053	\$ 1,800,062

Approved on behalf of the Board of Directors:

Director



Director



Pender Harbour & District Health Centre Society
Statement of Operations and Changes in Fund Balances

(Unaudited)

For the year ended March 31	General Fund 2022	Capital Fund 2022	2022	2021
Revenues				
Donations (Notes 5 & 12)	\$ 66,118	\$ 10,000	\$ 76,118	\$ 105,211
VCHA Contract	306,208	-	306,208	299,636
Membership and miscellaneous	485	-	485	225
Other grants	218,013	21,182	239,195	177,170
Rentals and fees	94,796	-	94,796	66,046
Interest income	4,196	-	4,196	5,940
Operating allowance	152,707	-	152,707	142,040
	842,523	31,182	873,705	796,268
Expenditures				
Accounting and legal	8,225	-	8,225	6,863
Advertising and promotion	5,929	-	5,929	8,426
Amortization	-	65,865	65,865	63,070
Capital Campaign (Note 5)	-	24,923	24,923	-
Courier	7,042	-	7,042	6,965
Insurance	13,773	-	13,773	11,888
Interest on long-term debt	-	5,565	5,565	6,340
Medical supplies	47,979	-	47,979	24,474
Office	34,477	-	34,477	28,139
Program costs	69,538	-	69,538	38,577
Property taxes	925	-	925	1,102
Repairs and maintenance	63,405	-	63,405	55,950
Telephone	4,186	-	4,186	4,529
Training	1,980	-	1,980	686
Travel and accommodation	6,062	-	6,062	1,720
Utilities	25,535	-	25,535	24,149
Wages and benefits (Note 14)	568,322	-	568,322	587,133
	857,378	96,353	953,731	870,011
Other income (expenses)				
Government assistance	-	-	-	32,704
Unrealized gains (losses) on marketable securities	-	-	-	974
	-	-	-	33,678
Deficiency of revenue over expenditures	\$ (14,855)	\$ (65,171)	\$ (80,026)	\$ (40,065)

Pender Harbour & District Health Centre Society
Statement of Fund Balances

(Unaudited)

For the year ended March 31	General Fund 2022	Capital Fund 2022	March 31 2022	March 31 2021
Balance, beginning of year	\$ 144,590	\$ 1,003,939	\$ 1,148,530	\$ 1,188,595
Excess (deficiency) of revenues over expenditures	(14,855)	(65,171)	(80,026)	(40,065)
Interfund transfers (Note 11)	(23,527)	23,527	-	-
Balance, ending of year	\$ 106,208	\$ 962,295	\$ 1,068,504	\$ 1,148,530

Pender Harbour & District Health Centre Society
Statement of Cash Flows

(Unaudited)

For the year ended March 31	2022	2021
Operating activities		
Deficiency of revenues over expenditures	\$ (80,026)	\$ (40,065)
Adjustments for		
Amortization	65,865	63,070
Unrealized losses (gains) on marketable securities	-	(974)
Debt forgiveness of CEBA loan	-	(20,000)
Total adjustments	65,865	42,096
	(14,161)	2,031
Change in non-cash working capital items		
Canada emergency wage subsidy receivable	12,704	(12,704)
Accounts receivable	9,825	(2,621)
GST recoverable	(534)	(327)
Accounts payable and accrued liabilities	13,127	11,666
Deferred contributions	25,890	(22,456)
Prepaid expenses	(2,661)	2,258
	44,190	(22,153)
Investing activities		
Purchase of tangible capital assets	(37,351)	(100,740)
Decrease in term deposits	259,939	57,090
(Increase) decrease in restricted cash	(123,180)	52,700
Increase in marketable securities	(2,014)	-
	97,394	9,050
Financing activity		
Proceeds from CEBA loan	-	60,000
Increase in cash	141,584	46,897
Cash, beginning of year	185,471	138,574
Cash, end of year	\$ 327,055	\$ 185,471

Pender Harbour & District Health Centre Society

Notes to the Financial Statements

(Unaudited)

March 31, 2022

1. Nature of operations

Pender Harbour & District Health Centre Society (the "Society") is incorporated under the Society Act of British Columbia as a non-profit organization and has transitioned to the new Societies Act of BC, and is a registered charity under the Income Tax Act. The Society's major activity is operating the local community health centre in Madeira Park, BC.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

(a) Financial instruments

(i) Measurement of financial instruments

The Society initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument. Amounts due to and from related parties are measured at the exchange amount, being the amount agreed upon by the related parties.

The Society subsequently measures its financial assets and financial liabilities at amortized cost, except for derivatives and equity securities quoted in an active market, which are subsequently measured at fair value. Forward exchange contracts and interest rate swaps that are not hedging items are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash and cash equivalents, externally restricted cash, and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and mortgage payable.

Financial assets measured at fair value include marketable securities.

(ii) Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in net income. The write down reflects the difference between the carrying amount and the higher of:

- ♦ the present value of the cash flows expected to be generated by the asset or group of assets;
- ♦ the amount that could be realized by selling the assets or group of assets;

Pender Harbour & District Health Centre Society
Notes to the Financial Statements

March 31, 2022

(Unaudited)

2. Significant accounting policies, continued

- ♦ the net realizable value of any collateral held to secure repayment of the assets or group of assets.

When the events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized in net income up to the amount of the previously recognized impairment.

(b) Fund accounting

The Society follows fund accounting principles. The General Fund accounts for the Society's general operations of operating the community health centre. The Capital Fund reports the assets, liabilities, revenues and expenditures related to the Society's tangible capital assets.

(c) Revenue recognition

The Society follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions for future expenses are recognized as revenue in the year in which the related expenditures are incurred. Restricted contributions for the purchase of tangible capital assets are recognized as revenue on the same basis as the amortization expense related to the acquired tangible capital assets. Interest, rental and other revenues are recognized using the accrual method.

(d) Tangible capital assets

Tangible capital assets are recorded at the original cost less related government assistance, plus any costs of betterment less accumulated amortization. Amortization has been recorded on a straight line basis over the expected useful lives of the assets at the rates indicated below. The carrying value of capital assets is written-off when the assets are sold or scrapped, or when they have no further useful economic life.

Buildings	Declining balance	2.5%
Equipment	Declining balance	10%
Vehicles	Declining balance	30%
Paving and expansion design	Declining balance	8%
Computer equipment	Declining balance	20%

(e) Impairment of long-lived assets

The Society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value.

Pender Harbour & District Health Centre Society
Notes to the Financial Statements

March 31, 2022

(Unaudited)

2. Significant accounting policies, continued

(f) Income taxes

As a registered charity, the Society is exempt from taxes under Section 149 of the Income Tax Act and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity, the Society must meet certain requirements laid out in the Income Tax Act. In management's opinion, these requirements have been met.

(g) Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the reported period. Actual results could differ from those estimates.

(h) Cash and cash equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less from their date of acquisition, which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

(i) Government assistance

Government and other grants related to capital assets are accounted for as deferred government assistance and amortized on the same basis as the related tangible capital assets. Operating grants are accounted for as a reduction of operating expenses.

3. Restricted cash

The \$1,342 (2021 - \$2,216) of externally restricted cash in the operating fund is the residual amount of VCHA SMART grant received during the past few years for the purpose of financing future operating expenses of the Pender Harbour Seniors Initiative program, as well as a donation from AMS Foundation received during the year for services and facilities.

The externally restricted cash of \$136,906 (2021 - \$12,853) in the capital fund relates to future purchases of medical equipment and building expansion, and renovations pursuant to the restriction of a specific donation or grant.

Pender Harbour & District Health Centre Society
Notes to the Financial Statements

March 31, 2022

(Unaudited)

4. Tangible capital assets

	Cost	Accumulated amortization	2022 Net Book Value	2021 Net Book Value
Land	\$ 513,987	\$ -	\$ 513,987	\$ 513,987
Buildings	1,279,778	622,699	657,079	674,408
Equipment	161,346	116,795	44,551	33,017
Vehicles	63,989	38,394	25,595	44,792
Paving and expansion design	27,361	6,495	20,866	23,055
Computer equipment	40,582	34,528	6,054	7,387
	\$ 2,087,043	\$ 818,911	\$ 1,268,132	\$ 1,296,646

5. Capital Campaign

The Society is in the development phase of a project to expand their building in order to better serve the community. Announced publicly in September 2021, the Society hopes to raise 1.3 million dollars for this project. The project will support the development of a strong, healthy community that will benefit Pender Harbour residents.

6. Deferred contributions

Related to operating activities:

	2022	2021
Balance, beginning of the year	\$ 241,332	\$ 255,655
Plus: amounts received related to the future years	472,280	618,967
Less: amounts recognized as revenue during the year	(579,572)	(633,290)
Balance, end of the year	\$ 134,040	\$ 241,332

Related to capital purchases:

	2022	2021
Balance, beginning of the year	\$ 130,085	\$ 138,218
Plus: amounts received related to the future years	154,364	16,600
Less: amounts recognized as revenue during the year	(21,182)	(24,733)
Balance, end of year	\$ 263,267	\$ 130,085

Pender Harbour & District Health Centre Society
Notes to the Financial Statements

March 31, 2022

(Unaudited)

7. Mortgage payable

The Society holds a mortgage used to finance the acquisition of the adjacent land. The terms of the mortgage were renewed on November 25, 2021 maturing December 1, 2023.; bearing interest at prime plus 0.5%, resulting in an annual average rate of 2.75% per annum (2021 - 2.75%), repayable in monthly interest-only payments, due on demand.

8. Canada Emergency Business Account

	2022	2021
Canada Emergency Business Account	\$ 40,000	\$ 40,000

The Society obtained a \$40,000 initial loan and a \$20,000 expansion loan under the Canada Emergency Business Account Program. If the Society repays \$40,000 by December 31, 2023, the \$20,000 balance will be forgiven. Otherwise, an interest rate of 5% will apply to the balance which will be repayable in 36 monthly blended instalments, fully due by December 31, 2026. Since there is reasonable expectation that the Society will repay \$40,000 by December 31, 2023, the Society recognized \$20,000 in net income when the loan was granted.

9. Internal restrictions

The board of directors of the Society allocated \$15,995 (2021 - \$15,976) for a contingency reserve to provide for financing future operating costs for internal programs and the Society also set aside \$90,213 (2021 - \$128,615) for the purposes of establishing a contingency fund to provide funds for planned capital expansion or expansion of services. The Society may not use these internally restricted amounts for any other purpose without the approval of the board of directors.

	2022	2021
Internally restricted cash	\$ -	\$ -
Contingency reserve cash equivalents	90,213	128,615
Contingency reserve fund	15,995	15,976
	\$ 106,208	\$ 144,591

Pender Harbour & District Health Centre Society
Notes to the Financial Statements

March 31, 2022

(Unaudited)

10. Endowment gift

During the year, the Society transferred \$Nil (2021 - \$Nil) to the Sunshine Coast Foundation to fund the Pender Harbour & District Health Centre Society Endowment which is an agency fund held in perpetuity by the Foundation for the benefit of the Society. As at March 31, 2022, the balance of the endowment fund capital was \$346,251.

The endowment fund assets belong to the Foundation and accordingly are not recognized as an asset of the Society. The endowment fund capital is held permanently and invested in accordance with the Foundation's investment policies. Distributable earnings from the endowment fund will be paid to the Society at least once a year. Should the Society discontinue its operations, ownership of the fund will remain with Sunshine Coast Community Foundation which will use the fund to benefit other health related organizations within Area A of the Sunshine Coast Regional District. If the Foundation ceases operations, the balance of the endowment fund would be returned to the Society.

The grants of distributable earnings from the endowment fund of \$14,562 (2021 - \$12,880) were recognized during the year.

11. Interfund transfers

In accordance with the Board of Directors resolution, an amount of \$23,527 (2021 - \$43,984) was transferred from the General Fund to the Capital Fund for the purpose of acquiring tangible capital assets and payment of interest on long-term debt.

12. Related party transaction

The Society received a donation of \$13,000 (2021 - \$22,100) from The AMS Foundation Ltd. which is controlled by one of the Directors of the Society.

This transaction is in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

13. Economic dependence

The Society's operations are economically dependent on the continued support of the Vancouver Coastal Health Authority and the Sunshine Coast Regional District.

14. Management remuneration

The Society had one employee who received remuneration of \$100,451 (2021 - \$86,514) during the year. There was no remuneration paid to any member of the Board of Directors.

Pender Harbour & District Health Centre Society
Notes to the Financial Statements

March 31, 2022

(Unaudited)

15. Financial instruments

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Society's interest-bearing financial instruments include fixed rate Canada Emergency Business Loan and variable rate mortgage. The fair values of fixed rate financial instruments fluctuate as market rates of interest change. The cash flows resulting from variable rate financial instruments fluctuate as interest rates applicable to the instruments change.

Increased economic uncertainty and changing inflation rates due to a range of economic factors has resulted in a change in interest rate risk from the prior year. Uncertain economic conditions including events may result in a change in prime lending rates both nationally and internationally. The society cannot predict changes in prime lending rates.

Credit risk

Credit risk is the risk of financial loss as a result of a counterparty to a financial instrument failing to meet its obligations. Financial instruments that expose the Society to credit risk are cash and cash equivalents and externally restricted cash of \$465,303 (2021 - \$200,540) and amounts receivable of \$3,088 (2021 - \$25,083). The Society has concentration of credit risk as it holds all of its cash with one financial institution but because it is a BC credit union, the deposits are 100% guaranteed by the Province of BC. The Society's receivables are from government agencies and accrued interest on term deposits which reduces the Society's exposure to credit risk. In the opinion of management, the overall credit risk is low and not material.

There were no changes in credit risk since the prior year.

Liquidity risk

Liquidity risk is the risk that the Society cannot repay its obligations to creditors when they become due. The Society is exposed to liquidity risk with respect to the accounts payable and accrued liabilities of \$73,767 (2021 - \$60,640) and loans of \$219,475 (2021 - \$219,475). The Society keeps sufficient cash on hand to ensure that all payables can be paid as they come due and in the opinion of management, the liquidity risk is low and not material.

There were no changes in liquidity risk since the prior year.



2021 - 2022 Annual General Meeting
Pender Harbour and District Health Centre Society
Sunday, November 27, 2022, 1 – 3 pm
Location – Madeira Park Legion or zoom

Minutes

BOARD MEMBERS

Jackie Ordronneau – Acting President	Pia Sillem – Director
Marilyn Duggan – Vice President	Linda Pearson – Director
Doug Cameron – Secretary/Treasurer	Alan Skelley – Director
Alan Stewart - Director	

Guests: Richard Wilson - Crowe MacKay; Ileana McBain, Pender Harbour & District Health Centre Auxiliary Society; Susann Richter – COO; John Rathbone – Program and Finance Manager

Agenda Item	Actions Arising and Minutes
1. Call to order and welcome Board members were all present at the meeting with the exception of Marilyn Duggan who joined via Zoom	
2. Confirm quorum -10% of members There were 31 voting members present from a total of 108 voting members. The quorum was confirmed	
3. Approval of agenda The agenda was approved by consensus	
4. Approval of minutes of 2021 AGM The reading of the minutes was waived and the minutes were approved by consensus	
5. Business arising from the minutes of 2021 AGM <ul style="list-style-type: none"> The changes to the bylaws regarding voting membership that were made at the 2021 AGM, were reversed by the Directors at a special meeting on October 25th. The bylaws reverted to their previous form, with all members having the right to vote. 	
6. Reports <ul style="list-style-type: none"> a) President – Jackie Ordronneau <ul style="list-style-type: none"> The President’s report is contained in the Annual Report and is attached to the minutes b) Treasurer - Doug Cameron with Richard Wilson <ul style="list-style-type: none"> The financial review for 2021 – 2022 was presented by Richard Wilson of Crowe McKay Accountants. Overall, the organization is doing well and is maintaining a reserve fund to manage the deficit that 	<ul style="list-style-type: none"> a) Jackie Ordronneau moved to accept the President’s report, Alan Stewart seconded b) Doug Cameron moved to accept the financial report and Charlie Russell seconded c) George Connell moved to accept the COO report and Jane McOuat seconded

<p>was projected. Emergency grants and an increase in the VCH contract have been applied for to help manage cost increases.</p> <p>c) COO – Susann Richter The COO report is contained in the Annual Report which is attached</p> <p>d) Health Centre Auxiliary – the report was presented by President Ileana McBain. The Auxiliary has 70 volunteers and they have been very busy with the Bargain Barn (two days a week and an additional half day during the summer). They also held two fundraising events. Over the year they donated a total of \$61,000 to support the Health Centre and the Harbourside Friendship program.</p>	<p>d) Jane McOuat moved to accept the Auxiliary report and George Connell seconded</p>
<p>7. Election of Directors, led by Pia Sillem There were 4 positions for Director open to nominations. The following people were nominated</p> <p>a) Pia Sillem, Director (standing for another 3 year term)</p> <p>b) Alan Skelley, Director (standing for another 3 year term)</p> <p>c) Lorna Young – nominated by Alan Stewart, seconded by Ileana McBain</p> <p>d) Diane Hopkinson – nominated by George Connell, seconded by Charlie Russell</p>	<p>Voted in as Directors by consensus:</p> <ol style="list-style-type: none"> 1. Pia Sillem 2. Alan Skelley 3. Lorna Young 4. Diane Hopkinson
<p>8. Appointment of Review Accountants Alan Stewart moved that Crowe McKay Accountants be appointed as the review accountants for the coming fiscal year</p>	<p>Alan Stewart moved the appointment of Crowe McKay Accounts as review accountants for 2022-2023, Lorna Young seconded</p>
<p>9. Questions and discussion from attendees and members A general discussion was held with participants. The organization was commended for its work and the Auxiliary was commended for not only raising funds, but for contributing to the community by providing much needed and affordable goods.</p>	
<p>10. Adjournment</p>	<p>Jackie Ordronneau adjourned the meeting with thanks to all who attended</p>



Sunshine Coast
Museum
& Archives

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www.sunshinecoastmuseum.ca

January 5, 2023

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

1. The 2022 Financial statements as at November 30 including the Statement of Financial Position and the Statement of Operations (SCMA and Sechelt Archives combined).
2. In addition the separate SCMA Actual versus budget results and the Sechelt Archives Actual versus budget results are provided.
3. The 2023 draft budget plans and future proposed financial plan with basic assumptions noted.

The Sunshine Coast Museum & Archives is respectfully requesting a \$2900 increase to the SCRD contribution for our museum operations to better preserve and protect the important history of the Sunshine Coast.

The Sechelt Archives funding request remains the same as 2022 (\$23,750)

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

Yours truly

Thor Olsen
Treasurer, Sunshine Coast Museum and Archives

Sunshine Coast Museum
Statement of Financial Position

	As At Nov 30, 2022	As At Dec 31, 2021
Current Assets		
Total Cash	43,646	69,387
Accounts Receivable		332
Prepaid Expenses	250	19
Total Current Assets	<u>43,896</u>	<u>69,738</u>
Total Inventory Assets	<u>3,107</u>	<u>2,645</u>
Total Long Term Investments	<u>100,986</u>	<u>77,424</u>
Capital Assets		
Net - Furniture & Equipment	12,248	12,248
Net - Building	4,622	4,622
Total Capital Assets	<u>16,870</u>	<u>16,870</u>
TOTAL ASSETS	<u><u>164,860</u></u>	<u><u>166,677</u></u>
Current Liabilities		
Accounts Payable	8,690	9,402
Accrued Liabilities	129	129
Deferred Revenue	9,452	32,785
Vacation payable	3,094	
Receiver General Payable		
PST Payable	104	
GST/HST Owning (Refund)	-1,796	
Total Current Liabilities	<u>19,673</u>	<u>42,316</u>
Net Assets (Equity)		
Net Assets Invested Property, Plant, Equipment	16,871	16,871
Net Assets Internally Restricted	69,994	69,994
Net Assets Externally Restricted	3,148	2,318
Unrestricted Net Assets	35,178	35,178
Current Earnings	19,996	
Total Net Assets (Equity)	<u>145,187</u>	<u>124,361</u>
LIABILITIES AND EQUITY	<u><u>164,860</u></u>	<u><u>166,677</u></u>

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

	November 2022 Actual	Jan - Nov 2022 YTD	ANNUAL BUDGET	YTD % of Budget
REVENUE				
SCRD Funding - Museum	-6,532	85,708	93,500	91.7%
SCRD Funding - Archives	16,567	21,771		
Grants	6,675	63,605	4,700	1353.3%
Donations & Gifts	1,118	18,075	14,500	124.7%
Events, Fundraising, & Memberships	170	6,538	5,000	130.8%
Gift Shop Revenues & Museum Services	623	10,903	7,200	151.4%
Interest Earned on Reserve Term Deposits	14	2,275	2,620	86.8%
TOTAL REVENUE	18,635	208,874	127,520	163.8%
EXPENSES				
Cost of Goods Sold	374	6,542	3,600	181.7%
Salaries, Wages, & Benefits	8,013	100,302	90,710	110.6%
Accounting & Bookkeeping	320	5,572	6,400	87.1%
Bank Charges (Credit Card Fees)	16	364	50	727.2%
Computer, Internet, & Website	148	1,207	2,400	50.3%
Conservation Supplies		2,054	2,500	82.2%
Dues, Fees, Memberships, Permits	643	1,135	850	133.5%
Education & Training			600	0.0%
Elevator, Fire, & Security	1,662	2,281	2,050	111.3%
Exhibits & Displays	357	1,695	2,500	67.8%
Fundraising & Event Costs	431	2,702	1,500	180.1%
HVAC Project	707	41,043		
Insurance		1,709	2,800	61.0%
Office Expense & Maintenance	34	3,362	2,000	168.1%
Outreach & Programs	108	2,380	2,000	119.0%
Repairs & Maintenance		44	200	21.9%
Storage (off-site) & Archives Rent	7,790	7,790	300	2596.7%
Telephone & Utilities	684	8,570	6,700	127.9%
Travel & Accommodation	0	127	300	42.5%
TOTAL EXPENSES	21,289	188,878	127,460	148.2%
TOTAL REVENUES LESS EXPENSES	-2,654	19,996	60	

SUNSHINE COAST MUSEUM & ARCHIVES SOCIETY					
2022 OPERATING RESULTS - YTD November 30, 2022, Annual Budget and % of Annual Budget					
		YTD Nov 30 2022 Actual	2022 Annual Budget	% of Annual Budget	NOTES
REVENUE:					
SCRD Grant		\$ 85,708	\$ 93,500	91.67%	11 months of SCRD Grant recognized through November \$32,785 from grants allowed HVAC project to proceed.
Grants incl. Federal MAP & CSJ		\$ 63,604	\$ 4,700	1353.28%	
Donations, & Gifts		\$ 18,075	\$ 14,500	124.66%	
Events, Fundraising, & Memberships		\$ 6,538	\$ 5,000	130.76%	
Gift Shop Revenues & Museum Services		\$ 10,903	\$ 7,200	151.43%	
Interest Earned on Restricted Funds		\$ 2,275	\$ 2,620	86.83%	
TOTAL REVENUE		\$ 187,103	\$ 127,520	146.72%	
EXPENSES:					
Salaries, Wages and Benefits		\$ 93,252	\$ 90,710	102.80%	Summer student employed for 4 weeks more than budgeted. Not previously budgeted due to funding concerns.
HVAC project		\$ 41,043	\$ -	0.00%	
Telephone and Utilities		\$ 8,569	\$ 6,700	127.90%	
Insurance		\$ 1,709	\$ 2,800	61.04%	
Fundraising		\$ 2,702	\$ 1,500	180.13%	
Accounting and Bookkeeping		\$ 5,572	\$ 6,400	87.06%	
Outreach and Programs		\$ 2,380	\$ 2,000	119.00%	
Elevator, Fire and Security		\$ 2,281	\$ 2,050	111.27%	
Computer, Internet and Website		\$ 1,207	\$ 2,400	50.29%	
Exhibits and Displays		\$ 1,694	\$ 2,500	67.76%	
Office expense and Maintenance		\$ 3,362	\$ 2,000	168.10%	
Conservation Supplies		\$ 1,732	\$ 2,500	69.28%	
Cost of Goods Sold		\$ 6,542	\$ 3,600	181.72%	
Dues, Fees, Memberships, Permits		\$ 1,135	\$ 850	133.53%	
Transaction costs and bank charges		\$ 364	\$ 50	728.00%	
Education and Training		\$ -	\$ 600	0.00%	
Repairs and Maintenance		\$ 44	\$ 200	22.00%	
Travel and Accommodation		\$ 127	\$ 300	42.33%	
Storage(off-site)		\$ -	\$ 300	0.00%	
TOTAL EXPENSES		\$ 173,715	\$ 127,460	136.29%	
TOTAL REVENUES LESS EXPENSES		\$ 13,388	\$ 60		

SUNSHINE COAST MUSEUM & ARCHIVES SOCIETY						
2023 Budget and 2023-2027 Proposed Financial Plan						
	2023-2027 Proposed Financial Plan					
	2023					
	Budget	2024	2025	2026	2027	
REVENUE:						
SCRD Funding Request	\$ 96,400	\$ 98,328	\$ 100,295	\$ 102,300	\$ 104,346	2023 funding request is \$2900 over 2022 (approx 3%)
Grants	\$ 3,500	\$ 500	\$ 500	\$ 4,000	\$ 4,000	reduced grants budgeted until 2026
Donations, & Gifts	\$ 17,000	\$ 17,000	\$ 17,500	\$ 18,300	\$ 19,800	
Events, Fundraising, & Memberships	\$ 7,000	\$ 7,200	\$ 7,400	\$ 7,600	\$ 7,800	possible 50/50 draw; increased memberships
Gift Shop Revenues & Museum Services	\$ 11,000	\$ 11,300	\$ 11,600	\$ 11,900	\$ 12,200	gift shop revenues expected to continue trend
Interest Earned on Reserve Term Deposits	\$ 2,800	\$ 3,750	\$ 4,000	\$ 750	\$ 750	Interest rate of 3.75%; 4.0% until 2026
TOTAL REVENUE	\$ 137,700	\$ 138,078	\$ 141,295	\$ 144,850	\$ 148,896	
EXPENSES:						
Salaries, Wages and Benefits	\$ 95,000	\$ 96,900	\$ 98,838	\$ 100,815	\$ 102,831	Assumes 2% annual increase
HVAC project	\$ 3,500	\$ -	\$ -	\$ -	\$ -	Project to be completed in 2023
Telephone and Utilities	\$ 7,000	\$ 7,140	\$ 7,283	\$ 7,428	\$ 7,577	Hydro costs will be reduced due to new HVAC system
Insurance	\$ 2,000	\$ 2,100	\$ 2,205	\$ 2,315	\$ 2,431	Annual 5% increase projected
Fundraising and event costs	\$ 3,300	\$ 3,465	\$ 3,638	\$ 3,820	\$ 4,011	fundraising program not finalized for 2022
Accounting and Bookkeeping	\$ 5,940	\$ 6,237	\$ 6,549	\$ 6,876	\$ 7,220	includes bookkeeper and CPA annual report
Outreach and Programs	\$ 2,200	\$ 2,310	\$ 2,426	\$ 2,547	\$ 2,674	based on 4 events; \$500 each
Elevator, fire and security	\$ 2,100	\$ 2,205	\$ 2,315	\$ 2,431	\$ 2,553	includes elevator service contract (\$1420 for 2021)
Computer, internet and Website	\$ 1,100	\$ 1,155	\$ 1,213	\$ 1,273	\$ 1,337	
Exhibits and Displays	\$ 2,000	\$ 2,100	\$ 2,205	\$ 2,315	\$ 2,431	several upgrades planned
Office expense and Maintenance	\$ 2,000	\$ 2,100	\$ 2,205	\$ 2,315	\$ 2,431	
Conservation Supplies	\$ 2,000	\$ 2,100	\$ 2,205	\$ 2,315	\$ 2,431	
Cost of goods sold	\$ 6,600	\$ 6,780	\$ 6,960	\$ 7,140	\$ 7,320	60% of sales
Dues, Fees, Memberships, Permits	\$ 850	\$ 893	\$ 937	\$ 984	\$ 1,033	
Transaction costs and bank charges	\$ 440	\$ 452	\$ 464	\$ 476	\$ 488	based on 4% of gift shop revenues
Education and Training	\$ 1,000	\$ 1,050	\$ 1,103	\$ 1,158	\$ 1,216	
Repairs and Maintenance	\$ 200	\$ 300	\$ 315	\$ 331	\$ 347	
Travel and Accomodation	\$ 200	\$ 210	\$ 221	\$ 232	\$ 243	
Storage (off-site)	\$ 300	\$ 315	\$ 331	\$ 347	\$ 365	
TOTAL EXPENSES	\$ 137,730	\$ 137,812	\$ 141,411	\$ 145,119	\$ 148,939	
TOTAL REVENUES LESS EXPENSES	\$ (30)	\$ 267	\$ (117)	\$ (269)	\$ (42)	

Sechelt Community Archives			
2022 Budget versus Actual Year to Nov 30			
	BUDGET	ACTUAL	2022 NOTES
REVENUES			
Local Government (SCRD)	\$ 23,750.00	\$ 21,771.00	11 months of SCRD Grant for 2022 recognized through November
TOTAL REVENUES	\$ 23,750.00	\$ 21,771.00	
IN-KIND INCOME			
Volunteer labour (est. value at \$15/hr)	\$ 3,750.00	\$ 3,750.00	Based on previous years projections
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	District of Sechelt pays for website, internet for duration of the Service Agreement
Local Government (District of Sechelt - Phone)	\$ 720.00	\$ 720.00	District of Sechelt pays for phone service for duration of Service Agreement
Insurance (District of Sechelt)	\$ -	\$ -	Insurance paid by District of Sechelt
TOTAL IN-KIND REVENUE	\$ 5,970.00	\$ 5,970.00	
EXPENSES			
Administrative Fees	\$ 1,350.00		Administrative expenses, including bookkeeping (\$1050 billed in December)
Human Resources	\$ 13,628.00	\$ 7,050.00	2022 budget anticipated new hire with extra training and hours to replace Ann Watson.
Archival Supplies	\$ 250.00	\$ 323.00	Archival preservation supplies
Fees	\$ 172.00		Membership to Archives Association of BC; Heritage BC
Computer equipment/Maintenance	\$ 750.00		
Lease & utilities	\$ 7,600.00	\$ 7,790.00	Accrued for full year (paid November/December)
TOTAL EXPENSES	\$ 23,750.00	\$ 15,163.00	
IN-KIND EXPENSES			
Volunteer labour (est. value at \$15/hr)	\$ 3,750.00	\$ 3,750.00	
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	
Local Government (District of Sechelt - Phone)	\$ 720.00	\$ 720.00	
Insurance	\$ -	\$ -	
TOTAL IN-KIND EXPENSES	\$ 5,970.00	\$ 5,970.00	
TOTAL REVENUE LESS EXPENSES	0	\$6,608.00	

Sechelt Community Archives			
2023 Budget and 2024 Financial Plan			
	2023 BUDGET	2024 Budget	
	PROPOSED PLAN	PROPOSED PLAN	Notes
REVENUES			
Local Government (SCRD)	\$ 23,750.00	\$ 24,462.50	no increase for 2023; 3% increase in 2024
TOTAL REVENUES	\$ 23,750.00	\$ 24,462.50	
IN-KIND INCOME			
Volunteer labour	\$ 4,000.00	\$ 4,000.00	Based on previous years projections
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	District of Sechelt pays for website, internet for duration of the Service Agreement
Local Government (District of Sechelt - Phone)	\$ 720.00	\$ 720.00	District of Sechelt pays for phone service for duration of Service Agreement
Insurance (District of Sechelt)	\$ -	\$ -	Insurance paid by District of Sechelt
TOTAL IN-KIND REVENUE	\$ 6,220.00	\$ 6,220.00	
EXPENSES			
Administrative Fees	\$ 1,200.00	\$ 1,236.00	Administrative expenses, including bookkeeping.
Human Resources	\$ 11,200.00	\$ 11,536.00	Archivist to retire in 2023; training time of 12 weeks for replacement.
Archival Supplies	\$ 600.00	\$ 618.00	Archival preservation supplies
Fees	\$ 172.00	\$ 177.00	Membership to Archives Association of BC; Heritage BC
Shelving	\$ 600.00	\$ 618.00	New shelving unit, as requested by archivist Ann Watson
Computer equipment/Maintenance	\$ 1,200.00	\$ 1,236.00	Purchase backup harddrives for digital preservation
Lease & utilities	\$ 8,440.00	\$ 8,693.00	
TOTAL EXPENSES	\$ 23,412.00	\$ 24,114.00	
IN-KIND EXPENSES			
Volunteer labour	\$ 4,000.00	\$ 4,000.00	
Website & internet (District of Sechelt)	\$ 1,500.00	\$ 1,500.00	
Local Government (District of Sechelt - Phone)	\$ 720.00	\$ 720.00	
Insurance	\$ -	\$ -	
TOTAL IN-KIND EXPENSES	\$ 6,220.00	\$ 6,220.00	
TOTAL REVENUE LESS EXPENSES	\$ 338.00	\$ 348.50	



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Summary of 2023 Museum Programs and Services

Following the past few years of Covid-19 related closures, in 2022 we remained open year-round for the first time since 2019. In spring, we relaxed our visitor limits, and eventually removed our mandatory mask policy and exhibit directional signage. We are happy to report that through the pandemic, we have taken the appropriate steps to create a comfortable visitor experience while ensuring the safety of our volunteers and staff members. Thank you to the SCRD for their support and leadership through these challenging years.

Looking ahead to 2023, we are very excited for a number of important museum projects that will help define our organizational growth in the coming years. In February, we will be conducting our 2-day Strategic Planning workshop with Victoria, BC museum consultant [Tim Willis](#). Using the responses from our community survey, we will work to create our next 5-year Strategic Plan to ensure the delivery of excellent museum service to the Sunshine Coast. Early in 2023, we anticipate the completion of our HVAC project, a multi-year project conducted in consultation with engineers from [Canadian Conservation Institute](#). We have installed a mini-split heat pump system to stabilize environmental conditions and increase energy efficiency, and will be finalizing the installation of high-capacity dehumidifiers this winter.

As we continue our return to regular museum programming, in 2023 we will be welcoming classes from SD46 and community groups back to the museum for guided-tours, including a week-long museum school session in March. We are also looking forward to hosting a number of community events this year: from a collaboration with the Sunshine Coast Writers & Editors Society for BC Heritage Week, to the return of our popular Halloween Block Party with the Gibsons Public Library and Arts Building. Exhibit development will continue to remain a priority as we work with [tem swiya Museum](#) to host a feature exhibit about the Sechelt residential school. We will also be working with the [Pender Harbour Living Heritage Society](#) and community members to develop an exhibit about Japanese Canadian internment on the Sunshine Coast.

We anticipate a busy year in 2023 for museum visitation, and look forward to welcoming our community members and visitors to the museum to learn about the fascinating histories of the region.

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

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



SECHELT COMMUNITY ARCHIVES

ANNUAL REPORT FOR 2022

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

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

ARCHIVAL WORK:

We received seven new donations and twelve additions to existing Fonds. These have been or are being processed. The largest new donation is from the Elphinstone Aero Club, Gary Little donated thirty books relevant to the Sunshine Coast and final additions were received from the Pender Harbour Branch of the Sechelt Hospital Auxiliary, which has recently disbanded. The Inventory is regularly updated and Janet has updated our website. Monthly reports are submitted to the SCMA Board, and Mike Clement and Matthew Lovegrove have visited the Archives regularly and have been a great help. Working with Siobhan Smith and Matthew Lovegrove, we have been locating shíshálh Nation Residential School archives for possible submission to the National Truth and Reconciliation Centre, pending approval from the shíshálh Nation.

VOLUNTEERS:

Janet Ansell and Iris Loewen, who started in June, worked a total of forty-seven hours. Janet is involved in several projects both in the Archives and at home; she has updated our web site, corrected the digitized Helen Dawe Collection, answered various research questions, set up our second computer and is processing the Sechelt Garden Club records. Iris, our retired Sechelt Library Librarian, has started reviewing the Sechelt Library records as well as doing research.

RESEARCH:

Fifty five searches were made for a total of eighty three and a half hours. Answers were found for all but two of the questions!

OTHER WORK:

Four "From the Archives" articles were published in the Coast Reporter. A list of records relevant to Robert's Creek was sent to the Robert's Creek Reading Room. A Heritage Display for the Sechelt Arts Festival was prepared. I assisted an archives student with her practicum work.

Submitted by:

Ann Watson





SUNSHINE COAST MUSEUM & ARCHIVES

Explore the connection between land, sea & human experience

YOUR COMMUNITY MUSEUM!

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

MISSION

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

VISION

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



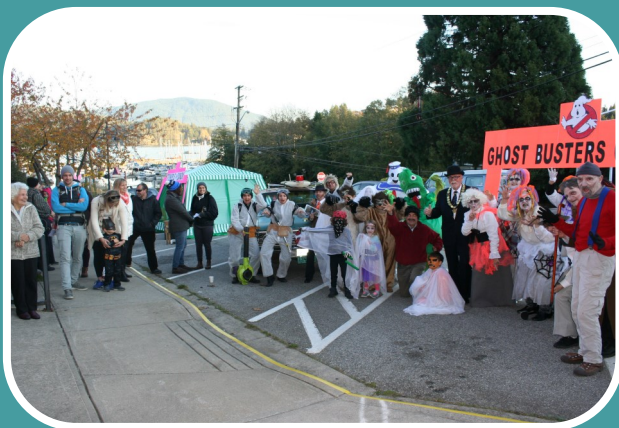
Howe Sound Co-operative Cannery Exhibit



Exhibits



Kwekwwinmut Pieces of the Past Exhibit



Community Events

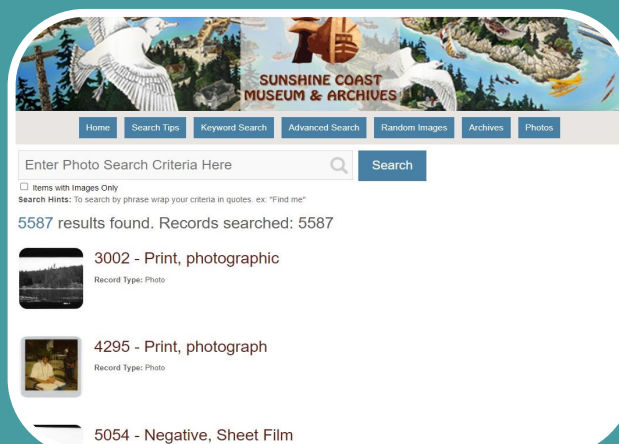


Museum Exhibits

Resources at the Sunshine Coast Museum & Archives!



Research Services



Online Collections



Educational Resources



Workshops



Museum display at Jill Barber concert, Granthams Hall, Nov 2022

Photo: Scott Collison

Museum Strategic Plan 2023

In February 2023, we will be working with well-known Victoria, BC museum consultant **Tim Willis** on the development of our next 5-year Strategic Plan. Over the 2-day workshop, we will be consulting the results of our community museum survey along with the latest best-practices in the heritage world to develop this important document to guide the future of the SCMA.



Tim Willis



Howe Sound High School Graduation, 1939 Photo # 1386

HOWE SOUND HIGH SCHOOL GRADUATION DINNER. 1939.

Sunshine Coast Museum and Archives Board of Directors 2022/2023

President: Larry Penonzek

Vice-President: Mike Clement

Treasurer: Thor Olsen

Recording Secretary: Ian Thomson

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



Sunshine Coast Museum & Archives Staff



Curator **Matthew Lovegrove**, Curatorial Assistant **Allie Bartlett**



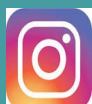
Summer Assistant **Lucy Wolchock-Brown**

Contact Us

Sunshine Coast Museum and Archives
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Gibsons, BC V0N 1V0

W: sunshinecoastmuseum.ca

E: scm_a@dccnet.com



Union Steamship ad, 1930s

SKOOKUMCHUCK HERITAGE SOCIETY 2023 BUDGET

Revenue	Budget 2022	Actual 2022	Budget 2023
Operating Grant SCRD	45,000.00	45,000.00	42,000.00
Other Grants -		10,000.00	
Admission & Other Donations	8,000.00	9,387.58	8,500.00
Gift Shop Sales & Commissions	11,500.00	13,127.76	11,000.00
Memberships (most members = lifetime)	50.00	160.00	100.00
Summer Student Grant	0.00	4,802.00	0.00
Space Rental	0.00	2,080.00	0.00
Interest	10.00	6.45	0.00
Total Revenue	64,560.00	84,563.79	61,600.00
Expense			
<i>Utilities:</i>			
BC Hydro	2,500.00	3,036.00	3,200.00
Telephone	500.00	931.29	1,000.00
Internet & Website	450.00	627.95	700.00
Security & Alarm Monitoring	400.00	4,830.23	1,500.00
SCRD Water	300.00	563.20	700.00
	4,150.00	9,988.67	7,100.00
<i>Maintenance & Repairs:</i>			
Cleaning & Washroom Supplies	300.00	244.42	300.00
Bldg Maintenance & Grounds Keep	1,000.00	2,764.05	1,000.00
	1,300.00	3,008.47	1,300.00
<i>Staffing:</i>			
Wages & Remittances	40,000.00	45,974.13	50,000.00
University & High School Students	6,500.00	4,826.64	5,000.00
Worksafe BC	150.00	145.16	150.00
	46,650.00	50,945.93	55,150.00
<i>Office Overhead:</i>			
Accounting & Legal	50.00	9.00	50.00
Tourism Development	300.00		100.00
Advertising & Promotion	2,000.00	446.25	450.00
Insurance on Bldg & Liability	4,000.00	3,970.00	4,300.00
Office Supplies	1,000.00	232.26	1,000.00
Gift Store Inventory & Supplies	5,500.00	8,136.37	8,500.00
Display Supplies, Archives Legacy	800.00	0.00	500.00
Fundraising Expenses	500.00	0.00	300.00
Dues & Fees	100.00	40.00	100.00
Card Processing Costs (Square Up)	250.00	228.10	250.00
Miscellaneous Unforeseen	200.00	0.00	100.00
COVID-19 Expenses	2,000.00	594.30	1,000.00
Expansion / Acquisitions	0.00	0.00	1,000.00
	16,700.00	13,656.28	17,650.00
Total Expenses	68,800.00	77,599.35	81,200.00

2022	
Total Revenue	84,563.79
Total Expenses	77,599.35
Gain	6,964.43

SKOOKUMCHUCK HERITAGE SOCIETY
Five Year Projections

Revenue	2023	2024	2025	2026	2027
Operating Grant SCRD	42,000.00	42,000.00	44,000.00	44,000.00	46,000.00
Other Grants - COVID Related					
Admission & Other Donations	8,500.00	11,000.00	11,000.00	11,000.00	13,000.00
Gift Shop Sales & Commissions	11,000.00	12,000.00	13,000.00	14,000.00	15,000.00
Memberships (most members = lifetime)	100.00	100.00	100.00	100.00	150.00
Summer Student Grant	0.00	0.00	0.00	0.00	0.00
Refunds & Error Corrections	0.00	0.00	0.00	0.00	0.00
Interest	0.00	0.00	0.00	0.00	0.00
Total Revenue	61,600.00	65,100.00	68,100.00	69,100.00	74,150.00
Expense					
<i>Utilities:</i>					
BC Hydro	3,200.00	3,200.00	3,200.00	3,300.00	3,300.00
Telephone	1,000.00	1,000.00	1,000.00	1,100.00	1,100.00
Internet & Website	700.00	700.00	700.00	800.00	800.00
Security & Alarm Monitoring	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
SCRD Water	700.00	700.00	700.00	750.00	750.00
	7,100.00	7,100.00	7,100.00	7,450.00	7,450.00
<i>Maintenance & Repairs:</i>					
Cleaning & Washroom Supplies	300.00	300.00	310.00	320.00	330.00
Bldg Maintenance & Grounds Keep	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
	1,300.00	1,300.00	1,310.00	1,320.00	1,330.00
<i>Staffing:</i>					
Wages & Remittances	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
University & High School Students	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Worksafe BC	150.00	150.00	150.00	150.00	150.00
	55,150.00	55,150.00	55,150.00	55,150.00	55,150.00
<i>Office Overhead:</i>					
Accounting & Legal	50.00	50.00	50.00	50.00	50.00
Tourism Development	100.00	300.00	300.00	300.00	300.00
Advertising & Promotion	450.00	500.00	550.00	600.00	600.00
Insurance on Bldg & Liability	4,300.00	4,600.00	4,900.00	5,200.00	5,500.00
Office Supplies	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Gift Store Inventory & Supplies	8,500.00	8,500.00	9,000.00	9,000.00	9,500.00
Display Supplies, Archives Legacy	500.00	500.00	500.00	500.00	500.00
Fundraising Expenses	300.00	400.00	500.00	600.00	600.00
Dues & Fees	100.00	120.00	140.00	160.00	180.00
Credit Card Processing (Square Up)	250.00	270.00	280.00	290.00	300.00
Miscellaneous Unforseen	100.00	100.00	100.00	100.00	100.00
COVID-19 Expenses	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Expansion / Acquisitions	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
	17,650.00	18,340.00	19,320.00	19,800.00	20,630.00
Total Expenses	81,200.00	81,890.00	82,880.00	83,720.00	84,560.00

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

2021	9 mth acutals to	2020		% Variance	Financial Planning					
Budget	Sep-21	Budget	Variance	2021	2022	2023	2024	2025	2026	NOTES:

REVENUE:

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

EXPENSES:

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

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

Sunshine Coast Community Services Society

Consolidated Budget 2022-2023

Receipts

Provincial Funding	\$ 4,606,408
Federal Funding	112,000
Local Government	159,247
Other Foundations & Societies	409,347
Donations	592,400
Other Revenue	133,380
Rent	62,000
Sales	142,500
Interest Earned	50,000
Draw from Reserve	252,484
	<u>\$ 6,519,765</u>

Disbursements

Wages	\$ 4,859,379
Consulting, Sub-Contracts and Honorariums	164,962
Audit & Legal Fees	33,225
Bank & Credit Card Processes	4,600
Publicity & Advertising	28,675
Information Technology Costs	100,413
Dues and Subscriptions	54,262
Office Expenses	28,595
Telephone & Fax & internet	76,350
Program Expenses	516,536
Food Purchases	115,074
Purchases for resale	
Travel	91,603
Staff & Volunteer Development & Recognition	43,200
AGM Expenses	
Insurance	51,055
Mortgage Payments	100,384
Property Taxes, Water & Sewer	25,905
Repairs & Maintenance	73,883
Rent, Utilities and Security	141,753
Additions to Reserves	9,912
	<u>\$ 6,519,765</u>

Net Receipts/(Deficit) for Year	<u>\$ (0)</u>
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Sunshine Coast Community Services Society

Financial Statements

March 31, 2022

Sunshine Coast Community Services Society

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March 31, 2022

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Independent Auditor's Report

To the Members of Sunshine Coast Community Services Society

Opinion

We have audited the financial statements of Sunshine Coast Community Services Society (the "Society"), which comprise the statement of financial position as at March 31, 2022, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Independent Auditor's Report, continued

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ♦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Sechelt, Canada
July 14, 2022

Crowe MacKay LLP
Chartered Professional Accountants

Sunshine Coast Community Services Society

Statement of Operations

For the year ended March 31	Operating Fund	Capital Fund	Reserve Fund	2022	2021
Revenue					
Provincial grants	\$ 3,415,788	\$ -	\$ -	\$ 3,415,788	\$ 3,020,820
Federal grants	131,872	-	-	131,872	109,462
Donations	921,540	-	-	921,540	757,538
Local government	147,282	-	-	147,282	118,633
Fees for service	6,875	-	-	6,875	1,330
Rental	61,653	-	-	61,653	57,590
BC Housing grants and subsidies	1,257,346	-	-	1,257,346	1,198,294
Interest income	63,450	-	-	63,450	43,870
Sales	119,694	-	-	119,694	27,878
Other revenues	44,988	-	-	44,988	34,172
Grants from other charities and societies	538,973	-	-	538,973	466,106
Government assistance (Note 18)	-	-	-	-	76,269
	6,709,461	-	-	6,709,461	5,911,962
Expenditures					
Advertising and publicity	77,200	-	-	77,200	33,694
Amortization	-	76,412	-	76,412	76,545
Audit and legal	32,535	-	-	32,535	38,063
Bank charges and interest	7,076	-	-	7,076	8,750
Client transportation	55,158	-	-	55,158	45,348
Computer and IT costs	115,795	-	-	115,795	128,079
Consulting fees	98,998	-	-	98,998	72,110
Cost of goods sold	1,946	-	-	1,946	922
Insurance	52,639	-	-	52,639	41,570
Maintenance	95,455	-	-	95,455	63,145
Mortgage and lease interest	-	28,973	-	28,973	34,182
Office expense	44,763	-	-	44,763	28,421
Program expense	815,669	-	-	815,669	882,531
Property taxes	23,756	-	-	23,756	21,620
Salaries and wages (Notes 17 & 19)	4,385,901	-	-	4,385,901	3,798,407
Staff, volunteer and board development	48,642	-	-	48,642	23,994
Subcontracts	57,491	-	-	57,491	62,448
Subscriptions and dues	14,594	-	-	14,594	18,193
Telephone and Internet	87,674	-	-	87,674	64,644
Utilities and rent	149,495	-	-	149,495	143,318
	6,164,787	105,385	-	6,270,172	5,585,984
Excess (deficiency) of revenues over expenditures	\$ 544,674	\$ (105,385)	\$ -	\$ 439,289	\$ 325,978

See accompanying notes

Sunshine Coast Community Services Society

Statement of Changes In Net Assets

For the year ended March 31	Operating Fund	Capital Fund	Reserve Fund	Total 2022	Total 2021
Balance, beginning of year	\$ -	\$ 1,201,801	\$ 1,069,567	\$ 2,271,368	\$ 1,935,346
Excess (deficiency) of revenues over expenditures	544,674	(105,385)	-	439,289	325,978
Interfund transfers (Note 13)	(544,674)	113,255	431,419	-	-
Refund (repayment) of prior year surplus (Note 15)	-	-	(3,363)	(3,363)	10,044
Balance, ending of year	\$ -	\$ 1,209,671	\$ 1,497,623	\$ 2,707,294	\$ 2,271,368

Sunshine Coast Community Services Society

Statement of Financial Position

As at March 31	Operating Fund	Capital Fund	Reserve Fund	Total 2022	Total 2021
Assets					
Current					
Cash (Note 4)	\$ 4,682,478	\$ -	\$ 98,879	\$ 4,781,357	\$ 3,697,133
Accounts receivable (Note 7)	25,759	-	-	25,759	23,724
Grants receivable	-	-	-	-	31,013
Prepaid expenses	41,259	-	-	41,259	35,306
Restricted cash (Note 5)	314,972	-	-	314,972	262,400
Interfund balances (Note 13)	-	-	1,398,744	-	-
	5,064,468	-	1,497,623	5,163,347	4,049,576
Tangible capital assets (Note 6)	-	2,112,502	-	2,112,502	2,172,749
Property under development (Note 14)	-	587,661	-	587,661	-
	\$ 5,064,468	\$ 2,700,163	\$ 1,497,623	\$ 7,863,510	\$ 6,222,325

Sunshine Coast Community Services Society

Statement of Financial Position

As at March 31	Operating Fund	Capital Fund	Reserve Fund	Total 2022	Total 2021
Liabilities					
Current					
Accounts payable and accrued liabilities	\$ 115,643	\$ -	\$ -	\$ 115,643	\$ 214,032
Accrued wages and benefits (Note 7)	391,658	-	-	391,658	329,726
Deferred contributions (Note 8)	726,714	-	-	726,714	906,188
Deferred income (Note 9)	2,431,709	-	-	2,431,709	1,530,063
Development loan (Note 18)	-	587,661	-	587,661	-
Current portion of long-term debt (Note 10)	-	49,544	-	49,544	56,105
Current portion of obligation under capital lease (Note 11)	-	20,722	-	20,722	20,194
Interfund balances	1,398,744	-	-	-	-
	5,064,468	657,927	-	4,323,651	3,056,308
Long-term debt (Note 10)	-	668,743	-	668,743	710,081
Obligation under capital lease (Note 11)	-	163,822	-	163,822	184,568
	5,064,468	1,490,492	-	5,156,216	3,950,957

Sunshine Coast Community Services Society

Statement of Financial Position

As at March 31	Operating Fund	Capital Fund	Reserve Fund	Total 2022	Total 2021
Net Assets					
Externally restricted (Note 12)	-	-	133,878	131,596	120,101
Internally restricted (Note 12)	-	-	1,363,745	1,366,027	949,466
Invested in tangible capital assets	-	1,209,671	-	1,209,671	1,201,801
	-	1,209,671	1,497,623	2,707,294	2,271,368
	\$ 5,064,468	\$ 2,700,163	\$ 1,497,623	\$ 7,863,510	\$ 6,222,325

COVID-19 Pandemic (Note 2)

Lease Commitment (Note 16)

Approved on behalf of the board

 Director

 Director

Sunshine Coast Community Services Society

Statement of Cash Flows

For the year ended March 31	2022	2021
Operating activities		
Excess of revenues over expenditures	\$ 439,289	\$ 325,979
Adjustments for		
Amortization	76,412	76,545
Refund (repayment) of prior year surplus	(3,363)	10,044
Gift in kind donations received	31,245	1,046
Gift in kind donations expensed	(31,245)	(1,046)
Total adjustments	73,049	86,589
	512,338	412,568
Change in non-cash working capital items		
Accounts receivable	(2,035)	22,179
Grants receivable	31,013	(870)
Prepaid expenses	(5,953)	(1,252)
Restricted cash	(52,572)	(242,400)
Accounts payable and accrued liabilities	(98,388)	60,445
Accrued wages and benefits	61,932	16,400
Deferred income	901,646	1,133,894
Deferred contributions	(179,474)	262,196
	1,168,507	1,663,160
Investing activities		
Purchase of tangible capital assets	(16,165)	(26,559)
Inlet development costs	(240,478)	(225,293)
	(256,643)	(251,852)
Financing activities		
Principal payments of long-term debt	(47,900)	(46,307)
Principal payments of obligation under capital lease	(20,218)	(18,100)
Government assistance received	240,478	225,293
	172,360	160,886
Increase (decrease) in cash and cash equivalents	1,084,224	1,572,194
Cash and cash equivalents, beginning of year	3,697,133	2,124,939
Cash and cash equivalents, end of year	\$ 4,781,357	\$ 3,697,133

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

1. Nature of operations

Sunshine Coast Community Services Society (the "Society") is a Society that delivers community based programs under contracts with the Federal, Provincial and Municipal governments and through grants and donations from individuals, businesses, clubs, societies and foundations. The Society is incorporated under the BC Societies Act as a not-for-profit organization and has transitioned to the British Columbia Societies Act and is a registered charity under the Income Tax Act.

2. COVID-19 pandemic

On March 11, 2020, the World Health Organization declared a global pandemic. The outbreak of the novel strain of the coronavirus, COVID-19, resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures caused material disruptions to businesses, governments and other organizations resulting in an economic slowdown and increased volatility. Governments and central banks including Canadian federal, provincial, territorial and municipal governments responded with significant monetary and fiscal interventions designed to stabilize economic conditions.

The Society, guided by its business continuity plan, responded immediately when the COVID-19 pandemic was declared to ensure continuity of services and the organization. The Board provided oversight and the Society communicated with key stakeholders on changes to service models in each program area. All programs were modified to be able to continue service and/or provide support to the community in new ways during the COVID-19 crisis.

Financially, the pandemic affected the Society in a limited manner. The Society provided program safety protocols for all programs and adapted these programs to continue to run under COVID-19 restrictions. All buildings implemented safety protocols per the WSBC requirements to ensure the staff and public remained safe. There was no interruption in funding received and the Society saw an increase in donations during the pandemic.

The rapidly evolving event, including health and safety conditions, economic environment and resulting government measures, created a high level of uncertainty and risk that may result in significant impacts to the Society's activities, results of operations and financial condition. The duration and impact of the COVID-19 outbreak is unknown at this time, as is the efficacy of any interventions. As such it is not possible to estimate the length and severity of these developments and the impact on the financial results and condition on the Society and its operations in future periods.

3. Significant accounting policies

The Society applies the Canadian accounting standards for not-for-profit organizations.

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

3. Significant accounting policies, continued

(a) Fund accounting

The Society maintains its accounts in accordance with the principles of fund accounting. The Society follows the restricted fund method of accounting in which restricted contributions made to funds other than the Operating Fund are recognized when the collectibility is assured. Restricted contributions to the Operating Fund are deferred and recognized when the related expenditures are made.

Resources are classified for accounting and reporting purposes into funds according to the activity or objective specified.

(i) The Operating Fund reflects assets, liabilities, revenues and expenditures relating to the general operations of the Society. Included are contributions to the capital fund to purchase tangible capital assets and to make lease and long-term debt payments.

(ii) The Capital Asset Fund reports the assets, liabilities, revenues and expenditures related to the Society's tangible capital assets and building expenditures.

(iii) The Reserve Fund reports unrestricted reserves and restricted operating funds.

(b) Cash and cash equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less from their date of acquisition, which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

(c) Financial instruments

(i) Measurement of financial instruments

The Society initially measures its financial assets and liabilities at fair value, except for certain related party transactions that are measured at the carrying amount or exchange amount, as appropriate.

The Society subsequently measures all its financial assets and financial liabilities at cost or amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the period incurred.

Financial assets measured at amortized cost on a straight line basis include cash, accounts receivable and grants receivable.

Financial liabilities measured at amortized cost on a straight-line basis include accounts payable and accrued liabilities, accrued wages and benefits and long-term debt and obligation under capital lease.

Financial assets measured at fair value include marketable securities.

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

3. Significant accounting policies, continued

(c) Financial instruments, continued

(ii) Impairment

For financial assets measured at cost or amortized cost, the Society determines whether there are indications of possible impairment. When there is an indication of impairment, and the Society determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in income. A previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may not be greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in income.

(iii) Transaction costs

Transaction costs related to financial instruments that will be subsequently measured at fair value are recognized in net income in the period incurred. Transaction costs related to financial instruments subsequently measured at amortized cost are included in the original cost of the asset or liability and recognized in net income over the life of the instrument using the straight-line method.

(d) Tangible capital assets

Tangible capital assets are recorded at cost. The Society provides for amortization using the following methods at rates designed to amortize the cost of the tangible capital assets over their estimated useful lives. The annual amortization rates and methods are as follows:

Buildings	Declining balance	4%
Equipment	Declining balance	20%
Vehicles	Declining balance	30%
Furniture and fixtures	Declining balance	20%
Leasehold improvements	Straight-line	10 years
Computer equipment	Declining balance	100%
Computer software	Declining balance	100%

(e) Assets under capital lease

Assets under capital lease are recorded at cost. The Society provides for amortization using the straight-line method at rates designed to amortize the cost of the assets under capital lease over their estimated useful lives. The annual amortization rates are as follows:

Asset under capital lease	60 years Straight-line
---------------------------	------------------------

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

3. Significant accounting policies, continued

(f) Impairment of long-lived assets

The Society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value.

(g) Capital lease obligations

Assets financed by obligations under capital lease are recorded at their value at the inception of the lease with the principal portion of the rental obligation recorded as a long-term liability. Amortization is recorded as outlined in note 11 and the interest portion of the lease payments is expensed as incurred.

(h) Government assistance

Government and other grants related to tangible capital assets are accounted for as a reduction of cost of tangible capital assets.

Government assistance related to COVID-19 relief is recognized when there is reasonable assurance that the Society will comply with the conditions of the grant and the grant will be received. The Society recognizes government grants in the statement of operations in the same period the qualifying expenses are incurred. If a government grant is intended as compensation for expenses incurred in previous periods, the grant is recorded in income when it is received.

(i) Revenue recognition

Revenues are recognized and earned in accordance with the following:

Restricted contributions such as provincial grants, restricted donations, federal grants, federal and provincial housing grants and grants from other charities and societies are deferred and recognized as revenue in a year in which the related expenses occur. Any balances determined to be repayable are repaid and reduce the deferred balance when the repayments are made;

Unrestricted contributions such as donations and fundraising for projects are recognized as revenue when received or receivable;

Sales, rental income and other revenues are recognized in the year earned;

Interest revenue is recognized on an accrual basis.

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

3. Significant accounting policies, continued

(j) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the statement of financial position date and the reported amounts of revenues and expenditures during the year. Actual results could differ from those estimates.

(k) Contributed goods and services

Volunteers contribute time to assist the Society in carrying out its programs. The Society also receives donations in kind. Where the value of the goods and services cannot be readily determined, it is not recognized in revenue.

(l) Accounting changes - related party financial instruments

On January 1, 2021, the Society adopted the amendments to Financial Instruments, Section 3856. The change affects how the entity accounts for financial instruments originated or exchanged in a related party transaction.

Initial Measurement

Under the new requirements, a financial instrument is initially measured at cost, which is determined depending on whether the instrument has repayment terms. If the instrument does have repayment terms, cost is determined using the instrument's undiscounted cash flows, excluding interest and dividend payments, less any impairment losses. Otherwise, the cost of the instrument is determined using the consideration transferred or received by the Society.

Subsequent Measurement

Subsequent measurement is based on how the financial instrument is initially measured. A related party financial instrument initially measured at cost is subsequently measured at cost less any reduction for impairment or at fair value.

Transitional Provisions

These changes have been adopted retrospectively with the following transitional provisions:

- The cost of an instrument that has repayment terms is determined using its undiscounted cash flows excluding interest and dividend payment less any impairment;
- The cost of an instrument that does not have repayment terms is deemed to be its carrying amount, less any impairment provisions.

The adoption of the new requirements has no impact on the Society's financial statements.

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

4. Credit facility

The Society has an authorized line of credit of \$38,900 bearing interest at prime plus 2.50%, none of which was used at year end. This facility is payable on demand and is secured against the mortgages of the Society. As at March 31, 2022 bank prime rate was 2.45% (2021 - 2.45%).

5. Restricted cash

	2022	2021
Restricted cash	\$ 314,972	\$ 262,400

Restricted cash represents amounts received for gaming grants and therefore is restricted for specific purposes of the grants.

6. Tangible capital assets

	Cost	Accumulated Amortization	2022 Net Book Value	2021 Net Book Value
Land	\$ 818,580	\$ -	\$ 818,580	\$ 818,580
Buildings	1,365,543	672,473	693,070	722,779
Equipment	246,681	207,970	38,711	33,964
Vehicles	3,000	3,000	-	-
Portable building	45,938	26,005	19,933	19,933
Furniture and fixtures	139,772	113,022	26,750	29,676
Leasehold improvements	245,770	122,264	123,506	144,337
Computer equipment	29,870	29,870	-	-
Computer software	29,239	29,239	-	-
	2,924,393	1,203,843	1,720,550	1,769,269
Asset under capital lease (Note 11)	691,680	299,728	391,952	403,480
	\$ 3,616,073	\$ 1,503,571	\$ 2,112,502	\$ 2,172,749

7. Government remittances

Accrued wages and benefits include payroll remittances payable of \$28,604 (2021 - \$24,270), and accounts receivable include GST receivable(payable) of \$(2,506) (2021 - \$1,993) and PST payable of \$3,481 (2021 - \$834).

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

8. Deferred contributions

	2022	2021
Balance, beginning of the year	\$ 906,188	\$ 643,992
Amounts received during the year	896,878	1,191,707
Amounts recognized as revenue	(1,076,352)	(929,511)
Balance, end of the year	\$ 726,714	\$ 906,188

9. Deferred revenue

	2022	2021
Grants and other advances received in advance	\$ 870,771	\$ 632,046
Rent received in advance	4,435	4,872
Deferred donations - program specific	832,719	713,266
Deferred donations - capital campaign	723,784	179,879
	\$ 2,431,709	\$ 1,530,063

10. Long-term debt

	2022	2021
Sunshine Coast Credit Union - 3.25% mortgage, payable in monthly blended payments of \$5,989, secured by underlying property having a net carrying value of \$1,331,052 (2021- \$1,355,322).	\$ 718,286	\$ 766,186
Less current portion	49,543	56,105
Due beyond one year	\$ 668,743	\$ 710,081

Mortgage matures May 2034 and loan terms are up for renewal June 30, 2022. The loan is due on demand, although SCCU has indicated that they will not demand payment on the loan, and intend to renew, therefore the loan is classified as long term debt.

11. Obligation under capital lease

The Society has entered into a 60 year lease held by BC Housing Management Corporation ("BCHMC") for the Thyme Housing Program on March 16, 1995. During the year, the lease was renewed with monthly payments of \$2,074 and yearly interest of 2.39% maturing on May 1, 2026 at which point lease terms will be reviewed.

	2022	2021
Obligations under capital lease	\$ 184,544	\$ 204,762
Less current portion	20,722	20,194
Due beyond one year	\$ 163,822	\$ 184,568

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

11. Obligation under capital lease, continued

Estimated principal re-payments are as follows:

2023	\$	20,722
2024		21,220
2025		21,730
2026		22,252
Subsequent years		77,898
	\$	163,822

12. Restricted funds

Under the terms of the agreements with BCHMC, the Replacement Reserve accounts for Transition House, Thyme 2nd Stage and Legacy Housing are to be credited in the amount determined by the budget provision per annum plus interest earned. These funds, along with the accumulated interest, must be held in a separate bank account and invested only in accounts or instruments under specific insurance.

	April 1, 2021 balance	Replacement reserve	Receipts/ Adjustments	Withdrawals	March 31, 2022 balance
Externally Restricted					
Transition house	\$ 56,507	\$ -	\$ 22,492	\$ (3,363)	\$ 75,636
Thyme 2nd stage	12,725	(835)	87	-	11,977
Legacy housing	50,869	(4,645)	41	-	46,265
	120,101	(5,480)	22,620	(3,363)	133,878
Internally Restricted					
Capital reserve	271,057	-	350,000	-	621,057
Designated reserve	10,000	-	-	-	10,000
Operating reserve	668,409	5,480	58,799	-	732,688
	949,466	5,480	408,799	-	1,363,745
	\$ 1,069,567	\$ -	\$ 431,419	\$ (3,363)	\$ 1,497,623

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

13. Interfund transfers and balances

	Operating Fund	Capital Fund	Reserve Fund
Replacement provisions	\$ (9,912)	\$ -	\$ 9,912
Replacement reserve transfer	17,610	-	(17,610)
Mortgage payments	47,898	(47,898)	-
Capital lease payments	20,218	(20,218)	-
Tangible capital asset additions (net of government assistance)	16,165	(16,165)	-
Operational transfers	452,695	(28,974)	(423,721)
	\$ 544,674	\$ (113,255)	\$ (431,419)

Interfund amounts receivable/payable bear no interest and are not governed by terms of repayment.

14. Property under development

The Society is in the development phase of a project to build a new six-story building in Sechelt comprising thirty four affordable units for women, including those with children. Sunshine Coast residents will be able to access the Society's thirty-plus programs and services, including the food bank, in purpose-built spaces on the building's first two floors. Together, the housing and program spaces will support the development of a strong, healthy community that will benefit all Sunshine Coast residents.

15. Subsidy adjustment

BCHMC conducts an annual review of the financial statements for specific rental projects and may adjust an operating surplus or deficit. Prior years' funding adjustments are recognized in the fiscal year in which they are determined. During the year the Society paid \$3,363 (2021 - (\$10,044)) to BC Housing.

16. Lease commitment

The Society is party to lease agreement which was renewed on January 1, 2022, and expires on December 31, 2023, under which the Society is required to make annual lease payments of \$27,500 plus a share of common area costs.

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

17. Pension plan

During fiscal 2010, the Society and its employees began to contribute to the Municipal Pension Plan (the "Plan"), a jointly-trusted pension plan. The Plan's Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan including investment of the assets and administration of the benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 196,000 active members and approximately 101,000 retired members. Active members include approximately 40 contributors from the Society.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The most recent valuation as at December 31, 2018 indicates a surplus of \$663M in basic pension benefits. The Society and its employees contributed \$419,045 towards the Plan in the year ended March 31, 2022 (2021 - \$318,572).

18. Development loan

British Columbia Housing Management Commission loan secured by a mortgage to facilitate the redevelopment project in the amount of \$1,252,160, of which \$587,661 was disbursed as at March 31, 2022 and \$664,499 is available to be drawn down in future years as needed. The loan is repayable on demand and bears interest at prime +1.00% with interest-only payments due monthly. The loan's due date is January 31, 2023.

Upon successful completion of the project, the Provincial Rental Housing Corporation will purchase the rental units as an air space parcel and the Society will be responsible to pay the loan difference.

19. Remuneration

During the year the Society remunerated ten employees over \$75,000 for the total of \$911,766 comprised of \$773,928 in salaries and \$137,838 in benefits.

20. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

20. Financial instruments, continued

(a) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether the factors are specific to the instrument or all instruments traded in the market. The Society is exposed to market risk through its exposure to interest rate risk.

COVID-19 has resulted in an increase in other market risk by increasing volatility in investment markets. The Society cannot predict changes in economic conditions that impact individual financial instruments or similar financial instruments or issuers. Such changes arising from the COVID-19 pandemic, could have a material effect in the Society's operations and financial condition.

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Interest rate risk arises from the Society's holdings of fixed income securities. As interest rates fluctuate, the fair value of these securities will be impacted. The Society has available an operating line of credit which bear interest at the bank's prime rate. As the bank's prime rate fluctuates, the Society is exposed to interest rate risk.

Increased economic uncertainty and changing inflation rates due to a range of economic factors has resulted in a change in interest rate risk from the prior year. Uncertain economic conditions including events may result in a change in prime lending rates both nationally and internationally. The Society cannot predict changes in prime lending rates.

(b) Credit risk

The Society is subject to credit risk in accounts receivable of \$25,759 (2021 - \$23,724). Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Society reduces its exposure to credit risk by performing credit valuations on a regular basis; granting credit upon a review of the credit history of the applicant and creating an allowance for bad debts when applicable. The Society maintains strict credit policies and limits in respect to counterparties. In the opinion of management the credit risk exposure to the Society is low and is not material.

COVID-19 had resulted in an increase in credit risk for the Society. If counterparties experience financial difficulty, which may occur as the COVID-19 pandemic continues, this could result in a financial loss to the Society.

Sunshine Coast Community Services Society

Notes to the Financial Statements

March 31, 2022

20. Financial instruments, continued

(c) Liquidity risk

The Society does have a liquidity risk in the accounts payable and accrued liabilities and accrued wages and benefits of \$507,301 (2021 - \$543,758). Liquidity risk is the risk that the Society cannot repay its obligations when they become due to its creditors. The Society reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due; maintains an adequate line of credit to repay trade creditors and repays long term debt interest and principal as they become due. In the opinion of management the liquidity risk exposure to the Society is low and is not material.

Uncertain economic conditions caused by the COVID-19 pandemic may impact the Society's ability to collect cash inflows from revenue, resulting in renegotiated financing terms, or impact its ability to raise and maintain financing.

21. Comparative amounts

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

**Halfmoon Bay-Chatelech Community School Association
5904 Cowrie Street
Sechelt BC
V0N 3A7**

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

January 6, 2023

Summary of Programs and Services

Thank you on behalf of our Association for your continued support of Community Schools and for the opportunity to share with you the activities of our past year. Your funding of Tween Nights and Restorative Practices expands our ability to provide social-emotional, recreational, and practical supports to our community. As we continue to experience the effects of the pandemic, we are doing our best to respond to family's needs in timely and meaningful ways. We continue with many of the new ways of providing service we learned over the past three years deepening our skills in virtual programming and connection.

In this report we will first provide an overview of the programming offered by our Association. This will be followed by more detailed information on Tween Night and Restorative Approaches, the specific programs your funding is directed towards.

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

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

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

As stated earlier our contribution to Early Learning is a part time Family Navigator Position funded through a contract with SD#46. Our Family Navigator provides support to families one on one, in Strongstart, through parenting classes and workshops, as well as in classrooms during Kindergarten transition. She works in partnership with community service providers such as public health, the early intervention team, supported child development, local childcare centres, mental health, and the school district inclusion team to ensure families have access to all the resources available to them.

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

Following are the reports for Tween Night and Restorative Practices.

Summary - Restorative Practices

The Restorative Practices part of our programming is well into its second decade as recipients of your generous funding, thank you. Your continued support has allowed us to grow and expand our District's skills and understandings of restorative approaches and draw on connections with our district's values of inclusiveness, equity, truth, and reconciliation. Restorative Practices are a good fit with the work our district is doing in the Early Years as well. We value attachment parenting, growth in social-emotional literacy as well as the skills of compassionate systems leadership.

As the impact of the pandemic continues, we are finding a greater need to focus on the mental health and well-being of students and parents as well as staff. There is a growing interest in compassionate approaches to parenting and teaching. The skills of self-compassion, empathy and alternatives to shame and punishment are becoming more and more valued. Restorative Practises are based on these practical skills, and we feel encouraged by this ground swell of interest and commitment to new ways of approaching discipline.

Over these two decades of funding our focus has evolved from Restitution to Peace Circles, and most recently the added skills and concepts outlined in the Positive Discipline program. We were first introduced to Positive Discipline 9 years ago as a restorative approach to parenting. We have trained hundreds of parents through our Early Years work and now adopted this program into classroom settings with over five Elementary Schools and over a hundred individual teachers and teacher assistants trained. Positive Discipline is relationship based, non-punitive, and trauma informed. It has the power to create classroom and family cultures of mutual respect, responsibility, and kindness.

In addition to Positive Discipline, we also offer training in circle practise, there is much overlap in the skills and processes in both approaches. As coordinator of the program, I am trained in Restorative Justice Circles, Peace Circles and Positive Discipline Parenting. I offer circles with students in classrooms, with staff, and with parents to learn deep listening, empathy, sharing and valuing of differing perspectives and resolution of conflict. I make myself available to coach parents in restorative approaches to discipline, particularly those families who are involved with our communities' Restorative Justice Program. As part of our school district's learning community, I have been fortunate enough to participate for the past 3 years in Compassionate Systems Leadership training which shares many tools with circle practise. These tools create a culture of strength and vision through mindful communication and reflection.

Over the past several years we have been offering training for Education Assistants in Positive Discipline over spring break. These 2 day trainings allow for skill building and discussion on effective, non-punitive approaches with students who require extra supports and also with playground supervision where many behaviours present themselves. These trainings continue to be well received. We offer these trainings in partnership with our District Inclusion Support Services.

For the past two years we have been supporting Madeira Park Elementary School's implementation of Positive Discipline school wide. We have offered multiple trainings, most recently being August 2022. We are excited about the teamwork happening there and look forward to further skill building with them.

Plans for this year also include a Positive Discipline for Parents of Teens to be held February 4th. This class has been asked for by several parents and we expect it will be well attended.

During these past two decades we have maintained a strong working relationship with the Restorative Justice Program of the Sunshine Coast. We share training, and support schools who chose to use a restorative approach to incidents of harm and conflict. We work together to support families who request parenting support. Since September we have had 3 requests from schools for circles to be held to address conflict with positive results and presently have a request for circle training from Halfmoon Bay Elementary.

The funds we receive from you are split between coordinator time and training costs, as well as a portion that supports administration of our association such as bookkeeping, insurance, and accounting. Our activities are overseen by a working committee including Kate Kerr (School District #46 Superintendent), Christa Rive (Director of Inclusion Services for School District #46), Jan Smalley (Coordinator of the Restorative Justice Program) and myself.

Below is a final reporting of funds for the 2021/22 school year, as well as and the proposed vs actual budget our present (2022/2023) school year.

Funding 2021/2022 School Year (funds received August 2021)

Income:	Proposed	Actual
Grant	\$10,000.00	\$10,000.00
Deferred from 20/21	\$408.00	\$408.00
Total	\$10,408.00	\$10,408.00
Expenses:		
Training and Resources	\$5,507.00	\$5,497.00
Wages	\$4,600.00	\$3,941.00
Administration	\$300.00	\$300.00
Total	\$10,408.00	\$9,738.00

Training and Resource funds were spent in the following areas: Positive Discipline Training Madeira Park Elementary, District Wide training for Teachers and Education Assistants, Spring Break training with Education Assistants, individual talking pieces for all Madeira Park staff.

Proposed vs Actual Budget 2022/2023 school year (funds received August 2022)

Income:	Proposed	Actual as of January 5, 2023
Grant	\$10,000.00	\$10,000.00
Deferred from 21/22	\$670.00	\$670.00
Total	\$10,670.00	\$10,670.00
Expenses:		
Training and Resources	\$5,570.00	\$1,500.00
Wages	\$4,600.00	\$1,690.00
Administration	\$500.00	\$500.00
Total	\$10,670.00	\$3,690.00

Training and Resource funds have and will be spent on a one-day training in Madeira Park Elementary, planned one day Positive Discipline for Teens Feb. 4th, potential Spring Break trainings as well as supports for individual school requests.

2023/24 Request:

We respectfully request continued funding in the amount of \$10,000.00 for the 2023/24 school year. The only increase in costs we are experiencing currently is in administration specifically bookkeeping. We would like to increase the administration amount in our funding request to 10 percent (1,000.00) by reducing the funds spent in coordinator time and training expenses.

We thank you for considering our request.

Gratefully submitted,

Sue Lamb
Restorative Practices Coordinator
Family Support Navigator
Halfmoon Bay – Chatelech Community School Association

Summary – Halfmoon Bay Tween Night

Please know how valuable your funding has been in helping our Halfmoon Bay youth by supporting our Tween Nights. This last year we focused on Tween Cooking and Paint Nights both in online formats. Both were very successful and popular programs.

During our Tween Cooking Nights, with the help of our “Celebrity Chefs” we made Tacos, Meatballs, Banana Bread, Sausage Potato & Rosemary Stew and Roasted Cauliflower & Chickpea Curry. Kids take home a grocery bag full of supplies needed for that recipe and then we all meet online to cook together from our own kitchens. At the end of the session Tweens have prepared a meal they serve to their entire family. You will note on this year’s budget our staff wages came in under-budget. This is because many hours were kindly volunteered by our Celebrity Chefs. Instead, this money was spent on food for the program allowing us to add an extra session.

Our paint nights have a similar platform where kids take home the supplies they need for that evening’s project, and we meet online, and paint together guided by our instructor. As with the Cooking Program, being at home and online is fostering family engagement where parents and caregivers are helping their kids develop life skills and sharing important family time together.

We are slowly moving back to in-person activities while preserving our online programs. We had our first movie night in December which was a huge hit and are looking forward to once again offering open gym nights and themed fun nights for our tweens. The in-person program runs with 2 safe adults, providing structured and unstructured activities as well as healthy snacks and meals to Grade 5-7 students.

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

Below you will see a Tween Night budget summary from 2021/2022:

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

	Funding Received	Actual	Remaining
Grant Received	\$2,700.00		
Deferred from 2020/2021	\$1,394.00		
Expenses Art Nights & Cooking Nights		\$3,405.35	
Staff Wages		\$728.00	
Admin Fees (3%)		\$81.00	
Total	\$4,094.00	\$4,214.35	**-\$120.53

***\$120.53 deficit was covered by Halfmoon Bay Site Team Budget, so this deficit will not be carried forward into 2022/2023 budget*

Below is our proposed budget for 2022/2023

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

	Funding Received	Proposed
Grant Received	\$2,700	
Expenses Cooking Nights		\$1,813
Expenses Art Nights		\$1,000
Staff wages		\$1,200
Administration		\$81
Total	\$2,700	\$2,700

Our ask remains the same as last year as we are respectful of the SCRD's budget limitations. We are requesting your continued funding for Tween Night for the coming year in the amount of \$2,700. However, if your budget allows, any increase would be greatly appreciated to cover the costs of inflation, specifically the increase in minimum wage and food costs.

As in the past, funds will be split between program materials, food, and staff wages with a small portion (\$81) allotted to administration.

Thank you for all your support and consideration.

Sincerely,

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

INCOME

GST Rebate	A	290.00				
Interest Income	A	1,365.00	1, 2 and 3 year Terms renewed.			
Visa Rewards Points	A	95.00				
Grant - Family Resource Prgm \$1,750/m (July22-Mar23)	B	15,750.00	*admin funds not incl			Sue
Grant - Family Resource Prgm \$1,750/m (Apr-Jun23)	B	5,250.00	*admin funds not incl			Sue
Grant - Family Resource Prgm - DEFERRED FROM 2022	B	793.95				Sue
Grant -Restorative Practices (SCRD)	C	10,000.00				Sue
Grant - Restorative Practices - 5% Admin Portion	C	500.00	Changed to 5% admin to cover expenses			Sue
Grant - Restorative Practices - DEFERRED FROM 2022	C	670.76				Sue
Grant - United Way Regular	D	7,500.00	funding to be offset by wages & benefits expenses; all funds to be used by June 30			Wendy
Grant - Tween Night (SCRD)	E	2,700.00				Wendy
Grant - Tween Night - 3% Admin Portion	E	81.00				Wendy
Grant - SD#46 Community Link - HMB	F	20,585.00	\$41,170/yr - 1,235 Admin = \$39,935.00			Lia
Grant - SD#46 Community Link - CHAT	F	20,585.00				Wendy
Grant - SD#46 Community Link -3% Admin Portion	F	1,235.00				
Grant - Food in Schools	G	19,320.00	HMB \$4775, Chat \$14,545			Wendy/Lia
Grant - SD#46 Community Link CHAT DEFERRED FROM 2022	H	4,420.92	2021/2022 Removed Website funding from LINK. Deferred funds to be used for various Chatelech Programs such as Art Therapy, Make It and Robotics .			
Grant - AceBC DEFERRED FROM 2022	I	519.84				
Grant - Assai Bike Club - DEFERRED from 2022	J	352.25				Wendy
Donations - Deferred	K	1,851.01				
Admin - FRProgram Grant - July2022-Mar2023 (\$2000 x 9/12)	L		1,500.00			
Admin - Family Resource Program Grant -Apr-Jun2023 (\$2000 x 3/12)	L		500.00	*Assuming Grant is renewed for April 2023 - March 2024		
Admin - LINK -3% of Grant	L		1,235.00			
Admin - Tween Night - 3% of Grant	L		81.00			
Admin - Restorative Practices - 5% of Grant	L		500.00			
TOTAL ADMIN FUNDS	L	3,816.00	(historically \$5,200.00 plus)			
Total Income	\$	114,048.73				

EXPENSES

Amortization	n/a	100.00	non cash item
Volunteer Recognition & Honorariums	A	400.00	* \$150 each for HMB Coordinator & Chat Coordinator plus HMBCCSA
Development & Training	A	300.00	* \$100 each for HMB Coordinator & Chat Coordinator & Sue Lamb
Wages & Benefits - Family Resource Prgm	B	21,000.00	
Program Exp Family Resource Deferred funds	B	793.95	9 months phone allowance Sue Lamb + 18 hours (28.66 hr)
Wages & Benefits - Restorative Practices/Restitution	C	4,600.00	
Restorative Practice/Restitution Project Exp	C	5,570.76	
Wages & Benefits -United Way Regular	D	7,500.00	last year \$9940. 284 hours for Wendy
Wages & Benefits - Tween Night	E	712.00	27 hours like last year
Tween Night Program Expenses	E	1,907.00	No deferred funds - less for program
Wages & Benefits -KinderSpark	F	200.00	Funded by LINK split between coordinators , Actual cost \$187.50 in 2021/22
Wages and Benefits - Community Link HMB	F	19,197.00	Wendy 728 hours like last year - over budget by \$1667
Community Link Exp -Site Team Exp HMB	F	2,337.00	
Wages and Benefits - Community Link CHAT	F	17,368.00	Lia 671 hours
Community Link Exp -Site Team Exp CHAT	F	2,500.00	
Wages and Benefits - Food in Schools HMB	G	3,547.00	Wendy 134.50 hours (option 2 \$2,387.50 = 90.5 hours and is 44 hours shy)
Food in Schools Expenses HMB	G	1,228.00	Expecting additional funds from new grant (option 2: 50/50 = 2,387.50)
Wages and Benefits - Food in Schools CHAT	G	5,303.00	Lia 205 hours
Food in Schools Expenses CHAT	G	9,242.00	Less than needed, but expecting additional funds from new grant
Chatelech Programs (example: Art Therapy, Robotics, Make It)	H	4,420.92	funded with deferred Chatelech Link funds
Wages & Benefits - AceBC	I	519.84	funded with deferred AceBC funds - Wendy 19.5 hours
Wages & Benefits - Assai Bike Club	J	352.25	funded with deferred Assai funds - Wendy 13 hours
Donations - deferred	K	1,851.01	Various sources: use in intended ways
Insurance	L	980.00	\$860 plus 3x \$40. Updated to Actual expense for 2022/2023
Accounting & Legal	L	1,910.00	
Website Costs (HMBCCSA.ORG)	L	-	Not renewing in January, Facebook page instead.
Advertising and Promotion	L	-	\$181 last year on newspaper ads. Free HMB happenings post if sufficient
Work Safe Expenses	L	186.00	use admin instead of savings like Office
Office & Dues and Fees (\$10)	L	800.00	Office \$90. HMB/Chat \$30/m phone allowance+ office \$80 each
Total Expenses covered by Admin		116	\$ 3,876.00 \$ 3816 avail

Flex Fund Expenses		1,500.00	1/3 of cost for School wide dance /choreography week (Board voted)
Wages and Benefits - Administrative: Bookkeeping & Payroll	savings	7,685.00	
Total Expenses	\$	124,010.73	*Other than above items funded by savings, all other savings & term deposit funds are to be used at the discretion of the Board (by vote) for any contingencies on an as needed basis.
NET INCOME (LOSS)	\$	- 9,962.00	

SUMMARY

		Net Income (Loss)	
Interest & GST Income (to fund Volunteer Rec/Dev&Training)	A	1,050.00	
Family Resource Program (Ministry Children & Families via SD46)	B	-	
Restorative Practice (SCRD)	C	-	
United Way - Regular Program (via SD46)	D	-	
Tween Night Program (SCRD)	E	-	
Community Link (SD46)	F	- 1,667.00	728 hours x 2.29
Food in Schools	G	-	
Deferred Funds - LINK - Chatelech *for Programs	H	-	
Deferred Funds - LINK - HMB Elementary *for Programs	I	-	
Donations	J	-	
Admin Funds (to cover all admin exp except Bookkeeping Costs)	K	- 60.00	
Flex fund		- 1,500.00	
Bookkeeping Costs	savings	- 7,685.00	Funded from savings
Amortization		- 100.00	*non cash item
Net Income (Loss)	\$	- 9,962.00	

Halfmoon Bay-Chatelech Comm.School Assn. **Income Statement 01/07/2022 to 31/12/2022**

REVENUE

Grant/Program Income

LINK Grant-SD46	20,217.50	
LINK Grant-Admin Fun	617.50	
Restorative Practice Grant-SCRD	9,700.00	
Restorative Practices - Admin	300.00	
Family Resource Grant - MCFD	10,500.00	
Tween Night Grant - SCRD	2,619.00	
Tween Night Grant - Admin	81.00	
United Way Grant - SD46	2,500.00	
Food in Schools Grant SD46 -Chat	14,545.00	
Food in Schools Grant SD46 -HMB	4,775.00	
Student & Fam. Affordability Fund	55,076.00	
Total Grant/Program Income		120,931.00
Deferred Rev - CHAT LINK	4,420.92	
Deferred Rev - Restorative Pract	670.76	
Deferred Rev - Family Resourc	793.95	
Deferred Rev - AceBC	519.84	
Deferred Rev - UW Assai Bike	352.25	
Deferred Revenue Total		6,757.72
Hospital Auxiliary	682.91	
HMB Firehall	500.00	
Butcher Dave's Meat Fundraiser	210.44	
Pauls Painting Gift Cards	50.00	
HMB Art Club (from HMB Comm Assoc)	2,377.36	
Fundraising - Purdy's	407.66	
Total Donations		4,228.37
Interest Revenue	77.70	
Misc Revenue + Rounding	-0.15	
Total Other Income		77.55
Total Income		131,994.64
TOTAL REVENUE		131,994.64

EXPENSE

Wages Expense

Wages/Benefits LINK - HMB	7,606.60
Wages/Benefits LINK- Chatelech	7,244.28
Wages/Benefits - Restorative Pra	1,690.05
Wages/Benefits - Family Resour	10,566.49

Wages/Benefits - United Way	2,980.66	
Wages/Benefits - Treasurer/Acc	3,285.55	
Wages/Benefits- SFAF Chatelech	399.90	
Wages/Benefits - SFAF HMB	265.19	
Wages/Benefits - AceBC Rep.	198.16	
Wages/Benefits - Food Chatelech	1,996.07	
Wages/Benefits - Food HMB	1,991.28	
Wages/Benefits - Phone Allowance	270.00	
Total Wages Expense	<u>38,494.23</u>	
 Additional Payroll Expenses		
WorkSafe BC	90.94	
Total Payrol Expenses	<u>90.94</u>	
 Program Expenses		
HMB Site Team Expenses	1,916.28	
Chatelech Site Team Expense	682.25	
Restorative Practices Prgm Ex	1,500.00	
Food in Schools- Chatelech	5,797.75	
Food in Schools - HMB	1,466.82	
Temp exp, to be reimb by grants	944.22	
HMB Art club funds used	2,792.47	
Art Therapy Exp - Chatelech	1,960.83	
SFAF - HMB	6,442.51	
SFAF - Chatelech	<u>5,122.80</u>	
Total Program & Club Expenses		28,625.93
KEV	2,046.88	
Neighbours helping Families	-618.13	
Vancouver Sun Grant (SD held)	-310.02	
Other temp exp. to be reimbursed	<u>66.37</u>	
Total outstanding to be reimbursed		1,185.10
Accounting & Legal	1,921.08	
Development & Training	50.40	
Dues & Fees	20.00	
Insurance	980.00	
Honorariums & Volunteer Reco	77.76	
Office Supplies & Postage	<u>80.00</u>	
Total General Expenses		3,129.24
Total Expenses		<u>32,940.27</u>
 TOTAL EXPENSE		<u>71,525.44</u>
 NET INCOME		<u>60,469.20</u>

Generated On: 05/01/2023



January 3, 2023

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

Attention: Tina Perrault, SCRD Board of Directors

Re: 2023 Sechelt Youth Centre Request for Funding Increase

Dear Ms. Perrault, and Directors of the Board,

Please find attached documentation to support our request for continued funding through 2024 in the amount of \$42,000 for the Sechelt Youth Centre (SYC).

Attached documents include requested information for the Sechelt Youth Centre Core Funding:

- 2021-22 Program Budget Actual
- 2022-23 Current Fiscal Budget vs Actual
- 2023-24 Proposed Budget including increase request
- 2024-28 Assumptions for Operations
- Description of SYC Programs and Services

Sechelt Community Schools (SCS) has striven to provide needed drop in space for Tweens and Youth as cost effectively as possible. Other than a requested increase to cover facility rent costs in 2017, we have managed to maintain a consistent level of service with base funding despite rising costs.

Coming out of COVID, we have had difficulty recruiting staff. The higher cost of living, specifically the high cost (and lack of availability) of rental housing, has made hiring for a part time position extremely challenging. We have had the good fortune to have a small number of dedicated staff keeping our doors open, but in the past year have been unable to attract additional staff to cover in the case of illness or absence. The SCS Coordinator has stepped in to provide coverage when necessary, however increased scope of work has made this less of a possibility, resulting in some disruption to service.

We have always recognized the challenge that part time youth work presents – limited hours at a time of day that makes additional work for other organizations in the morning

or evening difficult to squeeze in – and in the past we have always been fortunate to find enough people to provide coverage.

Currently, we have only two staff working Monday to Friday while juggling other work schedules that sometimes overlap with our operations. As a result, SCS raised wages to better support staff and attract additional people to the team and have committed to use Society reserve funds to cover the deficit for this fiscal.

Our two Youth Centre staff provide a safe and welcoming space to youth, many who would be considered vulnerable – they provide encouragement, support, conflict resolution, help with self-regulation, mentoring for older students who struggle socially, and have been on hand to get individuals to the hospital, and connected to community and school resources at essential times.

Despite the increase, we have not attracted any new applicants, and are therefore asking for an increase in funding going forward to support a further increase in hourly wage for the Youth Centre Supervisor position, moving from \$23.00 to \$25.00 per hour. Getting the right person in place to work with and reduce pressure on existing staff is essential for all.

SCS has applied for an increase in Direct Access Gaming Grant to support SYC operations – our hope is to focus SCRD Grant in Aid and SYC Core Funding on both direct service and Administration and Payroll related staffing, and to have Direct Access funds cover all other program related costs.

Please note that there is no SCS Administration / Payroll increase – the additional funding would increase wages for direct service staff only. SCS is committed to keeping this program going and will use reserves if necessary to support the program for another fiscal year - however we cannot maintain that longer term. Reducing service levels to support higher staff wages would be a last resort, as we recognize that it would negatively impact our participants.

We are incredibly grateful for the funding provided to date to support our children and youth in the Sechelt area.

Please feel free to contact me with any questions regarding the information provided.

Sincerely,

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

Ted Chisholm
Sechelt Community Schools Coordinator
E-mail: secheltcommunityschools@gmail.com
Phone: 604 989-5365

\$42,000 PROPOSED SECHELT YOUTH CENTRE BUDGET 2023-24

Sechelt Community Schools Society

Proposed Revenues & Expenses for the year ending June 30, 2024

	Proposed	
Revenues		
<i>Sunshine Coast Regional District</i>	42000	¹
Other		
<i>Direct Access Gaming</i>	13121	²
<i>Sechelt Community Schools</i>	2025	
Total Income	<u>57146</u>	
Expenses		
<i>Wages and MERCS</i>	38335	
<i>Wages and MERCS supervision and payroll</i>	3000	
<i>Program Materials - Direct Access</i>	6000	
<i>Internet/phone - Direct Access</i>	1470	
<i>Insurance/Accounting - Direct Access</i>	1444	
Facility Costs		
<i>Rent - Direct Access</i>	6897	
Total Expenses	<u>57146</u>	
	<u><u>0</u></u>	
Surplus (Deficit)	0	

Description:

* **Revenue** ¹ proposed increased 7000 will fund an additional \$2 per hour for the Supervisor position. SCRD will fund staffing and administration staff/payroll.

Wages include:

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

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

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

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

Direct Access: ² We have requested an increase from the Province to cover rent, all food and supply, equipment, internet and phone, insurance and accounting costs. SCS will commit to cover some of this deficit from reserves if funding is not approved.

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

Sechelt Community Schools Society

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

	Budget	Actual (To Dec 23)	Variance
Revenues			
<i>Sunshine Coast Regional District</i>	35000*	35000	100%
Other			
<i>Direct Access Gaming</i>	5500	5500	100%
<i>Sechelt Community Schools</i>	8574	0	0%
Total Income	49074	40500	83%
Expenses			
<i>Wages and MERCS</i>	31413 ¹	12019	38%
<i>Wages and MERCS supervision and payroll</i>	3000	3000	100%
<i>Program Materials</i>	1000	200	20%
<i>Program Materials - Direct Access</i>	4000	2387	60%
<i>Internet/phone</i>	1469	710	48%
<i>Insurance/Accounting</i>	1295	190	15%
Facility Costs			
<i>Rent</i>	5397	744	14%
<i>Rent - Direct Access</i>	1500	1500	100%
Total Expenses	49074	20750	42%
Surplus (Deficit)	0	19750	

Description:

* **Revenue** includes the surplus of 17663 carried forward from previous fiscals and this fiscal year's funding amount of 17337.

Wages include:

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

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

¹ Due to rising cost of living, and difficulty recruiting, staff wages have been raised \$2 per hour as of November.

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

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

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

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

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

Sechelt Community Schools Society

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

	ACTUAL
Revenues	
<i>Sunshine Coast Regional District</i>	55387*
Other	
<i>Direct Access Gaming</i>	5500
Total Income	60887
Expenses	
<i>Wages and MERCS</i>	22212
<i>Wages and MERCS supervision and payroll</i>	4000
<i>Program Materials</i>	4047
<i>Program Materials - Direct Access</i>	4000
<i>Internet/phone</i>	1318
<i>Insurance/Accounting</i>	1205
Facility Costs	
<i>Rent</i>	4942
<i>Rent - Direct Access</i>	1500
Total Expenses	43224
Surplus (Deficit)	17663

Description:

* **Revenue** included 42787 carry forward from the two previous fiscals as programs were impacted by COVID, and 2021-22 Funding of 12600.

Wages include:

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

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

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

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

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

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



2024-2028 Assumptions for Operations

Moving forward, SCS plans to increase staff wages by 1.5% per year, including adding that percentage to Admin/Payroll costs.

Adjustments to other aspects of programming will be addressed through other funding means.

Year	2023-24	2024-25	2025-26	2026-27	2027-28
SCRD SYC Funding Requested	42000	42500	43000	44000	45000
SYC Supervisor/Youth Worker Hourly Wage	\$25/\$21	\$25.38/\$21.32	\$25.76/\$21.64	\$26.14/\$21.96	\$26.54/\$22.29
Staffing Cost Impact	38335	39371	39791	40519	41278
Admin / Payroll expense	3000	3045	3045	3091	3091
Expense Total	41335	42416	42836	43610	44369



Community Programs and Initiatives

Sechelt Youth Centre Programs are funded by the Sunshine Coast Regional District, through core annual funding and Grant in Aid.

Sechelt Youth Centre Tweens Program

The free supervised drop-in program for children aged 10 to 14 (grades 5 through 8) continued to be successful and became a transition program for many KIDZ CLUB families whose children had 'aged out' of the licensed childcare program, freeing up spaces for new families. Reita Baillie (Acting Supervisor), Skylar Moore (Youth Worker) and Nick Beck (Youth Worker) provided the supervision and helped set ground rules around respect, inclusion, and treating each other with empathy. Based on attendance, we opted to close for Pro D days and stayed open for a full week during Winter and Spring Breaks. Tweens had the opportunity to access computers, gaming systems, pool, foosball and air hockey tables, art supplies, and food, both prepared for them to snack on, and available to cook for themselves and others with staff. Participants also had access to the gym and playing fields for sports and physical/energy outlets. We continue our philosophy of encouraging and engaging our participants to be involved in planning, making suggestions for activities and equipment purchases, and requiring accountability for their decisions and behaviour.

Activities also included holiday/traditional celebrations (e.g., Valentines card making with emphasis on expressing appreciation for people and friendships versus romance, Easter egg painting); and gardening to grow greens for smoothies and quick harvest vegetables participants like to eat.

Youth Activities and Programs

Youth attendance increased in October once we were able to get the pool table refurbished, replaced couches, and created a homier feel at the Centre. We are grateful to Terry Grimwood for volunteering his time and expertise to repair the table and purchase equipment we didn't realize we needed to maintain it over time.

We continued our partnership with SCCSS Youth Outreach, providing our space for the monthly LGBTQ2 Youth and Gender Diverse Network support groups, and a *Kids in Control* Program, a support group for children aged 9 to 13 who have family members with mental illness and/or substance abuse issues. We also worked together to host a Hallowe'en Pop Up party, using tents, outdoor cooking stoves and barbecues to manage the overflow of participants.

For this age group (grades 8 to 12), staff spend much of their time facilitating positive conduct and helping participants regulate when necessary, focusing on food and cooking, and engaging youth in discussions as they play board games, cards, etc.

Staff encountered youth in crisis to a degree not seen before and worked hard to connect them to the medical system and community supports, and we dealt with one serious incident involving racialized comments and inappropriate behaviour in the Centre. Staff used a restitution model to resolve the issue and follow up included an intensive staff debrief around how the event was able to occur; offenders met with the Coordinator to discuss the impact of their behaviour and ways to repair the harm caused; and the youth impacted was supported in meeting with the offenders, when ready, to share how they were impacted. Clear expectations were set regarding appropriate behaviour to allow offenders to continue participation at SYC. The process took time, was resolved successfully, with all involved returning to the centre.

Youth Volunteer Support

SYC staff worked with a few vulnerable youth to provide them with volunteer mentorship training and support, allowing them opportunities to connect in with younger participants in the Tweens and KIDZ CLUB programs.

We also worked with Gibsons and Area Community Schools to provide a youth with work experience and mentoring in our Cedar Grove and Gibsons KIDZ CLUB programs, resulting in her being hired to work in the Gibsons summer camp program through Canada Summer Jobs.

We were unfortunate to lose Skylar Moore as staff at the end of March but managed to keep the program running, spending the full budget for the first time in many years. Going forward we will need to request an increase in funding to attract and retain staff.

Trends

We are seeing an increase in stress and anxiety behaviours in our participants, with situations including suicide ideation and cutting. We are also noticing an increase in participants who are on the spectrum and we are fortunate to have an EA on staff to provide insights and strategies to help their successful integration into programming.

SYC Program Attendance July 1, 2021-June 30, 2022

Visits	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	TOTAL
Tweens			60	33	97	89	98	115	114	66	103	139	914
Youth			29	56	84	87	31	36	119	64	49	55	610
GDN and LGBTQ2		25	9	18	23	20	13	21	24	8	13	13	187
Total		25	98	107	204	196	142	172	257	138	165	207	1711



January 3, 2023

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

Attention: Tina Perrault, SCRD Board of Directors

Re: 2023 Grant In Aid Request for Funding

Dear Ms. Perrault and Directors of the Board,

Please find attached documentation to support our request for continued Grant in Aid funding through 2024 in the amount of \$10,000 to support Tweens and Youth programming at the Sechelt Youth Centre.

Attached documents include:

- 2021-22 Fiscal Budget Actual, 2022-23 Fiscal Budget vs Actual, and 2023-28 Proposed Budgets for the Grant In Aid

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

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

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

Sincerely,

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

Ted Chisholm
Sechelt Community Schools Coordinator
E-mail: secheltcommunityschools@gmail.com
Phone: 604 989-5365

\$10,000 GRANT IN AID BUDGET 2021-27

Sechelt Community Schools Society

Previous - Actual Revenues & Expenses for the year ending June 30, 2022

Current - Projected vs Actual Revenues & Expenses for the year ending June 30, 2023

Proposed - Projected Revenues & Expenses for years ending June 30, 2024-2028

	Previous	Current Year			Proposed
	ACTUAL	Projected	Actual	Variance	Projected
	2021-22	2022-23	Dec 23/22	%	2023-28
Revenues					
Sunshine Coast					
Regional District	10000	10000	10000		10000
Total Income	10000	10000	10000	100%	10000
Expenses					
Wages and MERCS	10000	10000	4050	41%	10000
Total Expenses	10000	10000	4050	41%	10000
Surplus (Deficit)	0	0	5,950		0

Description:

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

Grant in Aid funding is combined with the Sechelt Youth Centre Core Funding and is essential to providing overall service.

Pender Harbour Community School Society

Date: November 15, 2022

To: SCRD Special Corporate and Administrative Services Committee

From: Patti Soos, Community Recreation Coordinator

Cheyenne Howitt, Executive Director

RE: **2023 R1 BUDGET PROPOSAL**

COMMUNITY RECREATION PROGRAM for Area A

BUDGET REQUEST \$41,100



Program Description

Create and facilitate accessible programs for all the residents of Pender Harbour/Area A. The Community Recreation Program creates the opportunity for residents to learn, connect and grow within the community. We can address and respond to the needs and interests of a wide variety of community members, varying in age and abilities. We do this by connecting with our community members and other local organizations to help plan, research and develop recreational programs.



Update on Activities Offered in 2022

As reported in our quarterly reports, here's a quick reflection on what our Community Recreation Program looked like in 2022. We:

- Ran our annual literacy crawl – connected with other community clubs and organizations to help us organize the event and include a variety of community members.
- Continued to have high demand for certification courses (for employment and other purposes). Mainly in person this year – with smaller class sizes.
- Investing 101 offered by a private consultant. Sharing general investing information such as why it is important to invest, how to start, which area is best for you and types of strategies.

- Created more accessible drop-in sports programs to encourage attendance
- Pickleball was moved from the outdoor court during the summer months back inside the school gym once the school opened.
- Advanced care planning in case of medical emergency and medical appointments provided by our community Paramedic.
- Naloxone (Narcan) Training with our local community paramedic. Instructions – how to recognize overdoses, what to do and relevant information regarding drug use and update.
- Babysitters' certification course, students in grade 5 and 6 for future employment.
- Offered Tax preparation workshops to help people prepare their taxes. A drop in method was implemented for this program. There was also help for individuals who needed guided instructions for the tax software.



Programs and Services for 2023

In 2023, as we have done in the past, we will start the year off with our annual Pender Harbour Literacy Crawl.

The need for certification training is still high and we will continue to offer in-person courses/training to the community in 2023. We hope to broaden our scope this year and create opportunities in our community that haven't historically been accessible.

We will continue to reach out and conduct surveys within our community to understand the needs and wants of our area.

An increase in our sports based drop-in recreation activities is planned as well. Adding drop-in volleyball and drop-in basketball along with our already running drop-in hockey and pickleball.

We are trying a pilot program of gymnastics for our younger students in the community. If it is successful, we plan on continuing and growing that program in 2023 to include a variety of

community members and skill level. Art classes and specialized craft classes are also on our list of activities to provide this coming year.

Leading our monthly meetings as the Pender Harbour Community Recreation Team will continue. Sitting with the PH Health centre, PH Seniors Initiative and PHAFC staff help us all share resources, address concerns, hear the needs of the community and collaborate to build programs.

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

We are hoping our new building will be complete in 2023, allowing for more use of our space, more diversity in the programs we can offer and an increase in revenue from registration fees. We do not anticipate the building project to cause much if any disruption to our programs. Our current facility will be accessible during the building period, and we plan for the actual transition to the new building to happen in the summertime during our yearly scheduled closure.

Community Recreation Program for Area A

Income & Expense Statement for Jan to Oct 2022 (with 2023 Budget) & Proposed Budget for 2023

	ACTUALS Jan-Oct 2022	BUDGET 2022	PROPOSED BUDGET for 2023
INCOME:			
SCRD Recreation Grant	52,200.00*	1 41,100.00	41,100.00
Program revenues	9,535.35	10,000.00	12,000.00
Contributing funds	8,320.00	5,000.00	6,000.00
Total Income	70,0550.35	56,100.00	59,100.00
EXPENSES:			
REC Coordination	23,886.45	25,000.00	26,000.00
REC Facilitation	13943.35	15,500.00	16,500.00
Program Materials & Supplies	3,951.92	3,270.00	4,200.00
Program Venue Rentals	1,417.00	1,870.00	1,800.00
Accounting/financial	1,190.00	1,500.00	1,500.00
Advertising / promotion	3,396.26	3,560.00	3,600.00
Insurance	1,872.00	1,700.00	1,900.00
Membership	150.00	200.00	200.00
Office supplies & postage	516.31	500.00	500.00
ProD / skills development	0.00	500.00	500.00
Telephone & internet	418.85	500.00	600.00
Technical & maintenance	635.15	800.00	800.00
Travel / mileage	278.00	700.00	700.00
WCB expense	400.00	500.00	500.00
Total program & admin costs	52,055.79	56,100.00	59,100.00
BALANCE for remainder of 2022	17,999.56		

Notes for 2022:

1. A surplus of \$10,275 from the SCRD Recreation Grant is reflected and affects the balance for 2022. This amount was received in 2022 but is meant for 2023 (January to March payment). Due to a contract change to align SRCD and PHCS fiscal years.

Pender Harbour Community School Society



Date: November 15, 2022
To: SCRD Special Corporate and Administrative Services Committee
From: Cheyenne Howitt, Executive Director
Darcie Murray, Youth Program Lead
RE: **2023 R1 BUDGET PROPOSAL**
PENDER HARBOUR YOUTH PROGRAM (Area A)
BUDGET REQUEST for 2023: \$15,000

Program Description

Our budget request for 2023 for the Pender Harbour Youth Program is \$15,000. Pender Harbour Youth Program has two areas of focus ~ Youth Restitution & Youth Drop-in Activities. With the support of the SCRD, service agencies and other non-profits, we work directly with our youth to provide activities and services based on their needs.

Update on activities for 2022

With the continued financial support from the SCRD and the dedication from Darcie Murray, our contractor staff, this program is made possible. We thank both the SCRD and Darcie for helping to provide such impactful support to our local youth.

Food security for youth is one of the larger issues we faced this year. Some solutions we were able to provide was to connect youth with programs that can help arrange regular meals, food bank access, keeping food accessible at schools and providing food access during drop-in programs. Community support through donations and volunteers are helping to address the significant need.

Offered subsidy to 4 youth to attend the Summer Camps at PODS (coordinated with PODS for a streamline registration process)

A summer youth activities handout was created for parents and youth to let them know about things happening on the Coast.

With regards to our Youth Drop-In Activities, we offered a variety of social and physical activities, such as a spring break drop-in program, summer “lake day” drop in, creative club, and different drop in sports nights.

We do our best to provide flexible and adaptable support with the goal of meeting our youths' needs. The complexities facing our youth have evolved over this past year and we are working on the most effective and beneficial way to support them.

We continue to support the restitution program with support from the school.

In 2021 this program supported 42 youth. In 2022, we supported 37 youth and were able to provide 200 hours of direct support. Due to staff medical leave our direct support for this year has decreased but we anticipate that to return to our normal levels in this coming year.

Summary of programs and services to be offered in 2023

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

We hope that with a new space coming in 2023 for the Pender Harbour Community school we will be able to offer more drop-in style youth support services. Including homework club, nutrition/cooking classes, art and hobby classes, movie nights and other fun and safe activities.

There is an increase in desire for drop-in sports programs and we hope to work with the school to coordinate drop in sport nights on a weekly basis. In addition to sports programs, we are also seeing a need for art-based programs. We hope to provide art programs to Pender youth throughout the year – with different focus areas.

Our new building will (hopefully) be complete in 2023, allowing for more use of our space, more diversity in the programs we can offer and an increase in revenue from registration fees. We do not anticipate the building project to cause much if any disruption to our programs. Our current facility will be accessible during the building period, and we plan for the actual transition to the new building to happen in the summertime during our yearly scheduled closure. We are looking forward to expanding access and services for youth and for all residents of Pender Harbour/Area A in the near future.

Pender Harbour YOUTH PROGRAM

Income & Expense Statement for Jan to Oct 2022 (with 2022 Budget) & Proposed Budget for 2023



	ACTUALS Jan-Oct 2022	BUDGET 2022	PROPOSED BUDGET for 2023
INCOME:			
SCRD Grant	15,000.00	15,000.00	15,000.00
Contributing funds	9,981.91	8,000.00	9,000.00
Total Income	24,981.91	23,000.00	24,000.00
EXPENSES:			
Youth Program staff	12,172.00	13,000.00	13,000.00
Youth Program admin	2,250.00	2,300.00	2,400.00
Program Materials & Supplies	1,178.06	1,700.00	1,700.00
Nutritional support	4,394.65	5,000.00	6,000.00
Travel / mileage	750.00	1,000.00	900.00
Total Expenses	20,744.71	23,000.00	24,000.00
BALANCE for remainder of 2022	3,599.29		

Roberts Creek Community School
NIGHTS ALIVE Youth drop-in program.
 Report to the Sunshine Coast Regional District
 December 2022



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

SCRD Budget Year	RCCS Fiscal Year	NA Program Dates	SCRD Grant/ Requested Amount
2020	July 1, 2020 – June 30, 2021	2020-2021 School Year	\$10,000
2021	July 1, 2021 – June 30, 2022	2021-2022 School Year	*\$ 3,000
2022	July 1, 2022 – June 30, 2023	2022-2023 School Year	\$10, 000
2023	July 1, 2023 – June 30, 2024	2023-2024 School Year	\$10, 000

*Note that in 2021, Roberts Creek Community School reduced the application request from \$10,000 to \$3,000 in response to a surplus resulting from reduced programming during the early stages of the pandemic in 2020-2021. Except for 2021, the SCRD has funded Nights Alive \$10,000 annually since 2004.

Description of the 2023 Nights Alive Program

- Teen/tween drop-in program every Friday from 2:45 – 5:30 pm while school is in session.
- Program begins and ends in the Roberts Creek Community School Gym. Activities are usually located in the gym, with regular walking field trips to the beach and other local spots.
- Open to students in grade 6/7.
- Students are offered and help to prepare free, nutritious food.
- No attendance fees is charged.
- Depending on group size, two - four staff are always on duty.
- Activities provided this year will appeal to a wide range of interests and may include music & coffee houses, cooperative games, organized sports, beach gatherings, art activities, and special guests.
- Youth participate in the program design. A variety of activities are offered each evening.
- Policies and procedures for the program are in place.
- Staff will be offered training opportunities.
- At least one First Aid-trained staff member will always be present.
- An incident record book is kept on site.
- The Sunshine Coast Youth Outreach team regularly visits the program.
- Staff work closely with community school coordinators, school staff and administration to support students as needed.



Benefits of the program

- Program provides an emotionally and physically safe space for youth to regularly socialize and participate in activities.
- Staff members are excellent role models who build strong relationships with youth.
- The Nights Alive Coordinator has extensive experience organizing programming and working with youth, including youth at risk.
- The program leverages the work of the Sunshine Coast Youth Outreach Team – it is a venue where Outreach Workers can connect with vulnerable youth who benefit from support.

New Program Feature!

Funded by the United Way of British Columbia, two Elphinstone Secondary students will be hired as *Future Leaders* to support Nights Alive programming, gain useful work experience, receive training opportunities, and support grade 7 students transition to high school.

Nights Alive Testimonials

John Lussier, Former RCES Grade 7 Teacher

The teen and tween years can be filled with uncertainty and angst. It can be a very difficult time for many youth. And one thing almost all young people want, almost above anything else, is to belong. They want to be noticed by their peers and to feel like they matter. Nights Alive provides a safe, supportive environment where this can happen. It offers the students of Roberts Creek Elementary and the surrounding schools a place where these students can be themselves, can be with friends and the opportunity to make some new connections. I have seen students in my class who simply love going to Nights Alive. In the fall of each school year, I have students asking me every week when Nights Alive is going to start. I have seen new friendships form as a result of them attending.

There are also a group of incredible young adults who supervise and run the activities at Nights Alive. They have become role models for my students and the teens and tweens feel a real connection to and have a genuine trust in the leaders. It is a worthwhile program where the youth of our area can have very positive experience on a Friday evening and, in one small way, can help them navigate the challenging times of adolescence.

Sheila Wilson, RCCS Coordinator

Sheila administers, manages staff, and oversees the program. From her perspective the value of supporting youth while they transition into the next phase of their lives is the overarching mission of Nights Alive. *"Launching into adolescence is a challenging phase of life as kids stretch their wings and test the waters of independence. Our youth benefit tremendously from the regular influence and caring support of our amazing team."*

Briar Hartwell, NA Coordinator 2019-present

"Students will shine when given the opportunity to highlight a skill or assume some leadership role." Briar witnesses that typical behaviour challenges and social coping mechanisms tend to not even surface in many of the kids who really struggle in the regular classroom setting.



Student Feedback – 2022 Participants

Neko – Semir is the best guy in the universe! They are all really nice – they check in on us to make sure we are okay and that we have got enough food. I love the races that we do – they are awesome! The activities and food are awesome, and I love the freedom that we have when we are at Nights Alive!

Daniel – I love how we do really fun activities that we wouldn't do at school. The program leaders are really nice people and really friendly!

Noah – Nights Alive is really fun because we do lots of fun activities like building things. It's great that they feed us and it's nice to be able to help make the food.

Name of Organization	Roberts Creek Community School Society
Date Created:	December 13, 2022
	5-Year Plan
Budget Planning Year:	SCRD 2023 Budget / RCCS 2023-2024 School Year

	Budget	% Inflation	Financial Planning				
	2023		2024	2025	2026	2027	NOTES:

REVENUE:

Local Government Request											
SCRD	\$	10,000.00	101%	\$	10,100.00	\$	10,201.00	\$	10,303.01	\$	10,406.04
Total Request	\$	10,000.00		\$	10,100.00	\$	10,201.00	\$	10,303.01	\$	10,406.04

Other Revenue											
Roberts Creek Community School	\$	700.00	101%	\$	707.00	\$	714.07	\$	721.21	\$	728.42
Sub Total Other	\$	700.00		\$	707.00	\$	714.07	\$	721.21	\$	728.42

2021 Year (Deficit) / Surplus											
Total Revenue - Organization Generated	\$	700.00	101%	\$	707.00	\$	714.07	\$	721.21	\$	728.42
TOTAL REVENUE	\$	10,700.00		\$	10,807.00	\$	10,915.07	\$	11,024.22	\$	11,134.46

	Budget		Financial Planning				
	2023		2024	2025	2026	2027	

EXPENSES:

Materials and Supplies											
Equipment	\$	300.00	101%	\$	303.00	\$	306.03	\$	309.09	\$	312.18
Snacks	\$	700.00	101%	\$	707.00	\$	714.07	\$	721.21	\$	728.42
Sub Total	\$	1,000.00		\$	1,010.00	\$	1,020.10	\$	1,030.30	\$	1,040.60

Office / Equipment											
Advertising & promotion	\$	300.00	101%	\$	303.00	\$	306.03	\$	309.09	\$	312.18
Administration	\$	1,000.00	101%	\$	1,010.00	\$	1,020.10	\$	1,030.30	\$	1,040.60
Printing	\$	50.00	101%	\$	50.50	\$	51.01	\$	51.52	\$	52.03
Sub Total	\$	1,350.00		\$	1,363.50	\$	1,377.14	\$	1,390.91	\$	1,404.82

Facilty / Utilities

Repairs & maintenance	\$	50.00	101%	\$	50.50	\$	51.01	\$	51.52	\$	52.03
Sub Total	\$	50.00		\$	50.50	\$	51.01	\$	51.52	\$	52.03

Personnel

Mangement & supervision	\$	1,000.00	101%	\$	1,010.00	\$	1,020.10	\$	1,030.30	\$	1,040.60
Staff wages	\$	7,000.00	101%	\$	7,070.00	\$	7,140.70	\$	7,212.11	\$	7,284.23
Sub Total	\$	8,000.00		\$	8,080.00	\$	8,160.80	\$	8,242.41	\$	8,324.83

2 staff @ 3 hrs/wk x @25/hr x 30 wks = \$4500
1 staff @ 3 hrs/wk x \$30/hr x 30 wks = \$2700

Training / Development

Staff training	\$	300.00	101%	\$	303.00	\$	306.03	\$	309.09	\$	312.18
Sub Total	\$	300.00		\$	303.00	\$	306.03	\$	309.09	\$	312.18

TOTAL EXPENSES	\$	10,700.00		\$	10,807.00	\$	10,915.07	\$	11,024.22	\$	11,134.46
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	Budget	% Variance	Financial Planning			
	Budget	Budget	2024	2025	2026	2027
TOTAL COMMITTED EXPENDITURES	\$ 10,700.00	101%	\$ 10,807.00	\$ 10,915.07	\$ 11,024.22	\$ 11,134.46
LESS ORGANIZATION REVENUE	\$ 700.00	101%	\$ 707.00	\$ 714.07	\$ 721.21	\$ 728.42
TOTAL TAX REQUISITION	\$ 10,000.00		\$ 10,100.00	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04

NIGHTS ALIVE Budget 2021	Actuals 2021-2022	Budget 2021-2022	Notes
Revenue			
SCRD funding - Nights Alive 2021	\$ 3,000	\$ 3,000	
SCRD funding - Surplus 2020	\$ 7,000	\$ 7,000	
Internal Funding		\$ 600	
Total Revenues	\$ 10,000	\$ 10,600	
Expenses			
Materials and Supplies			
Equipment	\$ 240	\$ 400	
Snacks	\$ 750	\$ 500	
Food for other programs	\$ 385		
Office / Equipment			
Advertising & promotion	\$ 50	\$ 200	
Administration	\$ 1,000	\$ 750	
Printing/Computers	\$ 50	\$ 50	
Telephone, Internet, Communication	\$ 250	\$ 200	
Facility / Utilities			
Repairs & maintenance	\$ 50	\$ 100	
Personnel			
Management & supervision	\$ 1,225	\$ 1,500	\$35/hr x 35 hours = \$1225
Staff wages	\$ 6,000	\$ 6,500	
Training / Development			
Staff training		\$ 400	
Total Expenses	\$ 10,000	\$ 10,600	
Surplus/Deficit	\$ -	\$ -	

Roberts Creek Community School Society

Supporting the learning and wellbeing of Cedar Grove and Roberts Creek Elementary School students. Providing programs and services to the community and across the School District.

SCRD Budget Year	RCCS Fiscal Year	NA Program Dates	SCRD Grant/ Requested Amount
2020	July 1, 2020 – June 30, 2021	2020-2021 School Year	\$10,000
2021	July 1, 2021 – June 30, 2022	2021-2022 School Year	*\$ 3,000
2022	July 1, 2022 – June 30, 2023	2022-2023 School Year	\$10, 000
2023	July 1, 2023 – June 30, 2024	2023-2024 School Year	\$10, 000

*Note that in 2021, Roberts Creek Community School reduced the application request from \$10,000 to \$3,000 in response to a surplus resulting from reduced programming during the early stages of the pandemic in 2020-2021. Except for 2021, the SCRD has funded Nights Alive \$10,000 annually since 2004.

Nights Alive

- In existence since 1999
- 36 youth are registered in this drop-in program
- An average of 25 youth attend program each Friday
- Funded by the SCRD since 2004
- A safe space for young people to socialize and recreate
- Led by an experienced team of staff
- Supporting strong peer-to-peer relationships

A large orange shape on the left side of the slide, consisting of a rectangle with a quarter-circle cutout on its right side.

Core Program Components

Every Friday from 2:45 – 3:00 pm

Open to grade 6/7 RCES students

Free and engaging

2-4 trained staff on site

Nutritious food is always provided

Briar Hartwell, NA
Coordinator
2019-present

*Students will shine when given the
opportunity to highlight a skill or
take on a leadership role.*



NIGHTS ALIVE Budget 2021	Actuals 2021-2022	Budget 2021-2022
Revenue		
SCRD funding - Nights Alive 2021	\$ 3,000	\$ 3,000
SCRD funding - Surplus 2020	\$ 7,000	\$ 7,000
Internal Funding		\$ 600
Total Revenues	\$ 10,000	\$ 10,600
Expenses		
Materials and Supplies		
Equipment	\$ 240	\$ 400
Snacks	\$ 750	\$ 500
Food for other programs	\$ 385	
Office / Equipment		
Advertising & promotion	\$ 50	\$ 200
Administration	\$ 1,000	\$ 750
Printing/Computers	\$ 50	\$ 50
Telephone, Internet, Communication	\$ 250	\$ 200
Facility / Utilities		
Repairs & maintenance	\$ 50	\$ 100
Personnel		
Management & supervision	\$ 1,225	\$ 1,500
Staff wages	\$ 6,000	\$ 6,500
Training / Development		
Staff training		\$ 400
Total Expenses	\$ 10,000	\$ 10,600
Surplus/Deficit	\$ -	\$ -

I have had students asking me every week when Nights Alive is going to start. I have seen new friendships form as a result of them attending. It is a worthwhile program where the youth of our area can have very positive experience on a Friday evening and, in one small way, can help them navigate the challenging times of adolescence.

John Lussier, Former RCES Grade 7 Teacher



Name of Organization	Roberts Creek Community School Society					
Date Created:	January 2023					
	5-Year Plan					
Budget Planning Year:	SCRD 2023 Budget / RCCS 2023-2024 School Year					
	Budget	% Inflation	Financial Planning			
	2023		2024	2025	2026	2027
REVENUE:						
Local Government Request						
SCRD	\$ 10,000.00	101%	\$ 10,100.00	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04
Total Request	\$ 10,000.00		\$ 10,100.00	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04
Other Revenue						
Roberts Creek Community School	\$ 700.00	101%	\$ 707.00	\$ 714.07	\$ 721.21	\$ 728.42
Sub Total Other	\$ 700.00		\$ 707.00	\$ 714.07	\$ 721.21	\$ 728.42
2021 Year (Deficit) / Surplus						
Total Revenue - Organization Generated	\$ 700.00	101%	\$ 707.00	\$ 714.07	\$ 721.21	\$ 728.42
TOTAL REVENUE	\$ 10,700.00		\$ 10,807.00	\$ 10,915.07	\$ 11,024.22	\$ 11,134.46
	Budget		Financial Planning			
	2023		2024	2025	2026	2027
EXPENSES:						
Materials and Supplies						
Equipment	\$ 300.00	101%	\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18
Snacks	\$ 700.00	101%	\$ 707.00	\$ 714.07	\$ 721.21	\$ 728.42
Sub Total	\$ 1,000.00		\$ 1,010.00	\$ 1,020.10	\$ 1,030.30	\$ 1,040.60
Office / Equipment						
Advertising & promotion	\$ 300.00	101%	\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18
Administration	\$ 1,000.00	101%	\$ 1,010.00	\$ 1,020.10	\$ 1,030.30	\$ 1,040.60
Printing	\$ 50.00	101%	\$ 50.50	\$ 51.01	\$ 51.52	\$ 52.03
Sub Total	\$ 1,350.00		\$ 1,363.50	\$ 1,377.14	\$ 1,390.91	\$ 1,404.82
Facility / Utilities						
Repairs & maintenance	\$ 50.00	101%	\$ 50.50	\$ 51.01	\$ 51.52	\$ 52.03
Sub Total	\$ 50.00		\$ 50.50	\$ 51.01	\$ 51.52	\$ 52.03
Personnel						
Management & supervision	\$ 1,000.00	101%	\$ 1,010.00	\$ 1,020.10	\$ 1,030.30	\$ 1,040.60
Staff wages	\$ 7,000.00	101%	\$ 7,070.00	\$ 7,140.70	\$ 7,212.11	\$ 7,284.23
Sub Total	\$ 8,000.00		\$ 8,080.00	\$ 8,160.80	\$ 8,242.41	\$ 8,324.83
Training / Development						
Staff training	\$ 300.00	101%	\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18
Sub Total	\$ 300.00		\$ 303.00	\$ 306.03	\$ 309.09	\$ 312.18
TOTAL EXPENSES	\$ 10,700.00		\$ 10,807.00	\$ 10,915.07	\$ 11,024.22	\$ 11,134.46
	Budget	% Variance	Financial Planning			
	Budget		2024	2025	2026	2027
TOTAL COMMITTED EXPENDITURES	\$ 10,700.00	101%	\$ 10,807.00	\$ 10,915.07	\$ 11,024.22	\$ 11,134.46
LESS ORGANIZATION REVENUE	\$ 700.00	101%	\$ 707.00	\$ 714.07	\$ 721.21	\$ 728.42

\$10,000 Requested from SCRD

Conservative inflation rate of 1% built into budget.

\$8,000 of funding pays for staff wages.

Participant Testimonials

Semir is the best guy in the universe! The activities and food are awesome!

Neko

I love how we do really fun activities that we wouldn't do at school!

Daniel





In partnership with another Roberts Creek Community School initiative, this year high school mentors will be hired to support Nights Alive, gain useful work experience, receive training opportunities, and support grade 7 students transition to high school.



United Way
British Columbia

Working with communities in BC's
Interior, Lower Mainland, Central
& Northern Vancouver Island

Thank you to
the SCRD for
the many
years of
support!





ANNEX N

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

To whom it may concern:

Jan 13, 2023

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

You will find in our budget vs actuals for last year that some of these programs had actuals lower than what was budgeted due to the lack of programming in those categories due to the previous/ongoing pandemic. Kidz Club/Coastal Kids' program run year round as we were one of a few facilities providing care for the school age child. Some admin fees are still higher due to the continuous lack of qualified or available staff, therefore coordinator fills those roles at times. All programs for the 2022/23 school year and summer are in full operation.

The following are programs that are up and running as Covid 19 protocols were lifted.

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

Try a Trade (formerly Cool School) — is a hands-on experience in the shop area of Elphinstone Secondary School. Qualified tradesmen volunteer their time to teach youth safety and operations of hand and stationary tools to create projects for personal use.



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

Homework Club – We have recently moved back to in class groups with a qualified teacher. This has been used heavily with more attendance the closer they get to exams. We have also extended to a homework club “study buddies” at the elementary school level as well.

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

Sincerely

Sue Wilson

Coordinator

Gibsons Area Community Schools

Gibsonscomschool.sue@gmail.com

Community Partner, Canadian Tire Jumpstart Charities

2022 Budget for Youth Programs

Gibsons & Langdale primarily but all schools invited

Kidz club (yr. round)	Budget	Actual
Staff	\$53,000.00	\$50,286.93
Facility Rental	\$600.00	\$540.75
Food	\$250.00	\$239.23
Supplies	\$2,000.00	\$2,165.05
Admin	\$2,050.00	\$3,916.75
Total	\$57,900.00	\$57,148.71

Elphinstone Secondary primarily (start 2022/23)

Try a Trade	Budget	Actual
Materials	\$2,000.00	
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
Total	\$2,366.00	\$366.00

Langdale Elementary primarily (start 2022/23)

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

Elphinstone Secondary & GES

Homework Club	Budget	Actual
Staff	\$8,250.00	\$10,242.50
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
Total	\$8,616.00	\$10,608.50

Gibsons Elementary primarily

Garden Club	Budget	Actual
Supplies	\$1,000.00	\$1,916.81
Admin	\$100.00	\$200.00
Total	\$1,100.00	\$2,116.81

<i>Budgeted</i>	<i>Ttl. Actual</i>
<i>\$71,448.00</i>	<i>\$70,606.02</i>

Difference	<u>\$841.98</u>
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Finacial plan 2023-2028 (future budget)

Try a Trade (formerly cool school)

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$1,600.00
SCRD	\$2,000.00

Total Income	\$3,600.00
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EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$3,234.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$3,600.00
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FAMILY FUN NIGHTS

INCOME

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

Total Income	\$1,191.00
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EXPENSES

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

Total Exp.	\$1,191.00
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HOMEWORK CLUB

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$6,500.00
SCRD	\$2,000.00
PAC	\$2,000.00

Total Income	\$10,500.00
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EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$10,134.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$10,500.00
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KIDZ CLUB (SPRING/SUMMER CAMP)

INCOME

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

Total Income	\$66,365.00
---------------------	-------------

EXPENSES

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

Total Exp.	\$66,365.00
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GARDEN CLUB

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$2,000.00
SCRD	\$750.00

Total Income	\$2,750.00
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EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$2,400.00
Admin	\$350.00

Total Exp.	\$2,750.00
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SUNSHINE COAST TOURISM 2023 FUNDING REQUEST TO SCRD

TO: Sunshine Coast Regional District - Special Corporate and Administrative Services Committee

DATE: January 6, 2023

AUTHOR: Annie Wise, Executive Director, Sunshine Coast Tourism

annie@sunshinecoastcanada.com 604-330-3203

SUBJECT: Re: 2023 SCRD Budget Request - Community Partners & Stakeholders

Introduction

Our Mission

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

Our Vision

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

Our Strategy

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

2022 Key Learnings

The Sunshine Coast has the proven potential to position itself as a premier destination within British Columbia. While the province is not short on stunning landscapes and recreational offerings, very few places can offer such a breadth of travel-motivating experiences perfectly suited to support the idea of "nature as the magnet." Iconic attractions such as the Skookumchuck Narrows, Desolation Sound, and Princess Louisa Inlet meet with tucked-away trails, secret coves, mountain peaks, and unique communities

that speak to the emotional core of our travellers. The Sunshine Coast is a place visitors can find their wild within.

Overall, accommodation room revenues have rebounded since the beginning of the COVID-19 pandemic, exceeding pre-pandemic (2019) levels by **40% in 2021**, with 2022 revenues on track to exceed 2021 by an additional 40%. Despite this incredible rebound, it should be noted that room revenues are still highly seasonal. In 2019, revenues from Q2 & Q3 represented 70% of the annual total. In 2021, that number decreased to 65%, meaning that the shoulder season (Q1 and Q4) had gained 5% of the annual share, but there is still much work to be done to encourage seasonal dispersion on the Sunshine Coast.

Traditional accommodations provide approximately 950 rooms on the Sunshine Coast. The region also has a large number of short-term rental accommodations, with an estimated additional 1,000 rooms available during peak season—but this is about to change dramatically. The Town of Gibsons and District of Sechelt are currently set (barring any changes from newly elected local governments) to impose new regulations beginning January 1, 2023, that aim to phase out or eliminate a majority of available STRs.

Additional data regarding overnight visitation can be obtained from our internal reservation system Meridian, AirDNA, and our Visitor Centre network. Collectively, these sources show the average visitor stays for three nights, with weekend stays being the most popular. The length of stay has increased over the past two years. Anecdotally, we believe this shift is largely due to the growth of remote work opportunities, whereby visitors can extend their stay by working remotely during their visit.

In 2022, the Sunshine Coast's largest visitor base continues to be BC residents, with a primary focus on the close-in markets of the Lower Mainland and Vancouver Island, with most visitors travelling for leisure and visiting friends and family.

Traditional major attractions on the Sunshine Coast include Skookumchuck Narrows Provincial Park, Gibsons Landing, Desolation Sound Marine Provincial Park, Princess Louisa Inlet, and Savary Island. In addition, there are specific product experiences that have the potential to grow as iconic products/experiences, including Indigenous cultural tourism (such as Indigenous-owned and operated accommodations like Klahoose Wilderness Resort), the Sunshine Coast Art Crawl, the Sunshine Coast Trail, the Powell Forest Canoe Route, backcountry alpine hiking and snowshoeing, boating, fishing, wildlife viewing, scuba diving, health and wellness, and culinary experiences. Product development is ongoing, including a new Harbour Air route between downtown Vancouver and Powell River that launched in March 2022 and the opening of new restaurants with strong culinary offerings, such as Brassica in Gibsons. These new offerings further bolster the Sunshine Coast's opportunity for growth.

Key challenges to the region include:

- Transportation barriers, specifically:
 - Frequent disruptions to BC Ferries service and confusion caused by BC Ferries messaging, fewer sailings but higher demand than in 2019, aging infrastructure resulting in breakdowns, delays, and cancellations
 - Limited availability of rental cars in a primarily drive market
 - Limited, infrequent, or in some parts of the Sunshine Coast, no options for taxis, ride share, and public transportation
 - Inadequate and poorly maintained Highway 101 with no alternate route in most cases, leading to high congestion and even complete closures at times. Cycling tourism opportunities are also limited with infrequent shoulder sweeping/maintenance and stretches with narrow or non-existent shoulders.
- lack of meeting and accommodation space (specifically in the high season),
- limited year-round guided activities,
- labour constraints including limited skill sets, housing (staff & resident), and workforce transportation. Many of these labour constraints are being felt throughout the province, and the Sunshine Coast is no exception.
- lower quality service levels, a challenge often intertwined with labour constraints, as mentioned above. Many businesses struggle to attract and retain staff; therefore, the quality of service declines with staff turnover, shortages, or lower-skilled hires,
- extreme weather events, including drought (which led to a state of local emergency for parts of the Sunshine Coast in 2022), continue to negatively impact visitor perception of the destination and drive negative resident sentiment towards tourism.
- Limited accommodation offerings, especially at key times of the year. As mentioned above, implementing the new short-term rental regulations will certainly affect visitation in the region. We anticipate increased demand for traditional accommodations in Gibsons and Sechelt and potentially for STRs located outside those two communities. However, the traditional accommodations in Gibsons and Sechelt already have high occupancy rates, especially in the summer months, which may mean that visitors choose a different destination altogether if unable to find adequate accommodation. Vancouver and regional media has also covered the new STR rules and left a negative perception on potential visitors.
- COVID-19 has also challenged our local tourism industry, yet tourism revenues are at all-time highs. The Sunshine Coast has benefited from a captive local audience, with many British Columbians taking time to travel in their own backyard and visit the Sunshine Coast for perhaps the first time. As global travel resumes, competition for travellers is proving to be fierce. There is a chance that visitation and room revenues could drop, as people start planning trips abroad. Still, at the same time, international visitors began to return this year with continued signs of intent from Germany, the UK, and the Netherlands, in particular.

Other key internal activities:

- The Sunshine Coast Tourism team has been working hard to update and upgrade the Sunshine Coast's digital presence and will be rolling out an upgraded website supported by a new CMS and CRM platform in December 2022. The new website will be more user-friendly and feature new functionalities such as listings that can be filtered by amenity, basic itineraries that can be shared easily by email, and more opportunities for partner referrals (including a new special offers module and "quick view" listing links in blog content). We will also be able to measure referrals within Google Analytics more accurately.
- Successful application to the federal Active Transportation Fund to extend the feasibility study for an All Ages and Abilities (AAA) active transportation route. (Phase 1 was funded independently by Transportation Choices Sunshine Coast; SCT applied to extend for Phase 2 from Sechelt to Lund)
- Supported grant-funded projects for local trail development
- Established regular progress meetings with multiple stakeholders, partners, governments and Nations with overlapping roles, jurisdictions, and rights
- Continued the "Sustainable Sunshine Coast" initiative to both attract and educate respectful visitors on key issues such as water conservation, wildfires, wildlife, and *Leave No Trace* principles.
- Launched two mobile visitor services pilot programs, in Gibsons and in Sechelt, with an electric Jeep and an e-bike kiosk to expand our visitor services reach and engagement. These mobile offerings were very successful and increased the overall number of visitors served in the community. They also fostered great engagement with our residents and their sense of community pride.

Current Financial Position: 2022 Budget vs. Actuals

CURRENT FISCAL (May 2022- Apr 2023)	BUDGET	ACTUAL YTD
Revenues		
Stakeholder Investment	\$10,000	\$200
Local Governments (below)		
- Sunshine Coast Regional District	\$20,000	\$20,000
- qathet Regional District	\$12,000	\$12,000
- District of Sechelt	\$12,800	\$12,800
- Town of Gibsons	\$7,200	\$7,200
- City of Powell River	\$28,000	\$28,000
Grants (Federal, Provincial)*	\$447,829	\$408,829
Destination BC Co-Op Marketing Program (Matched Funds)	\$121,837	\$135,375
Traditional MRDT	\$550,000	\$459,582
OAP MRDT**	\$256,656	\$256,656
Visitor Services	\$162,100	\$128,224
Other Projects/Misc. (Interest, GST Rebate, etc)	\$56,434	\$56,854
TOTAL REVENUES	\$1,684,856	\$1,525,720
Expenses		
Destination Marketing	\$540,705	\$22,053
Visitor Services	\$162,100	\$146,144
Destination Development Projects*	\$436,727	\$48,393
OAP Affordable Housing Distributions**	\$153,994	\$153,994
Board & Committee, Industry Training & Events	\$15,950	\$5,623
Payroll/HR, Contractor Fees, Prof Dev/Training	\$274,083	\$223,090
Office/Admin	\$31,433	\$20,143
Contingency	\$65,000	\$60,000
TOTAL EXPENSES	\$1,674,992	\$679,440
Gain/Loss	\$4,864	\$846,280

*Grant funding received for Destination Development Projects is often for longer-term, multi-year plans. Some revenues are carryovers from previous fiscal years as long-term deferrals, and related expenses are recorded within the fiscal year they were spent.

**OAP MRDT is held in a reserve account until a full-year accumulation and then recorded as revenue. Therefore the current fiscal budget OAP revenues are based on amounts that accumulated the previous year.

Proposed 2023 Budget & 5-Year Financial Plans

	2023	2024	2025	2026	2027
Revenues					
Stakeholder Investment	25,000	\$28,000	\$30,000	\$33,000	\$36,000
Sunshine Coast Regional District	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
qathet Regional District	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
District of Sechelt	\$12,800	\$12,800	\$12,800	\$12,800	\$12,800
Town of Gibsons	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200
City of Powell River	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
shíshálh Nation	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Tla'amin Nation	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Grants (Federal, Provincial)*	\$60,000	\$75,000	\$80,000	\$85,000	\$90,000
Destination BC (Matched Funds)*	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000
Traditional MRDT	\$575,000	598,000	\$621,920	\$646,797	\$672,669
OAP MRDT**	\$300,000	\$175,000	\$165,000	\$160,000	\$150,000
Visitor Services	\$203,500	\$192,500	\$198,275	\$204,223	\$210,350
Other Projects/Misc.	\$20,000	\$20,000	\$20,000	\$20,000	20,000
TOTAL REVENUES	\$1,395,500	\$1,300,500	\$1,327,195	\$1,361,020	\$1,391,019
Expenses					
Destination Marketing	\$511,000	\$500,000	\$510,000	\$525,000	\$540,000
Visitor Services	\$203,500	\$192,500	\$198,195	\$204,020	\$208,019
Destination Development Projects	\$100,000	\$120,000	\$125,000	\$125,000	\$130,000
OAP Affordable Housing Distributions	\$200,000	\$105,000	\$99,000	\$96,000	\$90,000
Board & Committee	\$16,000	\$12,000	\$12,000	\$12,000	\$12,000
Payroll/HR	\$285,000	\$299,000	\$310,000	\$325,000	\$335,000
Office/Admin	\$30,000	\$22,000	\$23,000	\$24,000	\$26,000
Contingency	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL EXPENSES	\$1,395.500	\$1,300,500	\$1,327,195	\$1,361,020	\$1,391,019
Gain/Loss	\$0	\$0	\$0	\$0	\$0

*Sunshine Coast Tourism is actively pursuing grant opportunities, especially for destination development projects. It is difficult to predict what will be available in future years, but both the Provincial and Federal governments are continuing to create programs to support the further development of the tourism industry

**OAP MRDT is expected to decrease in future years due to new short-term rental regulations in Gibsons and Sechelt

Summary of Programs and Services for 2023

Our 5-Year Strategic Business Plan identified four goals for continued success:

1. Continue building awareness and regional brand equity.
2. Increase our Net Promoter Score to be in the top 5 in BC.
3. Continue to score in the Tourism Sentiment Index's high category for our competitive set (small waterfront communities).
4. Drive room revenues up 25% from pre-COVID-19 levels and then maintain a 4% annual growth rate thereafter

Key Strategic Pillars

1. Strength Through Alignment
 - a. Leverage the power of partnerships by aligning efforts with Destination BC and other tourism partners that have a similar target focus.
 - b. Tie marketing and media relations efforts to at least one of the Sunshine Coast's unique selling propositions (USPs):
 - c. Address the need for geographic dispersion to less busy areas, especially during the summer months and seasonal dispersion to the quieter off-peak (October-April) months. Given COVID-19 impacts, put a renewed focus on off-season visitation.
2. A Data-Smart Destination
 - a. Leverage opportunities provided through Destination BC's marketing hub.
 - b. Leverage continued investments in data-driven marketing and analysis technologies to generate and manage leads and referrals to tourism partners.
 - c. Focus on channels and tools that provide the ability to measure performance as close to real-time as possible and that will build a better understanding of our visitors.
3. Sustainable Tourism Growth Management
 - a. Manage tourism growth on the Sunshine Coast to ensure positive visitor experiences are balanced with community capacity and protection of natural places and aligned with philosophies of Indigenous stewardship of the land.
 - b. Facilitate the development of programming and experiences that result in a more geographically dispersed visitor base during the peak summer period (to less busy areas) and an increase in visitation to the region during the quieter fall through the spring period.

- c. Work with the provincial government and industry partners to influence BC Ferries to increase the frequency and volume of sailings from the Lower Mainland to Langdale.
 - d. Align with provincial and local governments for infrastructure projects and access additional grant funding to develop a sense of place for the region,
 - e. Use the Visitor Centres as physical and digital hubs that can address the needs of a sustainably managed tourism industry through visitor communications before, during and after their trip.
4. Organizational Excellence
- a. Foster a staff culture of curiosity, learning and responsibility for decision-making.
 - b. Empower all staff to engage with visitors and assist them with their travel decisions.
 - c. Empower all staff to engage with the industry and make appropriate decisions.
 - d. Move from a member based to a more inclusive stakeholder-based organization.

Sunshine Coast Tourism's Programs and Services

1. Destination Marketing

The Big Picture:

Our work in destination branding and promotion is often the first introduction a person sees to the Sunshine Coast. Promoting a community may seem less important than other issues we face - however, destination promotion really should be seen as the foundation of all the other work that local governments do. Why? Positioning your community as welcoming and attractive not only grows tourism and visitation, it's also the first step towards further economic development, resident attraction, and ultimately, building a thriving community with a strong commercial tax base. Put simply, **travel and tourism create jobs and generate tax revenue in our local communities, which in turn, helps pay for important public services.**

The Details:







The Sunshine Coast area stretches from the northwest of Langdale (Port Mellon and McNab Creek) along 180km of land to north of Lund and to Bliss Landing, Desolation Sound, and the waterways running to the northern tip of Toba Inlet and Princess Louisa Inlet. It encompasses the jurisdictions of the Sunshine Coast Regional District and qathet (Powell River) Regional District including the following islands: Gambier, Keats, Nelson, Hardy, Thormanby, Texada, Lasqueti, and Savary.

The purpose of the program is to bring these communities together under the regional brand of the "Sunshine Coast" to increase awareness and consideration of the Sunshine Coast as the premier travel destination in British Columbia, while deeply collaborating with Destination BC to support the provincial vision of making BC the most highly recommended destination in North America. The

Sunshine Coast's synergy of its rural, coastal communities is its strength, and the region is prime for touring and exploring.

Through the power of partnerships and working together, the Sunshine Coast can achieve greater market presence, maximize return on investment, reduce duplication of effort, and support local and provincial partners alike. While some marketing activities are ongoing throughout the year, the majority of funds and efforts are put towards promoting shoulder season travel (September to May). Geographic dispersion is also a key piece of the marketing plan since capacity varies in Sunshine Coast communities throughout the year.

Our marketing uses a variety of tactics to reach our target audiences:

 BRANDING Develop, maintain, and grow the "Sunshine Coast, BC" brand See Our Brand Framework >	 PAID ADVERTISING Creating compelling advertising across both traditional and digital media to create an emotional urgency to visit the Sunshine Coast.	 OWNED MEDIA Our unique website, social media channels, promo videos, email newsletters, travel guides, maps, and brochures are content that we've created to provide helpful information, ideas, and opinions audiences may not find elsewhere.
 EARNED MEDIA We work with journalists, freelance writers, social influencers, editors, and broadcasters on travel-focused stories to build destination awareness in our top markets.	 STRATEGIC PARTNERSHIPS Collaborate with Destination BC and other local & regional tourism partners and sectors (ex: Coastal Circle Route, BC Ale Trail) to leverage funding & cooperatively market shared attractions.	 CONSUMER SHOWS Exhibit at consumer travel shows to speak face-to-face with potential visitors, promoting the Coast, its attractions and businesses

2. Visitor Services

The Big Picture:

Sunshine Coast Tourism's primary goal is to have all the visitor services teams within the region work together to shape an exceptional visitor experience that makes visitors want to come back and recommend the Sunshine Coast as a great place to visit.

Visitor services are drastically changing. Visitors now expect a seamless omnichannel experience but are also increasingly expecting to be able to solve their problems on their own through self-service. Visitors increasingly expect continuity and best-practice service between customer service channels throughout their travel experience from all businesses and destinations. The increasingly demanding desires and expectations of the consumer must be kept in mind at every step of their experience, from Googling the Sunshine Coast to walking into the visitor centre. The focus of visitor services and marketing needs to be on engaging with visitors how they want, when they want and where they want. Doing so will support a longer length of stay, increased spending, and more sustainable-minded visitor practices.

The Details:

SCT's ongoing vision is to help bring all of the visitor services teams within the Sunshine Coast region into brand alignment with SCT and to facilitate deeper collaboration amongst the information centres and marketing staff to ensure visitors get a consistent message that facilitates high-value engagement while travelling in the region. Visitor Services tactic implementation includes:

- Maintain fee-for-service contracts with Gibsons and Sechelt, delivering primary visitor services at Sechelt and Gibsons brick-and-mortar locations
- Continue to offer mobile/roaming services in Gibsons and Sechelt during the summer, using the electric Jeep (Sechelt) and the e-bike kiosk (Gibsons).
- Apply for federal summer employment funding
- Train up to 8 visitor centre summer students and staff
- Continue to build an end-to-end visitor experience through an integrated, innovative, and whole Sunshine Coast approach
- Sales growth for Sunshine Coast merchandise/souvenirs
- Enhancement of visitor services in all channels including mobile and digital service
- Continue training for staff and industry to improve the visitor experience
- Work with the shíshálh, Skwxwú7mesh, and Tla'amin Nations to provide host Nation cultural training to Visitor Centre teams

3. Destination Management and Development

The Big Picture:

The Sunshine Coast has experienced explosive growth in visitation and new residents in the wake of the Covid-19 pandemic. Effective destination management is the prerequisite for further growth of tourism on the Sunshine Coast. Stakeholder and resident feedback shows strong support for sustainable destination management, and is a key pillar of our 5-year strategic plan. Effective management and strategic development will allow us to keep pace with tourism trends, innovate and adapt to consumer patterns, and be more resilient to challenges. The 10-Year Sunshine Coast Destination Development Strategy details strategic actions related to industry advocacy, experience enhancement, and business support, development, and training. Sunshine Coast Tourism needs to position itself as a leader in the implementation of that strategy.

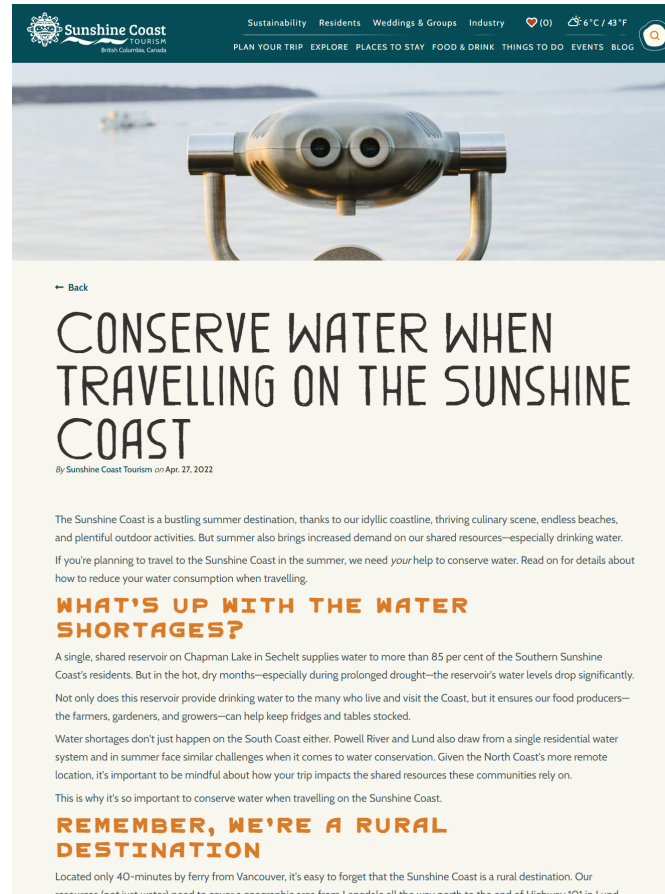
The Details:

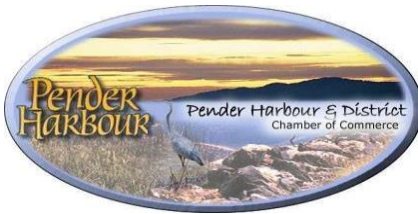
Sunshine Coast Tourism will continue to lead and partner on the implementation of the Sunshine Coast Destination Development Strategic Plan and its actions. Specifically, we will:

- Collect key research and information, including MRDT, hotel data, Environics Mobility Data, Visitor Centre statistics, BC Parks data, digital data (social media, Google Analytics), Net Promotor Score, tourism sentiment, and other data as deemed relevant by the Destination Development Strategy
- Destination Development Strategy Action Item implementation
- Completion of Active Transportation Fund grant project (Active Transportation Path Feasibility Study)
- Achieve GreenStep sustainability certification for Sunshine Coast Tourism
- Continue monthly Destination Development Committee meetings
- Work with local government, community leaders, and stakeholders to share infrastructure and amenity plans; maximize partnership capacity to develop new products and experiences
- Work with community partners to identify infrastructure and funding opportunities
- Secure funding where possible to implement the actions of the Destination Development Strategy
- Conduct Active Transportation Path Feasibility Study project as awarded through the federal Active Transportation Fund

Special note about our Water Conservation messaging for visitors:

Our staff will continue in 2023 to be actively engaged in communications to visitors about our water shortage. While these are just a few examples of the many ways we're working to educate visitors before they arrive, it's also important to know that tourists are not the cause of the water shortage, nor will they be the solution. We want to continue to work as a partner with local government and emergency operations staff to keep visitors in the know when important communications arise.





PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE

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Pender Harbour & District Chamber of Commerce Report

December 18, 2022

Purpose

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

Executive Summary

This report is based on the Pender Harbour & District Chamber of Commerce interim financial results to date in 2022 and our 2023 proposed budget which are all based on a Chamber fiscal year ending December 31.

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

The following reports indicate that four existing programs are ongoing and were supported by 2022 SCRD grants totaling **\$24,700**. Our 2023 plan anticipates SCRD grants for these programs amounting to **\$28,000**. Ongoing programs are Visitor Information Booths (VIB), Visitor Information Center washrooms (VIC washrooms), Tourism Sanitation Services, and Economic Development. Other popular chamber sponsored events/activities which greatly encourage community spirit are "Light up the Harbour" and the "Christmas in Pender Harbour" month, have all been affected by the CoVid-19 pandemic. These initiatives in similar forms have started again.

In 2022, due in part to the changes everyone has had to embrace during these trying times, we expect to finish our year with a small deficit. For 2022 we had planned for a Revenue breakeven against operational expenditures, however Canada Jobs funding to support our "Info Center" fell short of our expectations. Fortunately, our membership continues to be supportive and local businesses appreciate the chamber's services and community presence.

The following data is taken from our financial records; compares the prior 2 years actual numbers to our 2023 plan, complete with narratives for each of our funding requests.

The SCRD grants received and proposed are:

	Rec'd <u>2021</u>	Rec'd <u>2022</u>	Proposed <u>2023</u>
Tourism Sanitation Services	\$ 2,650	\$ 2,700	\$ 3,000
VIC washrooms	\$ 9,500	\$ 9,500	\$11,000
VIB	\$ 8,000	\$10,000	\$11,500
Economic Development	\$ 2,500	\$ 2,500	\$ 2,500
Total of these Programs	\$22,650	\$24,700	\$28,000

DETAILS ON PROGRAM REQUESTS:

Tourism Sanitation Services (PortableToilets) program:

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

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

This grant request for 2023 will continue to allow for (one year round plus one summer months only) Portable Washrooms at Hospital Bay. The cost for 2022 did jump, however we do expect a nominal increase in the service price for 2023.

2023 Budget for Tourism Sanitation Services (Portable Toilets in Hospital Bay):

	Actual 2021	YTD 2022	Proposed 2023
SCRD Grant	\$ 2,650	\$ 2,700	\$ 3,000
Total Revenue	\$ 2,650	\$ 2,700	\$ 3,000
Portable toilets	\$ 2,352	\$ 2,772	\$ 2,800
Admin for this	298	\$ -72	\$ 200
Total Expenses	\$ 2,650	\$ 2,700	\$ 3,000

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

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

Visitor Information Center Washrooms (VIC washrooms)

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

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

Ongoing operations are financed by a combination of volunteer management, contract labor, and grants from the SCRD and voluntary contributions from merchants in the immediate area. CoVid-19 necessitated the closure of these washrooms for several months last year. The washrooms at the Harbour Authority became the service point for visitors and locals who relied on washroom access. Then in September 2020, when those were no longer available to the public, our VIB washrooms reopened with new protocols in place. The impact on cleaning budget was dramatic; however the District did provide consistent funding in 2022 to assist with the maintenance. Local merchants also resumed their annual voluntary funding towards the need in 2022.

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

2023 Budget for VIC Washrooms:

	Actual 2021	YTD 2022	Proposed 2023
SCRD Grant	\$9,500	\$ 9,500	\$11,000
Local Merchants Donations	\$1,940	\$ 2,250	\$ 2,700
Total Revenue	\$ 11,440	\$ 11,750	\$ 13,000
Utilities	\$1,300	\$ 1,915	\$ 2,000
Repairs & maint.	\$ 480	\$ 54	\$ 175
Washroom cleaning	\$5,975	\$ 8,825	\$ 9,025
Washroom Supplies	\$1,915	\$ 2,825	\$ 2,500
Total Expenses	\$9,670	\$13,619	\$13,700

ONE TIME SPECIAL PROJECT, completed during 2022

The Chamber and the local Rotary succeeded in raising sufficient funds to enable the major renovations carried out during 2022. Total funding amounted to roughly **\$38,000**. These funds flowed through a local foundation and all expenses were dispersed accordingly under the supervision of that board.. Many of the trades also donated or reduced the cost of their services resulting this being a very rewarding project for the entire Pender Harbour community.

Visitor Information Booths

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

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

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

Ongoing operations of our main location are financed by a combination of grants from the SCRD and Chamber funding and voluntary contributions from merchants in the immediate area. Never the less, tourism continues to increase in our region and our VIB manager maintains good records to support the reality that Pender Harbour & Area is a destination for many and of great interest to travels from BC, other parts of Canada & Washington and International visitors of all kinds. We are frequently reminded that AREA A is the “Gem” of the south coast and as such we value these visitors and the economic benefits that accompany this tourism business.

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

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

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

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

information center has developed in a meaningful way. Unfortunately the Canada Employment Funding for 2022 was cut in half. The process became quite stingy and left us covering more cost than we anticipated. We made up some difference with volunteers

For 2023 we will revise our approach for employment funding and attempt to be able to have the 2 positions properly funded.

2023 Budget for Visitor Information Booth (VIB):

	Actual 2021	YTD 2022	Proposed 2023
SCRD Grant	\$ 8,000	\$ 10,000	\$ 11,500
Chamber funding	\$ 9,309	\$ 13,412	\$ 11,300
Total Revenue	\$17,309	\$ 23,412	\$ 22,800
Info center Supplies	\$ 77	\$ 1,189	\$ 1,500
Phone and Internet	\$ 1,580	\$ 1,845	\$ 1,800
Mgr & Summer Help	\$25,181	\$23,935	\$ 25,500
Employment Grant	\$ (9,552)	\$ (3,557)	\$ (6,000)
Total Expenses	\$17,309	\$ 23,412	\$ 22,800

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

Listed below are the inquiry stats for the previous years.

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

For 2023 our plan is to operate the main information booth in town hopefully with two paid staff, to re-apply for the student grant, and to put out the call for

volunteer staff, if needed, as this will allow us to best service all visitor enquiries from both land and water. There is always more which we'd like to accomplish.

Long term plans

As is evident by the numbers and the amount of coastal traffic our visitor inquiry numbers continues the trend set from previous years. This appears consistent with the coast in general as more and more travelers include the Sunshine Coast in their itineraries. We anticipate that 2023 will see a settling of the circumstances which made this past year challenging. We wish to be well prepared to share as much information as we can to as many visitors as possible throughout the season. To accomplish this we plan on being open on weekends from Victoria Day until school is out the last week of June. Thereafter, throughout the summer be open for 7-8 hours per day, requiring a bare minimum of 2 paid staff members. Historically we have closed the booth after the September long weekend leaving us with limited information available to tourists in September; so we are reviewing the need for weekend service thereafter. Routing of enquiries to our manager's home office allows us the ability to continue service throughout the shoulder seasons.

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

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

The great news was the award of a **\$50,000 grant** from the Sunshine Coast Tourism which allows us to further renovate the Info Centre space, exterior as well as have placed a new display structure providing information about the Pender area and its' heritage. This "West Coast Style" signage will be covered and be an interesting feature in Madeira Park for everyone to enjoy. Construction has begun and should be complete by March 23.

Economic Development

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

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

For 2022 we requested and received a further grant of \$2,500 and so continued to fund the activities started in 2016 and detailed above. We also provided the same or more volunteer labor to supplement these activities as well as engaging in additional activities which will focus on bringing economic activity to the coast. We believe that one of the ways to draw attention to our area is to show them what their lifestyle could look like, being able to blend work and outdoor recreation together on a daily basis. (CoVid-19 seems to have pushed that movement as we experienced many examples of city folks escaping to do just that.) We will continue to add to our electronic media resources through our website and social media. Media assets (photos, video and writers) are required to build a stock of tools to carry out this initiative. Extra effort was invested to refresh our website this year.

2023 Budget for Economic Development

	Actual 2021	YTD 2022	Proposed 2023
SCRD Grant	\$ 2,500	\$ 2,500	\$ 2,500
Chamber funding max	\$ 4,000	\$ 2,293	\$ 2,000
Total Revenue	\$ 6,500	\$ 4,793	\$ 4,500
Marketing	\$ 1,600	\$1,793	\$ 1,800
Social Media management	\$2,012	\$2,100	\$ 2,100
Website improve & data collection	\$1,400	\$ 900	\$ 600
Total Expenses	\$3,612	\$4,793	\$ 4,500

Long term plans

Our economic development plan is designed to complement and support a coast-wide marketing campaign, Regional Economic Development Office and signage and branding. We will also continue to work with service clubs and voluntary groups to promote the festivals and events that make us a destination for visitors. Consideration is currently being given to adjusting our Web information to be "mobile friendly". The cost of doing so will range between \$5-10,000 according to estimates received so far.

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

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

Name of Organization

Date Created:

Revision Date:

Budget Planning Year:

Year to Date:

PENDER HARBOUR & DISTRICT CHAMBER OF COMMERCE
Tuesday, December 20, 2022
2023
Nov-22

2023 Budget	Actuals to Nov-22	2022 Budget	Variance	% Variance 2023	Financial Planning				
					2024	2025	2026	2027	2028

REVENUE:

Local Government Request

SCRD- Economic Dev	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -	0%					
SCRD- Sanitation Services	\$ 3,000.00	\$ 2,650.00	\$ 2,700.00	\$ 300.00	10%					
SCRD-Visitor Centre Washroom	\$ 11,000.00	\$ 9,500.00	\$ 9,500.00	\$ 1,500.00	14%					
SCRD-Visitor Information Booth	\$ 11,500.00	\$ 8,000.00	\$ 10,000.00	\$ 1,500.00	13%					
-				\$ -						
Total Request	\$ 28,000.00	\$ 22,650.00	\$ 24,700.00	\$ 3,300.00	12%	\$ -	\$ -	\$ -	\$ -	\$ -

Grants

-Employment Grant, VIB	\$ 6,000.00	\$ 3,557.00	\$ 9,900.00	-\$ 3,900.00	-65%					
-				\$ -						
Sub Total Grants	\$ 6,000.00	\$ 3,557.00	\$ 9,900.00	-\$ 3,900.00	-65%	\$ -	\$ -	\$ -	\$ -	\$ -

Other Revenue

-				\$ -						
-Chamber General Revenue	\$ 23,400.00	\$ 20,605.00	\$ 21,800.00	\$ 1,600.00	7%					
-S.C. Tourism Grant	\$ 42,500.00	\$ 7,500.00	\$ 7,500.00	\$ 35,000.00						
Sub Total Other	\$ 65,900.00	\$ 28,105.00	\$ 29,300.00	\$ 36,600.00	56%	\$ -	\$ -	\$ -	\$ -	\$ -

Previous Year (Deficit) / Surplus

Total Revenue - Organization Generated	\$ 71,900.00	\$ 31,662.00	\$ 39,200.00	\$ 32,700.00	45%	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 99,900.00	\$ 54,312.00	\$ 63,900.00	\$ 36,000.00	36%	\$ -	\$ -	\$ -	\$ -	\$ -

2023 Budget	Actuals to Nov-22	2022 Budget	Variance	% Variance 2023	Financial Planning				
					2024	2025	2026	2027	2028

EXPENSES:

Materials and Supplies

- Trade Shows & Marketing	\$ 1,800.00	\$ 1,600.00	\$ 1,600.00	\$ 200.00	11%					
- Social Media & Website	\$ 2,100.00	\$ 2,012.00	\$ 2,000.00	\$ 100.00	5%					

- visual Assets & Data Collection	\$	600.00	\$	-	\$	900.00	-\$	300.00	-50%					
-							\$	-						
Sub Total	\$	4,500.00	\$	3,612.00	\$	4,500.00	\$	-	0%	\$ -	\$ -	\$ -	\$ -	\$ -
Office / Equipment														
- Admin for VIB	\$	1,500.00	\$	102.00	\$	1,500.00	\$	-	0%					
- Admin for Sanitation services	\$	200.00	\$	298.00	\$	320.00	-\$	120.00	-60%					
-							\$	-						
-							\$	-						
Sub Total	\$	1,700.00	\$	400.00	\$	1,820.00	-\$	120.00	-7%	\$ -	\$ -	\$ -	\$ -	\$ -
Facility / Utilities														
- Sanitation Supply	\$	2,800.00	\$	2,704.00	\$	2,400.00	\$	400.00	14%					
- Washroom Supplies	\$	2,500.00	\$	2,523.00	\$	2,200.00	\$	300.00	12%					
- Rental/share of costs	\$	2,000.00	\$	-	\$	1,300.00	\$	700.00	35%					
- Maintenance, VIC	\$	175.00	\$	54.00	\$	1,500.00	-\$	1,325.00	-757%					
- Phone/Internet	\$	1,800.00	\$	1,345.00	\$	2,700.00	-\$	900.00	-50%					
-							\$	-						
Sub Total	\$	9,275.00	\$	6,626.00	\$	10,100.00	-\$	825.00	-9%	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel														
- Washroom Janitorial	\$	9,025.00	\$	6,825.00	\$	7,700.00	\$	1,325.00	15%					
- Manager & summer help - VIB	\$	25,500.00	\$	26,357.00	\$	26,200.00	-\$	700.00	-3%					
-							\$	-						
-							\$	-						
Sub Total	\$	34,525.00	\$	33,182.00	\$	33,900.00	\$	625.00	2%	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses														
- Chamber General Operating	\$	4,925.00	\$	4,037.00	\$	5,355.00	-\$	430.00	-9%					
- Spending SCT grant	\$	42,500.00	\$	7,338.00	\$	6,700.00	\$	35,800.00						
-							\$	-						
-							\$	-						
Sub Total	\$	47,425.00	\$	11,375.00	\$	12,055.00	\$	35,370.00	75%	\$ -	\$ -	\$ -	\$ -	\$ -
Training / Development														
-							\$	-	#DIV/0!					
Sub Total	\$	-	\$	-	\$	-	\$	-	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES														
	\$	97,425.00	\$	55,195.00	\$	62,375.00	\$	35,050.00	36%	\$ -	\$ -	\$ -	\$ -	\$ -

	2023 Budget	Acutals to Nov-22	2022 Budget	Variance	% Variance 2023	Financial Planning				
						2024	2025	2026	2027	2028
CAPITAL REQUIREMENT										
Purchases:										
-				\$ -	#DIV/0!					
Subtotal Purchased	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -
Proposed Exenditures:										
-				\$ -	#DIV/0!					
Sub Total Proposed	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL COMMITTED EXPENDITURES	\$ 97,425.00	\$ 55,195.00	\$ 62,375.00	\$ 35,050.00	36%	\$ -	\$ -	\$ -	\$ -	\$ -
LESS PROPOSED EXPENDITURES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	\$ -	\$ -	\$ -
LESS ORGANIZATION REVENUE	\$ 71,900.00	\$ 31,662.00	\$ 39,200.00	\$ 32,700.00	45%	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL TAX REQUISITION	\$ 25,525.00	\$ 23,533.00	\$ 23,175.00	\$ 2,350.00	9%	\$ -	\$ -	\$ -	\$ -	\$ -

Pender Harbour & District Chamber of Commerce
2023 Budget vs. Actuals
January - December 31, 2022

	2023	YTD	
	Budget Planned	Projected Yearend #	Budget
REVENUE			
Brochure Racking Fees - current	1,150	1,150.00	1,150.00
Chamber Group Insurance Plan Comm	1,100	1,200.00	1,100.00
Community Fundraising	1,000	50.00	1,000.00
Interest & gst rebates	1,200	0.00	0.00
Marquee Tent Rental	200	100.00	300.00
Membership Dues - Current	9,500	9,110.00	9,500.00
Sandwich Board Fees	250	0.00	250.00
SCRD - Economic Development Funding	2,500	2,500.00	2,500.00
SCRD Sanitation Grant	3,000	2,700.00	2,700.00
Grants - Other	42,500	7,500.00	50,000.00
SCREDO Revenue	-	0.00	0.00
Sign Maintenance - Current	6,500	5,750.00	6,500.00
Super Map Logos	-	0.00	0.00
Visitor Information Center			
Grant Income - Employment	6,000	3,557.00	9,900.00
Grant Income - VIB Ambassadors	11,500	10,000.00	10,000.00
Grant Income - W/R Maintenance	11,000	9,500.00	9,500.00
Guides & Maps			0.00
Washroom Subsidy	2,500	2,250.00	2,000.00
Total Revenue	99,900	\$ 55,367.00	\$ 106,400.00
EXPENDITURES			
Advertising & Promotion	1,000	632.00	1,000.00
Bad Debts		0.00	
Bank Service Charges	600	875.00	600.00
Computer and Internet Expenses	800	800.00	700.00
Contract Labour	-	0.00	0.00
Dues and Subscriptions	1,200	1,119.00	1,200.00
Insurance Expense	600	605.00	600.00
Marketing Expense	1,800	1,793.00	1,600.00
Meeting Expense	350	0.00	250.00
Office Supplies	400	555.00	350.00
Payroll Expenses			
Employer share of deductions	1,500	1,510.00	1,400.00
Youth Employment	6,000	5,425.00	8,800.00
Wages-Director/Manager	18,000	19,000.00	16,000.00
Total Payroll Expenses	25,500	\$ 25,935.00	\$ 26,200.00
Travel Reimbursements	-	143.00	0.00
SCRD - Economic Dev Initiatives	600	900.00	900.00
SCRD Portable Toilet Expenses	2,800	2,704.00	2,400.00
Sign Maintenance	42,500	7,340.00	50,000.00
Sponsorship Signs	-	0.00	
Trail Booklets Expense/Recovery	100		100.00
Visitor Information Centre			
Cleaning	9,025	8,825.00	7,700.00
Maintenance of VIC & Washrooms	175	54.00	1,500.00
Office Supplies	1,500	1,189.00	1,500.00
Telephone Expense	1,800	1,845.00	2,700.00
Utilities	2,000	1,915.00	1,300.00
Washroom Supplies	2,500	2,825.00	2,200.00
Total Visitor Information Centre	\$	\$ 16,653.00	\$ 16,900.00
Website & Social Media	2,100	2,100.00	2,000.00
Worksafe BC	75	33.00	75.00
Total Expenditures	97,425	\$ 62,187.00	\$ 104,875.00
Net Income/ Loss	\$ 2,475	-\$ 6,820.00	\$ 1,525.00

Pender Harbour & District Chamber of Commerce

Balance Sheet

As of December 31, 2022

	TOTAL	
	AS OF DEC. 31, 2022	AS OF DEC. 31, 2021 (PY)
Assets		
Current Assets		
Cash and Cash Equivalent		
BEA Funds	901.00	901.00
Class B Equity Shares	76.11	75.27
Class C Equity Shares	62.59	62.59
Operating account	48,552.05	7,013.94
Undeposited Funds	0.00	0.00
Total Cash and Cash Equivalent	\$49,591.75	\$8,052.80
Accounts Receivable (A/R)		
Accounts Receivable	1.00	1.00
Total Accounts Receivable (A/R)	\$1.00	\$1.00
Growth Zone A/R	18,190.00	21,477.81
Cash - Gateway Funds	-5,492.30	-1,876.12
E-Transfer collections	-1,745.00	-4,817.96
Growth Zone - manual deposit clearing	-8,555.00	-12,603.73
Total Growth Zone A/R	2,397.70	2,180.00
Other Receivables	0.00	0.00
Total Current Assets	\$51,990.45	\$10,233.80
Total Assets	\$51,990.45	\$10,233.80
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable (A/P)		
Accounts Payable	1,300.00	1,300.00
Total Accounts Payable (A/P)	\$1,300.00	\$1,300.00
Accounts Payable-other	399.10	399.10
Dock Management Acct Funding	0.00	0.00
GST/HST Payable	-1,093.08	-597.20
Payroll Liabilities	1,767.99	1,132.81
Receiver General Suspense	0.00	0.00
SCREDO Accounts	0.00	0.00
Unearned Revenue	42,500.00	0.00
Total Current Liabilities	\$44,874.01	\$2,234.71
Total Liabilities	\$44,874.01	\$2,234.71
Equity		
Opening Bal Equity	0.00	0.00
Retained Earnings	7,999.09	7,726.27
Profit for the year	-882.65	272.82
Total Equity	\$7,116.44	\$7,999.09
Total Liabilities and Equity	\$51,990.45	\$10,233.80

Pender Harbour & District Chamber of Commerce

Budget vs. Actuals: Budget - 2022 - FY22 P&L

January - December 2022

	TOTAL	
	ACTUAL	BUDGET
Income		
Brochure Racking Fees - current	1,150.00	1,150.00
Chamber Group Insurance Plan Comm	1,062.75	1,100.00
Community Fundraising		1,000.00
Donations	50.00	
Interest/Dividend Income	2.09	
Marquee Tent Rental	100.00	300.00
Membership Dues - Current	9,110.00	9,500.00
SCRD - Community Engagement Funding		250.00
SCRD - Economic Development Funding	2,500.00	2,500.00
SCRD Sanitation Grant	2,700.00	2,700.00
SCREDO Revenue	0.00	
Service Grants - Other	7,500.00	50,000.00
Sign Maintenance - Current	5,750.00	6,500.00
Visitor Information Center		
Grant Income - Employment	3,557.00	9,900.00
Grant Income - VIB Ambassadors	10,000.00	10,000.00
Grant Income - W/R Maintenance	9,500.00	9,500.00
Washroom Subsidy	1,330.00	2,000.00
Total Visitor Information Center	24,387.00	31,400.00
Total Income	\$54,311.84	\$106,400.00
GROSS PROFIT	\$54,311.84	\$106,400.00
Expenses		
Advertising & Promotion	907.03	1,000.00
Bank Service Charges	272.24	600.00
Computer and Internet Expenses		700.00
Dues and Subscriptions	1,118.63	1,200.00
Insurance Expense	605.00	600.00
Marketing Expense	1,792.68	1,600.00
Meeting Expense		250.00
Office Supplies	405.44	350.00
Payroll Expenses		
Taxes	1,697.14	1,400.00
Wages	24,660.17	24,800.00
Total Payroll Expenses	26,357.31	26,200.00
SCRD - Economic Dev Initiatives		900.00
SCRD Portable Toilet Expenses	2,704.39	2,400.00
Sign & VIB Centre Maintenance	7,338.31	50,000.00
Trail Booklets Expense/Recovery		100.00
Travel	143.05	
Visitor Information Centre		
Cleaning	6,825.00	7,700.00
Maintenance of VIC & Washrooms		1,500.00
Office Supplies	1,186.28	1,500.00
Repairs & Maintenance	54.27	
Telephone Expense	1,344.53	2,700.00

Pender Harbour & District Chamber of Commerce

Budget vs. Actuals: Budget - 2022 - FY22 P&L

January - December 2022

	TOTAL	
	ACTUAL	BUDGET
Utilities		1,300.00
Washroom Supplies	2,523.07	2,200.00
Total Visitor Information Centre	11,933.15	16,900.00
Website & Social Media	1,584.10	2,000.00
Worksafe BC	33.16	75.00
Total Expenses	\$55,194.49	\$104,875.00
NET OPERATING INCOME	\$ -882.65	\$1,525.00
NET INCOME	\$ -882.65	\$1,525.00



Coast Cultural Alliance

4638 Sunshine Coast Highway

Sechelt BC V7Z 0E5

artsinfo@coastculture.com

coastculture.com

sunshinecoastartcrawl.com

purplebannertour.com

January 4, 2022

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

To Tina Perrault:

Re: 2023 Sunshine Coast Regional District Budget

The Coast Cultural Alliance appreciates the opportunity to present our 2023 budget request for your consideration. 2022 was a year of great change for us resulting in our income up 12.2% and expenses up 13.9% from the draft budget submitted in 2021. We continue to activate our strategic plan which has allowed us to maintain the health and growth of our successful organization. For 2023 our request is for \$8,000.00.

Please find attached:

- 2022 Year End Financial (Budget versus Actuals as of December 31, 2022)
- 2023 Draft Budget
- 2023-2026 Draft Budget
- A Summary of Programs and Services (including assumptions) to be offered in 2023
- Final Report from 2022 Sunshine Coast Art Crawl
- Stats for SC Art Crawl 2010 - 2022

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

With kind regards,

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

2023 COAST CULTURAL ALLIANCE Budget with percentage

	2023 Budget	% 2023 Budget
Revenue		
Art Crawl	\$43,500.00	44.85%
A&C Calendar (digital version)	\$7,000.00	7.22%
Purple Banner Guide	\$14,000.00	14.43%
Membership	\$18,000.00	18.56%
Sponsorship / Donations	\$14,500.00	14.95%
Total Revenue	\$97,000.00	100.00%
Expenses		
Art Crawl	\$36,000.00	37.11%
A&C Calendar including online	\$6,500.00	6.70%
Purple Banner Guide	\$20,000.00	20.62%
Bookkeeping	\$1,200.00	1.24%
Contractual Expenses	\$12,000.00	12.37%
Credit Card Charges	\$1,300.00	1.34%
Website Maintenance/Design	\$1,700.00	1.75%
Web Hosting and URL	\$4,400.00	4.54%
Advertising/Marketing	\$470.00	0.48%
Professional Fees	\$2,000.00	2.06%
Dues/Memberships	\$500.00	0.52%
Meeting Expenses	\$300.00	0.31%
Insurance	\$1,000.00	1.03%
Office Supplies / Postage	\$450.00	0.46%
Social Media	\$9,000.00	9.28%
Telephone	\$120.00	0.12%
Bank Charges	\$60.00	0.06%
Total Expenses	\$97,000.00	100.00%
INCLUDED IN REVENUE		
SCRD	\$8,000.00	8.25%
DOS	\$3,500.00	3.61%
TOG	\$2,500.00	2.58%
Powell River AC	\$700.00	0.72%
SIGD	\$1,000.00	1.03%
	-	
	\$15,700.00	16.19%

Coast Cultural Alliance

January 4, 2022

SUMMARY OF PROGRAMS AND SERVICES TO BE OFFERED IN 2023 INCLUDING ASSUMPTIONS FOR 2023. (i.e., cost of living increases, etc.).

Most of the uncertainty around Covid-19 has been eased but we realize there may be variants that can still create setbacks. With the lifting of many restrictions in 2022, we moved forward with new projects and have expanded others.

Our new marketing/funding committee secured a sponsor for the 2022/23 yearly **Purple Banner Studio & Gallery Tour Guide**; this allowed us to increase the size of the brochure with a larger map and space for more participants. We hosted launch parties at 5 different local cideries and breweries which brought participants and community together creating greater awareness of this long-standing and well-used marketing tool. We will continue to build on these successes for the 2023/24 brochure.

We will continue to present the annual **Sunshine Coast Art Crawl**. The Crawl was very successful in 2022; we expect it to be strong in 2023. We will again hire skilled contractors to maintain and expand this program, with awareness of participation capacity; our goal is to keep the Crawl sustainable and of excellent quality. Inflation costs of materials and services were very noticeable this year.

The **Arts and Culture Calendar** will no longer have a monthly printed component. The on-line version and weekly e-newsletter, now in a new format, have proved to be effective. This will save the overhead costs of a printed version and the delivery costs, and will create a lower environmental footprint.

In 2022, we produced a pilot series of a new online project via Zoom called **'Peer 2 Peer'** for Artists mentoring Artists. A sponsor was secured for the series to pay the artists involved. This proved very popular and useful for our members. We are partnering with the Sunshine Coast Arts Council to continue this series in 2023.

We will be partnering with the Sunshine Coast Arts Council to bring back the **'Artesia Coffee House'** in the spring of 2023.

We completed a new branding project of the Coast Cultural Alliance in 2022 resulting in a consistent look to all our projects and new website URL, www.coastculture.com. We've streamlined all our social media to @coastculturalalliance and hired a dedicated social media specialist to maintain it.

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

Our budget includes a core funding model and reflects the necessary increase in increments over the next few years to ensure a strong succession plan.

2023 COAST CULTURAL ALLIANCE Draft Budget 2023 - 2026								
	2023 Budget	% 2023 Budget	2024 Budget	% 2024 Budget	2025 Budget	% Budget	2026 Budget	% Budget
Revenue								
Art Crawl	\$43,500.00	44.85%	\$45,000.00	44.55%	\$47,500.00	44.81%	\$48,500.00	44.09%
A&C Calendar	\$7,000.00	7.22%	\$8,000.00	7.92%	\$8,500.00	8.02%	\$9,000.00	8.18%
Purple Banner Guide	\$14,000.00	14.43%	\$15,000.00	14.85%	\$16,000.00	15.09%	\$17,500.00	15.91%
Membership	\$18,000.00	18.56%	\$18,000.00	17.82%	\$18,500.00	17.45%	\$19,000.00	17.27%
Sponsorship	\$14,500.00	14.95%	\$15,000.00	14.85%	\$15,500.00	14.62%	\$16,000.00	14.55%
Total Revenue	\$97,000.00	100.00%	\$101,000.00	100.00%	\$106,000.00	100.00%	\$110,000.00	100.00%
Expenses								
Art Crawl	\$36,000.00	37.11%	\$37,000.00	36.63%	\$38,000.00	35.85%	\$38,500.00	35.00%
A&C Calendar	\$6,500.00	6.70%	\$7,500.00	7.43%	\$9,000.00	8.49%	\$9,500.00	8.64%
Purple Banner Guide	\$20,000.00	20.62%	\$19,600.00	19.41%	\$19,500.00	18.40%	\$19,800.00	18.00%
Bookkeeping	\$1,200.00	1.24%	\$1,300.00	1.29%	\$1,400.00	1.32%	\$14,500.00	13.18%
Contractual Expenses	\$12,000.00	12.37%	\$12,600.00	12.48%	\$13,500.00	12.74%	\$1,400.00	1.27%
Credit Card Charges	\$1,300.00	1.34%	\$1,500.00	1.49%	\$1,700.00	1.60%	\$1,800.00	1.64%
Website Maintenance/Design	\$1,700.00	1.75%	\$1,700.00	1.68%	\$1,900.00	1.79%	\$1,900.00	1.73%
Web Hosting and URL	\$4,400.00	4.54%	\$5,000.00	4.95%	\$5,500.00	5.19%	\$6,000.00	5.45%
Advertising/Marketing	\$470.00	0.48%	\$500.00	0.50%	\$500.00	0.47%	\$500.00	0.45%
Professional Fees	\$2,000.00	2.06%	\$2,000.00	1.98%	\$2,000.00	1.89%	\$2,500.00	2.27%
Dues/Memberships	\$500.00	0.52%	\$600.00	0.59%	\$650.00	0.61%	\$650.00	0.59%
Meeting Expenses	\$300.00	0.31%	\$360.00	0.36%	\$460.00	0.43%	\$460.00	0.42%
Insurance	\$1,000.00	1.03%	\$1,150.00	1.14%	\$1,200.00	1.13%	\$1,300.00	1.18%
Office / Postage / Courier	\$450.00	0.46%	\$500.00	0.50%	\$500.00	0.47%	\$500.00	0.45%
Social Media	\$9,000.00	9.28%	\$9,500.00	9.41%	\$10,000.00	9.43%	\$10,500.00	9.55%
Telephone	\$120.00	0.12%	\$120.00	0.12%	\$120.00	0.11%	\$120.00	0.11%
Bank Charges	\$60.00	0.06%	\$70.00	0.07%	\$70.00	0.07%	\$70.00	0.06%
Bank Charges	\$97,000.00	100.00%	\$101,000.00	100.00%	\$106,000.00	100.00%	\$110,000.00	100.00%
Total Expenses								

INCLUDED IN REVENUE									
SIGD	\$1,000.00	1.03%	\$1,000.00	0.99%	\$1,000.00	0.94%	\$1,000.00	0.91%	
SCRD	\$8,000.00	8.25%	\$8,000.00	7.92%	\$8,000.00	7.55%	\$8,500.00	7.73%	
DOS	\$3,500.00	3.61%	\$5,000.00	4.95%	\$5,000.00	4.72%	\$5,000.00	4.55%	
TOG	\$2,500.00	2.58%	\$2,500.00	2.48%	\$2,500.00	2.36%	\$2,500.00	2.27%	
Powell River AC	\$700.00	0.72%	\$700.00	0.69%	\$700.00	0.66%	\$750.00	0.68%	
			-		-		-		
	\$15,700.00	16.19%	\$17,200.00	17.03%	\$17,200.00	16.23%	\$17,750.00	16.14%	

2022 Sunshine Coast Art Crawl draws big audiences and sales



The Sunshine Coast Art Crawl, organized by Coast Cultural Alliance, was another amazing success in 2022. The COVID-19 guidelines were non-restrictive and made for more comfortable in-person interactions.

Studio and gallery participation included a total of 169 venues, representing more than 270 individual artists from Earls Cove to Langdale. This included 47 new venue listings.

Despite economic challenges this year, such as the high price of gasoline and living expenses, visitation and sales remained strong. There were 38,800 venue visits and reported sales were \$501,000, plus \$40,000 in commissions. That makes for a total of \$1,030,000 that went directly to artists over the last two years.

From a post-Crawl survey with 340 responses, we found that 25 per cent visited more than 16 venues, 67 per cent made a purchase, and 37 per cent were first time visitors. Remarks included, “Visiting the Art Crawl from Vancouver Island was a treat in itself. So well-organized! The highlight (there were several) involved personally meeting the artist of a piece of work I had inherited.” And “My highlight every year is to learn from the artists what their journey has been and what inspires their work. This year there was so much positive energy!”

With the relaxing of COVID-19 restrictions, we extended our marketing to Greater Vancouver, the Vancouver Island area and beyond. We printed 9,000 brochures, and all were distributed – and there was still a demand for more during the Art Crawl. Brochures were racked on BC Ferries for three weeks preceding the event weekend and were distributed by BC Ferries Travel Ambassadors on the Friday and Saturday morning of the Crawl.

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

Venues provided sign in sheets for visitors to collect data. An online post-event survey for Art Crawlers generated 340 completed surveys. Names were drawn for a donated two-night stay, with spa passes, at the Painted Boat Resort, and three BC Ferries Experience Card prizes provided by Coast Cultural Alliance.

Artists reported that attendees were eager to show their support for local art with their notable purchases, as suggested by the sales numbers. Art Crawlers commented that they were so happy to get out and enjoy an incredibly positive and fun event. Sample excerpts from participating artists included, “This year’s Crawl was amazing. People were really engaged ... including the kids. So many wonderful comments and lots of excitement.”

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

Islands	Mainland	BC	CDN	US	Intl
Parksville	Burnaby	Whitehorse	Stony Plain, AB	New York	Great Britain
Maple Bay	Vancouver	Black Creek	Edmonton	Port Pentic	Rochester, Ken UK
Pender Island	Squamish	French Creek	Okotoks AB	Phoenix	Amsterdam
Salt Spring	North Van	Fort Nelson	Redwater AB	Bellingham WA	Panama

Victoria	New West	Bowser	Oakville Ont	Olympia WA	Bolivia
Bowser	Ladner	Osoyoos	Kingston Ont	Spokane WA	Melbourne Australia
Nanaimo	West Van	Ashcroft	Cambridge Ont	Vancouver WA	Queensland
Ladysmith	Delta	Calgary	London Ont	Seattle WA	Utrecht, Holland
Anmoore	Richmond	Patton	Mississauga Ont	Kingston WA	Czechia
Duncan	Whistler	Greenwood	Port Ryerson Ont	Mt Vernon WA	Paris France
Comox	Steveston	Kelowna	Dundas Ont	Federal Way WA	Lancaster UK
Bowen Island	Kitsalano	Merritt	Toronto	Florida	
Pt Alberni	Ft Langley	Grand Forks	Ottawa	Denver CO	
Campbell River	Pt Coquitlam	Hope	New Glasgow NS	Portland OR	
Cumberland	Langley	Sheridan Lake	High Prairie	Sarasota FL	
Gambier	Pitt Meadows	Peachland	Winnipeg	Tampa Fl	
Black Creek	Coquitlam	Kamloops	Summerside PEI	Los Angeles CA	
Nanoose Bay	Chilliwack	Armstrong	Grand Prairie	Braham, MN	
Courtenay	Surrey	Castlegar	Nova Scotia	St Paul MN	
Mill Bay	Abbotsford	Ft Nelson	Hudson Que	Minneapolis MN	
Chemainus	White Rock	Smithers	Sherbrooke Que	Texas	
Sidney	Tsawwassen		Viscount Sask	Tampa Fl	
Qualicum Beach	Maple Ridge			LaLanada CA	
	Port Moody			Utah	
	Mission			Alaska	
				Minnesota	

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



2010

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

2011

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

2012

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

2013

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

2014

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

2015 - (no longer Powell River Venues)

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

2016

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

2017

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

2018

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

2019

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

2020 (Covid-19 pandemic restrictions)

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

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

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

37,000 studio visits

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

2022 (Covid-19 restrictions lifted)

169 participating venues (47 new) representing 270+artists – 1 by appt only, 38,800 studio visits

\$501,000 reported sales plus \$40,000+ recorded commissions and sign ups for workshops etc + many sales post Art Crawl

2022 COAST CULTURAL ALLIANCE BUDGET VS ACTUALS

	2022 Budget	22 Actuals
Revenue		
Art Crawl	\$35,950.00	\$44,148.80
A&C Calendar - including online	\$6,700.00	\$7,200.00
Purple Banner Guide	\$12,400.00	\$13,213.35
Membership	\$16,000.00	\$17,692.99
Sponsorship	\$13,500.00	\$11,750.00
Donations (general)		\$911.00
Total Revenue	\$84,550.00	\$94,916.14
Expenses		
Art Crawl	\$32,000.00	\$37,436.73
Calendar & e-newsletter	\$8,000.00	\$5,000.00
Purple Banner	\$17,000.00	\$19,599.40
Social Media - IG FB Video- NEW		\$7,049.00
Bookkeeping/Accounting	\$2,000.00	\$1,014.01
Administration (Contractual Expenses-SCRD report)	\$11,400.00	\$11,400.00
Website Maintenance/Design	\$2,000.00	\$1,730.00
Web Hosting and URL	\$3,500.00	\$4,596.00
Advertising/Marketing	\$1,700.00	\$486.30
Professional Fees	\$2,700.00	\$5,125.00
Dues/Memberships	\$650.00	\$449.80
Meeting Expenses	\$550.00	-\$250.00
Insurance	\$1,100.00	\$910.00
Office Supplies	\$600.00	\$216.16
Postage and Courier	\$200.00	\$106.31
Telephone	\$150.00	\$112.00
Credit Card Charges	\$950.00	\$1,239.28
Bank Charges	\$50.00	\$78.13
Total Expenses	\$84,550.00	\$96,298.12
*2022 List of grants INCLUDED in projects		
Grant - SCRD (CrI \$4300; AC \$3200)		\$7,500.00
Grant - DOS (CrI \$2000; AC \$1500)		\$3,500.00
Grant - TOG (CrI \$1000; AC \$1000)		\$2,000.00
Grant - PRAC (\$300-AC; \$300 PB)		\$600.00
Grant - SIB (CrI \$550; AC \$550)		\$0.00
Grant - Artvest		\$5,000.00
Totals		\$18,600.00
*Artvest is a one time grant		

COAST CULTURAL ALLIANCE**Profit & Loss**

January through December 2022

	Jan - Dec 22
Ordinary Income/Expense	
Income	
4900 · Donations	
4910 · General Donations	911.00
4902 · Art Crawl	6,392.00
Total 4900 · Donations	7,303.00
4800 · Sponsors	
4807 · General Sponsors	750.00
4806 · Purple Banner	3,500.00
4802 · Art Crawl	7,500.00
Total 4800 · Sponsors	11,750.00
4300 · Art Crawl	
4340 · Participants	23,900.80
4310 · Advertisers	3,120.00
Total 4300 · Art Crawl	27,020.80
4400 · Purple Banner Revenue	
4425 · Flags	430.99
4410 · Advertisers	2,426.00
4420 · Event ads	930.00
4430 · Participants	8,877.36
Total 4400 · Purple Banner Revenue	12,664.35
4100 · Membership	
4140 · Website income	25.99
4110 · Business	3,463.00
4130 · Non-profit organization	1,800.00
4120 · Individual	12,289.00
Total 4100 · Membership	17,577.99
4600 · Grants	
4699 · Grants - other	5,000.00
4621 · PRCA - Art Crawl	600.00
4612 · SCR D Ec Dev - Art Crawl	4,300.00
4611 · SCR D Ec Dev - A&C	3,200.00
4606 · DOS - Art Crawl	2,000.00
4680 · Town of Gibsons - A&C Calendar	1,000.00
4681 · Town of Gibsons - Art Crawl	1,000.00
4605 · DOS - A&C Calendar	1,500.00
Total 4600 · Grants	18,600.00
Total Income	94,916.14
Cost of Goods Sold	
50000 · Cost of Goods Sold	0.00
Total COGS	0.00
Gross Profit	94,916.14
Expense	
6800 · General Expenses	
6811 · Social Media	7,049.00
6995 · Website Maintenance & Design	1,730.00
6994 · Web Hosting and URL	4,596.00
6890 · Telephone	112.00
6880 · Professional Fees	5,125.00
6865 · Postage and Courier	106.31
6860 · Office Supplies	216.16
6850 · Meeting Expense	-250.00
6840 · Insurance	910.00
6835 · Graphic Design/Layout	375.00
6830 · Dues and Memberships	449.80
6820 · Credit Card Charges	1,239.28
6818 · Bookkeeping	1,014.01

COAST CULTURAL ALLIANCE**Profit & Loss**

January through December 2022

	Jan - Dec 22
6816 · Bank charges	78.13
6812 · Administration	11,400.00
6810 · Advertising	111.30
Total 6800 · General Expenses	34,261.99
6200 · Art Crawl Expenses	
6291 · Social Media Marketing	49.00
6294 · Web Hosting and URL	327.95
6225 · Signage	821.90
6250 · Launch	456.06
6260 · Marketing	1,414.00
6290 · Project Management	9,000.00
6240 · Graphic Design	2,818.75
6280 · Printing	9,182.20
6270 · Merchandise	646.27
6220 · Advertising	12,720.60
Total 6200 · Art Crawl Expenses	37,436.73
6500 · Purple Banner Expenses	
6545 · Launch expenses	1,327.19
6520 · Distribution Costs	1,193.35
6530 · Flags and poles	699.41
6510 · Advertising	4,225.64
6550 · Printing	5,358.06
6560 · Project Management	4,500.00
6540 · Graphic Design	2,295.75
Total 6500 · Purple Banner Expenses	19,599.40
6100 · A & C Calender expenses	
6110 · Project Management	5,000.00
Total 6100 · A & C Calender expenses	5,000.00
Total Expense	96,298.12
Net Ordinary Income	-1,381.98
Net Income	-1,381.98

COAST CULTURAL ALLIANCE**Balance Sheet****As of 31 December 2021**

	<u>31 Dec 21</u>
ASSETS	
Current Assets	
Chequing/Savings	
1010 · Reserve Funds	6,000.00
1015 · Petty Cash	-9.05
1000 · Chequing Acc	16,358.91
1100 · Equity shares CHQ - "B" and "C"	29.82
1020 · Gaming Acc	0.03
Total Chequing/Savings	<u>22,379.71</u>
Other Current Assets	
1498 · Inventory - Flags and Poles	642.18
Total Other Current Assets	<u>642.18</u>
Total Current Assets	<u>23,021.89</u>
TOTAL ASSETS	<u>23,021.89</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	131.34
Total Accounts Payable	<u>131.34</u>
Total Current Liabilities	<u>131.34</u>
Total Liabilities	131.34
Equity	
3000 · Opening Bal Equity	2,239.01
3500 · Retained Earnings	5,574.19
Net Income	15,077.35
Total Equity	<u>22,890.55</u>
TOTAL LIABILITIES & EQUITY	<u>23,021.89</u>



December 28, 2022

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

Dear Ms. Perreault:

**Re: Gibsons & District Chamber of Commerce Sunshine Coast Tourism Support Program
BC Ferry's Travel Ambassador Program & Sunshine Coast Visitor Information Park
Support Funding Request 2023**

The following funding request is for the continued support of the 2023 Sunshine Coast Visitors & Tourism Information Program that the Gibsons & District Chamber of Commerce provides through BC Ferries Travel Ambassador Program and the Visitor Information Park, Gateway to the Sunshine Coast (top of by-pass on Stewart Road).

The year 2022 continued to be a challenge as we emerged from the shadows of Covid – 19 and the many travel and engagement restrictions that impacted the movement of visitors and tourists to the Sunshine Coast. While vaccination rates greatly improved and people began to feel comfortable about engaging, the steady increase of people coming to the Sunshine Coast gave positive vibes about our tourism sector recovery.

Continued efforts of all businesses and community support organizations to demonstrate a welcoming to all our visitors will contribute to the positive economic recovery that the Sunshine Coast needs.

The Sunshine Coast continues to benefit from its proximity to the mainland and the ease of getting here (BC Ferries notwithstanding), provides a unique experience away from the urban sprawl. With limited or difficult travel to other provinces, the US and even Vancouver Island bodes well for the quick access to the Sunshine Coast and the unique experiences available.

Our 20+ year partnership with BC Ferries, Route 3 is stronger than ever, and we benefit greatly from their overwhelming support of our Travel Ambassador program that engages with over 20,000 visitor inquiries in 2022. Our on-board partnering with BC Ferries the Steward's Office and their Crew Members to focus more on their own many challenges of safe sailing and security of the passengers instead of answering the many inquiries about tourism and travel to the Coast.

A key element that compliments the Travel Ambassador program and supports the local Visitor Information Centres in Gibsons, Sechelt and Pender Harbour year-round is the Visitor Information Park – The Gateway to the Sunshine Coast.

Our maps of the entire Sunshine Coast with local communities highlighted gives viewers quick reference where places are and how to get there. Plus, the “rest” area is perfect place to miss the heavy traffic, exercise the pets, and event washroom facilities for those who forgot on the ferry while they were mesmerized by the view. Additionally in the prime tourism months a June through September, we have in place a Visitor Information Kiosk (using Canada Summer Jobs program) that will provide up to date information, directions maps, attractions, and activities for people to stop during the daylight travel hours. The on-board Travel Ambassadors advise visitors that more information and details are available before they begin their journey up the Coast.

In 2022 as the tourism/visitor traffic began to rebound upwards towards pre-pandemic numbers, close to 2,000 inquiries were addressed at the Summer Kiosk and an estimate additional 5,000 cars pulled into the VIP.

As the Gibsons & District Chamber of Commerce we support our 200+ business members that range over the entire Sunshine Coast. In addition, we communicate to over 2,000 SC businesses who subscribe to our newsletter and social media feeds. We collaborate with SCREDO and the other Chambers of Commerce when possible to ensure the entire business sector is supported.

As we embark on the 12th year of the Visitor Information Park, the ongoing maintenance costs of the facility continues to impact the need to maintain a welcoming, relaxing, informative and safe place for visitors to stop and become orientated to all that the Sunshine Coast has to offer.

Financial Summary – SCRD Support (see financial statement)

	2021	2022	2023
	Actual	Actual	Request
Visitor Services – Gibsons/Areas D, E & F (Visitor Information Park Kiosk, Wayfinding Map Info and Rest Stop)	\$5,200	\$5,700	\$6,000
BC Ferries Travel Ambassador Program	\$2,500	\$2,800	\$3,000
Total Allocation & New Request	\$7,700	\$8,500	\$9,000

Of special note to consider is that with the 12th year of operating the Visitor Information Park, continued challenges with garbage maintenance, servicing of the Portable Washrooms, increasing grounds maintenance, integrity of the structure requires on going vigilance. That ends up being more costly. Our objective is to ensure the integrity of the structures and to continue to present a clean, picturesque, and inviting place for visitors to stop.

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

Tourism forecasts and predictions continue to predict increased Tourism/Visitor levels as we move into 2023. Our programs and efforts will continue to focus on promoting, supporting, and communicating all that our community has to offer. We position ourselves to complement the efforts of Sunshine Coast Tourism, SCREDO and local businesses to embrace our visitors.

With our Travel Ambassador and Visitor Information Park programs we continue to look at ways to build on and ensure the Visitor's experience and their first impressions are a positive Sunshine Coast welcome – whether they travel via the Visitor Information Park, the Visitor Centres in Gibsons, Sechelt, or Pender Harbour.


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

We look forward to addressing any questions or comments.

Best Regards,



Chris Nicholls
Executive Director



Deb Mowbray
Chair

Gibsons & District Chamber of Commerce				
Draft 2023 Tourism Services Budget				
Tourism Services / Economic Recovery	2021	2022	2022	2023
	YTD Actual	Budget	Actual	Forecast
Sources of Cash / Revenue				
Additional Grants CAN Summer Jobs (2 staff-Act. 1)	4,710.00	4,500.00	4,600.00	4,600.00
Magazine/Map Distribution - Vital Signs - Glacier Media	-	-		
SCRD - T/A Admin Fee	2,500.00	2,500.00	2,800.00	3,000.00
SCRD - VIP Admin /Maintenance Fee	5,200.00	5,200.00	5,700.00	6,000.00
VIP Advertising	12,215.32	7,800.00	7,700.00	5,500.00
Town of Gibsons - Tourism (Kiosk Rental)	500.00	-		
Total Sources (Total Cash In)	25,125.32	20,000.00	20,800.00	19,100.00
	2021	2022	2022	2023
Administrative Expenses	YTD Actual	Budget	Actual	Forecast
Administration	4,000.00	4,000.00	4,000.00	4,000.00
Copier & Copies	400.00	600.00	600.00	600.00
Insurance Commercial Liability, Theft, Licensing	1,400.00	1,500.00	1,740.00	1,800.00
Mobile VIC / KIOSK Location	700.00	300.00	300.00	700.00
Staff Recognition	150.00	200.00	200.00	200.00
*VIP Maintenance / Repair / Garbage / Rebuild / Safety	9,872.27	6,000.00	7,000.00	7,000.00
VIP Advertising Production	522.00	1,000.00	1,100.00	800.00
Tourism Kiosk Staff	5,300.00	5,500.00	5,500.00	6,000.00
Volunteer Recognition	1,000.00	1,500.00	2,000.00	2,000.00
Total Administration Expenses	23,344.27	20,600.00	22,440.00	23,100.00
Tourism and Economic Recovery Net	1,781.05	- 600.00	- 1,640.00	- 4,000.00

Sunshine Coast Search and Rescue Association SCRD Funding Application 2023



SUMMARY

We are an enthusiastic and committed volunteer search and rescue team providing service to a fairly large and technically challenging geographical area. Our task volume has shown significant increase the past few years. Access to mutual aid from other SAR teams is reduced or slowed because of no road connection with other areas. All this, combined with ever more rigorous provincial operating guidelines for safety and technical rescue means our team must invest significantly in training and equipment to maintain our response capabilities. There are ongoing costs to maintain our building and vehicles as well.

- We are the only provincially-mandated Ground SAR group serving the SCRD area; organized search and rescue services for shoreline, land, and inland waters would not exist without our organization.
- Our Search and Rescue services are delivered by volunteers to all people free of charge.
- We provide First Aid services at no charge for various community events throughout the year.
- Our services are accessible to all.
- Sunshine Coast SAR was formally registered as a non-profit society in 1995 and as a registered charity in 2004. It has strong leadership and administration. It existed with some of the current members for 20 years before that, celebrating 46 years of service to our community in 2022.
- We have broad community support.

THE ORGANIZATION

Sunshine Coast SAR has been a registered non-profit society in BC since 1995 and a registered charity with the Canada Revenue Agency since 2004. We are a 100% volunteer organization with no paid employees.

We are normally tasked by the RCMP, BC Ambulance Service (BCEHS), local Volunteer Fire Departments, the Coroner or local government (Sunshine Coast Regional District) and operate within the provincial SAR structure outlined by Emergency Management and Climate Readiness BC (EMCR, formerly EMBC). We have a very good working relationship with our local RCMP detachment, the three local Ambulance units, and the six Volunteer Fire Departments as well as with the three Marine SAR (RCM SAR) groups in our area.

AREA OF OPERATIONS

We respond 24/7 to requests from tasking agencies for searches, rescues, recoveries and local emergencies within the Sunshine Coast Regional District (SCRD). The area covered by our team is the entire Regional District, with a land area of 3,800 square kilometers including to the top of Jervis Inlet with significant rugged wilderness areas. Our bordering SAR teams are Powell River SAR and Squamish SAR areas. All inland waters and offshore islands (Gambier and Keats in Howe Sound being the best known) are also covered. Mountains rise sharply from the coast and there are many forestry roads requiring 4x4 to access them. Many lakes, two cross country ski areas, a vast trail network and two large provincial parks encourage significant

backcountry activity, often at high elevations. We are a tourist and recreation destination for the lower mainland both summer and winter.

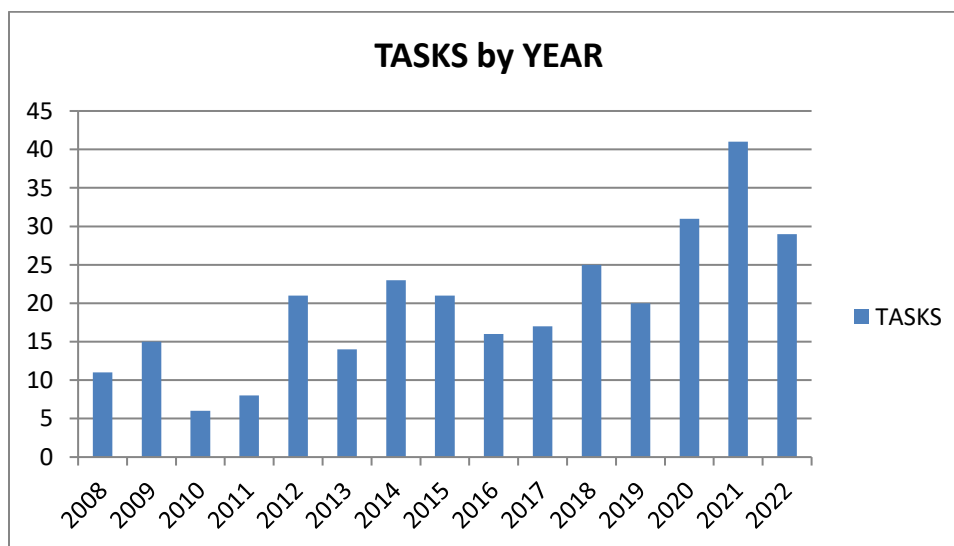
As a provincially mandated SAR team, we can also be tasked to assist in any other area of the province for larger incidents. It is normal for us to assist teams in the Fraser Valley, Howe Sound/Whistler, Vancouver Island and Powell River areas. Similarly, for larger incidents in our own area, we can, and do, call on other teams to provide assistance here.

ACTIVITY

The primary activities are divided into two categories: Operational Response/Preparedness (including tasks and training) and Admin/Community. This table shows these and the number of recorded volunteer hours our members contributed to each during the 2021 and 2022 calendar years.

Activity	Volunteer Hours 2021	Volunteer Hours 2022
Operational Response/Preparedness	4,833	4,167
Administration/Community	1,156	1,148
TOTAL	5,989	5,315
Approximate In-Kind value All hours valued at \$25/hr	\$149,725	\$132,872

In calendar year 2022 we responded to 29 incidents. The chart below shows that, despite fluctuations, there is a clear trend of increasing task volume over the past 15 years. It is reasonable to expect this to continue due to increasing population and recreational opportunities in our area.



EQUIPMENT AND TRAINING REQUIREMENTS

The increasing number of tasks and the isolation which results in delayed access to mutual aid from other teams, requires us to acquire and maintain as many response capabilities as

possible to be able to respond when needed. Besides basic Ground SAR capability, our team has specialized training for rope rescue, swiftwater rescue, search dog, avalanche, tracking, first aid and helicopter operations.

Besides course fees, our travel costs for training are substantial. The team must pay for members to travel off-coast by ferry and pay for accommodation and meals for almost all courses.

During Fall/Winter 2022/23 we are training a group of 14 new members. We do this every 2 or 3 years. It is a significant commitment of both member time and team funds. Our process for selecting new candidates has been refined over the last few intakes. The result is a high retention rate for new members (about 80% after 3 years) and a strong membership commitment.

New members require appropriate PPE and equipment. Our standard PPE includes Kask helmets and Arc'teryx Goretex jackets and pants with substantial reflective patches for visibility and safety. Approximate cost for PPE alone is \$1,000 for each new member. Equipment for each is another \$800-\$1,000.

Equipment must keep pace with training and skills. We have two specialized rescue trucks, two rescue boats and a side-by-side (UTV). Specialty teams require extra gear: for example each individual rope team member requires over \$1,000 of equipment to outfit adequately; each swiftwater member over \$3,000 of equipment. Most of this must be replaced every 5 years.

Managing any incident also requires a command center equipped with computers, communications (radio, cellular and satellite), printers, mapping software, etc. Maintaining our mobile command is vital to our success and safety when responding.

FINANCIAL OVERVIEW

INCOME

We have 5 main potential sources of income:

1. BC SAR Association (BCSARA)
BCSARA receives a lump sum grant from the province each year. These funds are distributed by BCSARA amongst all 79 SAR teams in the province based on the capabilities and qualifications of each team. This has been in place since 2016.
2. EMCR (Emergency Management and Climate Readiness; formerly EMBC/PEP)
SAR teams receive reimbursement for expenses when tasked out.
3. SCRD
The SCRD has provided stable annual funding to Sunshine Coast SAR since the 1990s. The current amount of \$19,000 has not changed since 2012.
4. Donations
As a registered charity, Sunshine Coast SAR receives donations from individuals and local businesses.

5. BC Gaming Corporation grants (BCGC)

In the past these grants were a fairly reliable source of operational funds. Because we feel the need to maintain an adequate contingency fund, current BCGC regulations have made us ineligible for these grants since 2020. To maintain our current capabilities, we anticipate having to draw on those contingency funds over the next few years due to projected deficits. This may permit applying for BCGC funding once again.

EXPENSES

We have 5 general categories of expenses:

1. Equipment
2. Training
3. Vehicle and Hall Maintenance
4. Task/Incident related expenses
5. Administration

Sunshine Coast SAR Budget 2022-2023

Fiscal year May through April

	Budget 2022/23	Actual 2021/22
Income		
43400 · Donations		
43410 · Donations receipted		3,083.53
43420 · Donations via other charities		16,840.00
Total 43400 · Donations	5,000.00	19,923.53
44500 · Provincial Funding		
44540 · BCSARA funding	62,400.00	60,600.00
44560 · EMBC task reimbursement	45,000.00	51,876.22
44500 · Provincial Funding - Other	2,500.00	2,533.00
Total 44500 · Provincial Funding	109,900.00	115,009.22
44600 · SCRD Grant in Aid	19,000.00	17,725.59
44800 · Receiver General GST rebate	0.00	0.00
45030 · Interest-Savings, Short-term CD	250.00	265.33
46430 · Miscellaneous Revenue	0.00	500.00
Total Income	134,150.00	153,423.67
Gross Profit	134,150.00	153,423.67
Expense		
60200 · Annual Dinner	2,400.00	2,351.16
60400 · Advertising & Promotion	800.00	799.18
60750 · Fundraising Expenses	250.00	245.19
60800 · Donations to other Charities	400.00	9,500.00
61800 · Bank Charges and Fees		
61810 · stale uncashed cheques		0.00
61800 · Bank Charges and Fees - Other	400.00	376.13
Total 61800 · Bank Charges and Fees	400.00	376.13
62000 · Building and Facilities		
62030 · Building Insurance	2,760.00	2,002.50
62050 · Building Maintenance & Repairs	5,000.00	386.17
Total 62000 · Building and Facilities	7,760.00	2,388.67
62200 · Professional Fees		
62220 · Accounting Fees	5,000.00	3,196.46
Total 62200 · Professional Fees	5,000.00	3,196.46
65000 · Operations		
65010 · General Liability Insurance	2,640.00	1,688.68
65020 · Postage, Mailing Service	100.00	42.72
65030 · Travel (Admin)	100.00	0.00
65040 · Supplies, Office	500.00	639.64
65060 · Fees and Licences	1,200.00	1,014.77
65070 · Communications - cell	1,500.00	1,201.62
65074 · Communications-satellite	1,080.00	1,000.80
65080 · Software & Apps	2,000.00	1,956.36
Total 65000 · Operations	9,120.00	7,544.59
65100 · Equipment purchase and maint		
65120 · Equipment Insurance	4,800.00	3,169.36
65130 · Electronic Equipment	2,000.00	0.00
65140 · First Aid Equip & Supplies	500.00	4,551.00
65150 · Avalanche Equip & Supplies	500.00	0.00
65160 · Rope Equipment & Supplies	10,000.00	10,622.38
65170 · Swiftwater Equip & Supplies	1,000.00	0.00
65180 · Clothing - PPE	20,000.00	7,034.68
65190 · Equipment & Supplies-other	25,000.00	33,747.94
Total 65100 · Equipment purchase and maint	63,800.00	59,125.36

Sunshine Coast SAR
Budget 2022-2023
Fiscal year May through April

	Budget 2022/23	Actual 2021/22
65300 · Mobile Equipment Purchase/Maint		
65310 · Command Truck (MCU)		
65312 · Command truck fuel	400.00	407.12
65316 · Command truck maint	1,000.00	921.13
65310 · Command Truck (MCU) - Other		0.00
Total 65310 · Command Truck (MCU)	1,400.00	1,328.25
65330 · HARRVe (F350)		
65334 · HARRVe fuel	700.00	539.07
65336 · HARRVe maint	500.00	994.50
Total 65330 · HARRVe (F350)		1,533.57
65350 · UTV Expenses		
65356 · UTV maint		0.00
65350 · UTV Expenses - Other		0.00
Total 65350 · UTV Expenses	0.00	0.00
65370 · Boat expenses		
65374 · Jerrycan/Boat fuel	100.00	72.62
65370 · Boat expenses - Other	500.00	387.57
Total 65370 · Boat expenses	600.00	460.19
65390 · ICBC Fleet Insurance	2,800.00	1,443.47
Total 65300 · Mobile Equipment Purchase/Maint	4,800.00	4,765.48
65500 · Training Expenses		
65520 · Course fees	32,000.00	12,643.32
65530 · Travel for Training	10,000.00	11,530.60
65500 · Training Expenses - Other		259.80
Total 65500 · Training Expenses	42,000.00	24,433.72
66000 · Task Expenses (member reimbursement)		
66110 · Mileage & Meals (tasks)		9,940.72
66120 · Travel & accommodation (tasks)		1,355.80
66130 · Comms expenses (tasks)		831.10
66150 · SAR Dog (tasks)		875.00
66160 · Boats (task)		594.39
66190 · Equip & Misc expenses (tasks)		1,033.51
Total 66000 · Task Expenses	20,000.00	14,630.52
69800 · Uncategorized Expenses		0.00
70000 · New Assets		
70100 · Mobile Equip Additions		
70110 · HARRVe (350) improvements		0.00
70200 · Trailer (new)		0.00
Total 70100 · Mobile Equip Additions		0.00
Total 70000 · New Assets		0.00
Total Expense	156,730.00	129,356.46
Net Income	-22,580.00	24,067.21

Sunshine Coast SAR
Budgets 2022/23 to 2025/26
Fiscal year May through April

	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
Income					
43400 · Donations					
43410 · Donations receipted					
43420 · Donations via other charities					
Total 43400 · Donations	5,000.00	10,000.00	10,000.00	12,000.00	12,000.00
44500 · Provincial Funding					
44540 · BCSARA funding	62,400.00	57,500.00	60,000.00	62,000.00	62,000.00
44560 · EMBC task reimbursement	45,000.00	42,000.00	42,000.00	44,000.00	46,000.00
44500 · Provincial Funding - Other	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
Total 44500 · Provincial Funding	109,900.00	102,000.00	104,500.00	108,500.00	110,500.00
44600 · SCRD Grant in Aid	19,000.00	19,000.00	20,000.00	20,000.00	20,000.00
44620 · BCGC Program Grant			30,000.00	45,000.00	40,000.00
45030 · Interest-Savings, Short-term CD	250.00	250.00	250.00	250.00	250.00
Total Income	134,150.00	131,250.00	164,750.00	185,750.00	182,750.00
Gross Profit	134,150.00	131,250.00	164,750.00	185,750.00	182,750.00
Expense					
60200 · Annual Dinner	2,400.00	3,000.00	3,000.00	3,500.00	3,500.00
60400 · Advertising & Promotion	800.00	1,000.00	1,000.00	1,000.00	1,000.00
60750 · Fundraising Expenses	250.00	300.00	350.00	400.00	450.00
60800 · Donations to other Charities	400.00	400.00	400.00	400.00	400.00
61800 · Bank Charges and Fees					
61810 · stale uncashed cheques					
61800 · Bank Charges and Fees - Other	400.00	400.00	400.00	400.00	400.00
Total 61800 · Bank Charges and Fees	400.00	400.00	400.00	400.00	400.00
62000 · Building and Facilities					
62030 · Building Insurance	2,760.00	3,000.00	3,100.00	3,200.00	3,300.00
62050 · Building Maintenance & Repairs	5,000.00	5,200.00	5,400.00	5,600.00	5,800.00
Total 62000 · Building and Facilities	7,760.00	8,200.00	8,500.00	8,800.00	9,100.00
62200 · Professional Fees					
62220 · Accounting Fees	5,000.00	5,000.00	5,500.00	5,500.00	5,500.00
Total 62200 · Professional Fees	5,000.00	5,000.00	5,500.00	5,500.00	5,500.00
65000 · Operations					
65010 · General Liability Insurance	2,640.00	2,700.00	2,800.00	2,900.00	3,000.00
65020 · Postage, Mailing Service	100.00	100.00	100.00	100.00	100.00
65030 · Travel (Admin)	100.00	100.00	100.00	100.00	100.00
65040 · Supplies, Office	500.00	500.00	500.00	600.00	600.00
65060 · Fees and Licences	1,200.00	1,400.00	1,600.00	1,800.00	2,000.00
65070 · Communications - cell	1,500.00	1,700.00	1,800.00	2,000.00	2,200.00
65074 · Communications-satellite	1,080.00	1,200.00	1,300.00	1,400.00	1,500.00
65080 · Software & Apps	2,000.00	2,200.00	2,400.00	2,600.00	2,800.00
Total 65000 · Operations	9,120.00	9,900.00	10,600.00	11,500.00	12,300.00
65100 · Equipment purchase and maint					
65120 · Equipment Insurance	4,800.00	5,000.00	5,250.00	5,500.00	5,750.00
65130 · Electronic Equipment	2,000.00	2,200.00	2,400.00	2,600.00	3,000.00
65140 · First Aid Equip & Supplies	500.00	500.00	500.00	500.00	500.00
65150 · Avalanche Equip & Supplies	500.00	1,000.00	1,000.00	1,500.00	1,500.00
65160 · Rope Equipment & Supplies	10,000.00	10,000.00	12,000.00	12,000.00	14,000.00
65170 · Swiftwater Equip & Supplies	1,000.00	1,000.00	4,000.00	4,000.00	2,000.00
65180 · Clothing - PPE	20,000.00	15,000.00	15,000.00	25,000.00	25,000.00
65190 · Equipment & Supplies-other	25,000.00	25,000.00	26,000.00	27,000.00	28,000.00
Total 65100 · Equipment purchase and maint	63,800.00	59,700.00	66,150.00	78,100.00	79,750.00
65300 · Mobile Equipment Purchase/Maint					
65310 · Command Truck (MCU)					
65312 · Command truck fuel	400.00	450.00	500.00	550.00	600.00
65316 · Command truck maint	1,000.00	1,250.00	1,500.00	1,750.00	2,000.00
65310 · Command Truck (MCU) - Other					
Total 65310 · Command Truck (MCU)	1,400.00	1,700.00	2,000.00	2,300.00	2,600.00
65330 · HARRVe (F350)					
65334 · HARRVe fuel	700.00	750.00	800.00	850.00	900.00
65336 · HARRVe maint	500.00	500.00	500.00	650.00	650.00
Total 65330 · HARRVe (F350)					
65350 · UTV/ATV Expenses					
65356 · UTV/ATV maint		500.00	500.00	500.00	500.00
65350 · UTV/ATV Expenses - Other					
Total 65350 · UTV Expenses	0.00	500.00	500.00	500.00	500.00
65370 · Boat expenses					

Sunshine Coast SAR
Budgets 2022/23 to 2025/26
Fiscal year May through April

	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
65374 · Jerrycan/Boat fuel	100.00	200.00	200.00	250.00	250.00
65370 · Boat expenses - Other	500.00	500.00	600.00	600.00	700.00
Total 65370 · Boat expenses	600.00	700.00	800.00	850.00	950.00
65390 · ICBC Fleet Insurance	2,800.00	3,000.00	3,200.00	3,400.00	3,600.00
Total 65300 · Mobile Equipment Purchase/Maint	4,800.00	5,900.00	6,500.00	7,050.00	7,650.00
65500 · Training Expenses					
65520 · Course fees	32,000.00	30,000.00	30,000.00	32,000.00	34,000.00
65530 · Travel for Training	10,000.00	11,000.00	12,000.00	13,000.00	14,000.00
65500 · Training Expenses - Other					
Total 65500 · Training Expenses	42,000.00	41,000.00	42,000.00	45,000.00	48,000.00
66000 · Task Expenses (member reimbursement)					
66110 · Mileage & Meals (tasks)					
66120 · Travel & accommodation (tasks)					
66130 · Comms expenses (tasks)					
66150 · SAR Dog (tasks)					
66160 · Boats (task)					
66190 · Equip & Misc expenses (tasks)					
Total 66000 · Task Expenses	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
69800 · Uncategorized Expenses					
70000 · New Assets					
70100 · Mobile Equip Additions					
70110 · ATV & ebike purchase			20,000.00	20,000.00	
70200 · Trailer (new)				5,000.00	
Total 70100 · Mobile Equip Additions			20,000.00	25,000.00	
Total 70000 · New Assets			20,000.00	25,000.00	
Total Expense	156,730.00	154,800.00	184,400.00	206,650.00	188,050.00
Net Income	-22,580.00	-23,550.00	-19,650.00	-20,900.00	-5,300.00

Sunshine Coast SAR

Balance Sheet

As of 30 April 2022

	30 Apr 22
ASSETS	
Current Assets	
Chequing/Savings	
10300 · Chequing Acct	
10320 · General Chequing	5,651.76
Total 10300 · Chequing Acct	5,651.76
10400 · Savings	
10420 · General Savings	119,091.21
10450 · Eileen bequest (restricted)	8,048.12
Total 10400 · Savings	127,139.33
11100 · Long Term Assets	
11120 · SCCU Equity Shares (restricted)	93.39
Total 11100 · Long Term Assets	93.39
Total Chequing/Savings	132,884.48
Accounts Receivable	
10800 · Accounts Receivable	
10820 · EMBC receivable	11,596.81
Total 10800 · Accounts Receivable	11,596.81
Total Accounts Receivable	11,596.81
Other Current Assets	
12100 · GST rebate to be invoiced	762.59
Total Other Current Assets	762.59
Total Current Assets	145,243.88
Other Assets	
12200 · Prepaid Expense	2,596.46
Total Other Assets	2,596.46
TOTAL ASSETS	147,840.34
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	5,429.33
Total Accounts Payable	5,429.33
Total Current Liabilities	5,429.33
Total Liabilities	5,429.33
Equity	
32000 · Opening Balance/Retained Earn	118,379.84
Net Income	24,031.17
Total Equity	142,411.01
TOTAL LIABILITIES & EQUITY	147,840.34

Alec Tebbutt
President
2022-06-21



Michelle Peterson
Treasurer
2022-06-21



Sunshine Coast SAR

Profit & Loss

May 2021 through April 2022

	May '21 - Apr 22
Income	
43400 · Donations	
43410 · Donations receipted	3,083.53
43420 · Donations via other charities	16,840.00
Total 43400 · Donations	19,923.53
44500 · Provincial Funding	
44540 · BCSARA funding	60,600.00
44560 · EMBC task reimbursement	51,876.22
44500 · Provincial Funding - Other	2,533.00
Total 44500 · Provincial Funding	115,009.22
44600 · SCRD Grant in Aid	17,725.59
45030 · Interest-Savings, Short-term CD	265.33
46430 · Miscellaneous Revenue	500.00
Total Income	153,423.67
Gross Profit	153,423.67
Expense	
60200 · Annual Dinner	2,351.16
60400 · Advertising & Promotion	799.18
60750 · Fundraising Expenses	245.19
60800 · Donations to other Charities	9,500.00
61800 · Bank Charges and Fees	376.13
62000 · Building and Facilities	
62030 · Building Insurance	2,002.50
62050 · Building Maintenance & Repairs	422.21
Total 62000 · Building and Facilities	2,424.71
62200 · Professional Fees	
62220 · Accounting Fees	3,196.46
Total 62200 · Professional Fees	3,196.46
65000 · Operations	
65010 · General Liability Insurance	1,688.68
65020 · Postage, Mailing Service	42.72
65040 · Supplies, Office	639.64
65060 · Fees and Licences	1,014.77
65070 · Communications - cell	1,201.62
65074 · Communications-satellite	1,000.80
65080 · Software & Apps	1,956.36
Total 65000 · Operations	7,544.59
65100 · Equipment purchase and maint	
65120 · Equipment Insurance	3,169.36
65140 · First Aid Equip & Supplies	4,551.00
65160 · Rope Equipment & Supplies	10,622.38
65180 · Clothing - PPE	7,034.68
65190 · Equipment & Supplies-other	33,747.94
Total 65100 · Equipment purchase and maint	59,125.36
65300 · Mobile Equipment Purchase/Maint	
65310 · Command Truck (MCU)	
65312 · Command truck fuel	407.12
65316 · Command truck maint	921.13
Total 65310 · Command Truck (MCU)	1,328.25

Sunshine Coast SAR

Profit & Loss

May 2021 through April 2022

	May '21 - Apr 22
65330 · HARRVe (F350)	
65334 · HARRVe fuel	539.07
65336 · HARRVe maint	994.50
Total 65330 · HARRVe (F350)	1,533.57
65370 · Boat expenses	
65374 · Jerrycan/Boat fuel	72.62
65370 · Boat expenses - Other	387.57
Total 65370 · Boat expenses	460.19
65390 · ICBC Fleet Insurance	1,443.47
Total 65300 · Mobile Equipment Purchase/Maint	4,765.48
65500 · Training Expenses	
65520 · Course fees	12,643.32
65530 · Travel for Training	11,530.60
65500 · Training Expenses - Other	259.80
Total 65500 · Training Expenses	24,433.72
66000 · Task Expenses	
66110 · Mileage & Meals (tasks)	9,940.72
66120 · Travel & accommodation (tasks)	1,355.80
66130 · Comms expenses (tasks)	831.10
66150 · SAR Dog (tasks)	875.00
66160 · Boats (task)	594.39
66190 · Equip & Misc expenses (tasks)	1,033.51
Total 66000 · Task Expenses	14,630.52
Total Expense	129,392.50
Net Income	24,031.17

Alec Tebbutt
President
2022-06-21



Michelle Peterson
Treasurer
2022-06-21



Operating Budget 2022/23

Revenue	-	22/23 Budget
Coast Guard Training & Mission Reimbursement		15,000
Donations		5,000
Disposition of Assets		100
Fundraising		1,000
Interest		100
Total Revenue		21,200
Expenses		
Administration: Supplies, Shipping, Misc.		500
Bank Charges		250
Communications		800
Crew Consumables		-
First Aid / Oxygen		500
Fundraising Costs		100
GST (Net of Rebate)		2,000
Insurance		5,500
KM Fuel		4,500
KM Maintenance		5,000
LM Fuel		3,000
LM Maintenance		5,000
KM Moorage / Rental of Shack		5,000
Maintenance - Trailer/Other		1,000
Public Relations / Advertising		750
Training		5,000
Travel		500
Unit Activities / Recognition		500
Vessel Checks-Surveys / Public Education		500
Website		500
Miscellaneous		100
Total Expenses		41,000
Net Contribution (Deficit)		(19,800)

Operating Budget 2021/22

Revenues	April	May	June	July	August	Sept	October	November	December	January	February	March	Actual Year to Date	12 Month Budget	Remaining Budget	Gaming
Coast Guard Training & Mission Reimburs	1,126	2,648	544	1,431	1,814	1,224		2,543	821				12,150	15,000	-2,850	
Donations		2,583		388	10,970			485	48				14,475	5,000	9,475	
Disposition of Assets													-	100	-100	
Fundraising													-	1,000	-1,000	
Interest				610									610	100	510	
SCRD Emergency Services													-		0	
Secret Cove Marina Fuel													-		0	
Miscellaneous													-	9,700	-9,700	
Total	1,126	5,231	544	2,428	12,785	1,224	-	3,028	869	-	-	-	27,235	30,900	-3,665	
Expenses																
Administration: Supplies, Shipping, Misc.	31	-	22	-	-	43	182						278	800	522	
Bank Charges	6	59	6	9	6	6	9	62	9				172	150	(22)	
Communications	-	193	-	196	-	-	197						586	750	164	
Crew Consumables													-	250	250	
First Aid / Oxygen													-	500	500	
Fundraising Costs													-	500	500	
GST (Net of Rebate)													-	2,000	2,000	
Insurance					(17)		808	4,546					5,337	3,600	(5,337)	3,600
KM Fuel (Includes Donated Fuel)													-	4,500	4,500	
KM Maintenance													-	5,000		8,000
LM Fuel							497						497	3,000	2,503	
LM Maintenance							73						73	5,000		6,000
KM Moorage / Rental of Shack							4,760						4,760	5,500		5,500
Maintenance - Trailer/Other													-	1,500	1,500	
Public Relations / Advertising				239									239	1,000	761	
Training								100	100				200	4,750	(200)	6,500
Travel													-	500		
Unit Activities / Recognition				465									465	500	35	
Vessel Checks-Surveys / Public Education													-	1	1	
Website													-	500	500	
Miscellaneous													-	100	100	
Total	37	252	28	909	(11)	49	6,526	4,708	109	-	-	-	12,607	40,401	8,277	

Grant Reconciliation and Cash Balances - 2021/22

Restricted Funds	FUNDING		EXPENDITURES												TOTAL Exp	GST Paid	Balance
	Opening Balance April 1	Added Mid-Year	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March			
Gaming Grant	10,387		629	3,642	2,609	925	299	1,461	2	2	2				9,573	447	368
Gaming Grant - Boat Replacement	-														-		-
Sunshine Coast Community Foundation	4,850									668	546				1,214	57	3,579
Sechelt District CIP	5,066	4,500									1,468				1,468	69	8,029
Sechelt Community Forest		16,650						12,353		2,700					15,053	703	894
SCRD Grant in Aid	-														-	-	-
SCCU Grant - 2021	419								399						399	19	
SIB/SIGD Grant	0														-	-	
TOTAL	20,723	21,150	629	3,642	2,609	925	299	13,814	401	3,371	2,016	-	-	-	27,706	1,294	12,871

Cash and Other Assets

	Opening Bal	-	30-Apr	31-May	30-Jun	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	28-Feb	31-Mar
Cash on Hand	22,495		23,582	33,052	33,567	34,434	63,880	52,125	42,758	37,552	36,203			
Long Term Savings (Internally Restricted)	30,914		30,914	30,914	30,914	111,524	111,524	111,524	111,524	111,524	111,524			
Gaming (Restricted)	10,387		9,715	5,902	3,172	2,204	1,890	360	358	355	353			
GIC (Internally Restricted)	143,383		143,383	143,383	143,383	63,383	63,383	63,383	63,383	63,383	63,383			
GST Asset Account (50% Rebateable)	1,902		1,947	2,126	2,249	2,334	2,348	2,994	3,400	3,558	3,654			
Total	209,081		209,541	215,378	213,285	213,879	243,025	230,386	221,423	216,373	215,116	-	-	-

**SUNSHINE COAST MARINE RESCUE SOCIETY AND ROYAL CANADIAN MARINE SEARCH AND
RESCUE STATION 12 HALFMOON BAY**

**ANNUAL GENERAL MEETING AGENDA
MAY 30TH, 2022**

1. Call to Order
2. Approval of the agenda
MOTION: "To approve the agenda"
3. Approval of the AGM minutes of May 31st, 2021 Pages 2-3
MOTION: "To approve the minutes"

Reports:

4. SCMRS Presidents Report – John Maddalozzo Pages 4-5
5. SCMRS Treasurers Report and Financials – Nic Weswick Pages 6-10
6. Station Leaders Report – Adam Hoult Pages 11-12
MOTION: "To approve the reports"

Election of Members:

7. Directors continuing with year two of two-year term
 - Nic Weswick
 - Gord Feenstra
8. Directors seeking re-election for another two-year term
 - John Maddalozzo
 - Tonya Ste. Marie
 - Robert Irvine
9. New directors seeking election
 - Erin Heeney
 - Robin Merriot
10. Nominations from the floor
11. Adjournment
MOTION: "To adjourn"

SUNSHINE COAST MARINE RESCUE SOCIETY
ANNUAL GENERAL MEETING
May 31, 2021. Held via Zoom

MEETING CHAIR: Michael Clarabut

17 members in attendance - we have quorum.

Members present: Mike Clarabut, Lexa Pomfret, Tonya Ste. Marie, Robert Irvine, Gord Feenstra, Ida Koopman, Adam Hoult, Bruce Woodburn, Frank Cloutier, Joel Schade, John Maddalozzo, John Howcroft, Michael McCartney, Michael Metcalfe, Nic Weswick, Mark Slater, Kevin Wood

Call to Order: 7:00

1. Approval of 2020 AGM minutes

- motion by Tonya Ste. Marie to accept last year's minutes, seconded by Frank Cloutier
- *no new business arising from last year's minutes
- motion carried

2. President's Report (John Maddalozzo): see attached file which was distributed to members electronically on Sunday, May 30, 2021.

Highlights:

John summarized the year's challenges and successes, including Covid's impact on training, recruiting, and fundraising; crew size; Board and Station leadership changes; and new vessel/vessel refit considerations. Thanks were given to departing Board members Adam Hoult and Lexa Pomfret, and to the Station Leader and crew members who have maintained 24/7 coverage.

- *Motion to accept the report by Adam Hoult, seconded by Ida Koopman
- *Motion carried

3. Treasurer's Report (Nic Weswick): see attached file which was distributed to members digitally on May 24, 2021.

-Nic shared his screen showing financial spreadsheets

Highlights/Discussion:

- Bottom line: we are in good shape financially
- Gaming Grant paid for most of our operational costs. Several other grants also contributed to our solvency.
- Donations: donations exceeded our budgeted figure of \$3000; we received almost \$10,000 in donations. Many donations came through Pay Pal, which marks a change from previous years.

- Expenses: came in under budget on majority of items
- Insurance claim covered (other than deductible) cost of KM repair from log strike
- \$10,000 surplus in gaming fund at end of year

•Cash on Hand: almost 250,00 in GIC's, restricted funds, and anticipated GST rebate

•Discussion held regarding \$175,000 restricted funds for boat purchase: as restricted funds can only be held for 3 years under Gaming rules, if we are not successful in our capital grant this year, we will probably not be approved for the operational gaming grant.

•question regarding whether restricted funds can be used for vessel refit instead of new vessel purchase: John M relates that discussions between HQ and Gaming have indicated purchase of physical items such as engines qualify as capital purchases and therefore using restricted funds to refit would be acceptable.

•Motion by Robert Irvine to accept the Treasurer's Report, seconded by John Maddalozzo

*Motion is carried

4. Election of Board Members:

•Of 6 board members, Adam Hault and Lexa Pomfret are not seeking re-election.

•One expression of interest : Gord Feenstra

-Gord declared board member by acclamation

•Board Members for 2021/2022 as of May 31, 2021: John Maddalozzo, Robert Irvine, Tonya Ste. Marie, Nic Weswick, Gord Feenstra

5. Motion to adjourn:

•motion by Tonya Ste. Marie to adjourn the meeting, 2nd Ron Knechtel

•motion carried; meeting adjourned at 19:30

Sunshine Coast Marine Rescue Society (SCMRS)

Annual General Meeting - May 30, 2022

SCMRS President's Report

Introduction

The Sunshine Coast Marine Rescue Society is a non-profit organization established in accordance with the Societies Act of British Columbia whose purpose is the financial support of RCMSAR Station 12, Halfmoon Bay. SCMRS exists to enable RCMSAR, Station 12 realize its objective of "*Saving Lives on the Water*". Activities of the Society include fundraising, donor management and recognition, asset management (funds), risk management (insurance) and disbursement of funds and payment of expenses. This report covers the period of time from June 1, 2021 to May 30, 2022.

Our Challenges, Our Successes

- Covid 19 has impacted all of us individuals and organizations. With regular Covid updates from RCMSAR Headquarters (HQ), Station 12 has been able to maintain our readiness throughout the past many months and our crews consistently maintained the Covid safety protocols. As the Covid restrictions have lessened the Station has started to implement more normal activities.
- Training/Recruiting – Now that Covid restrictions have changed we are able to provide in-person classroom training. Our Coxswains were also very creative with on-the-water training, dockside training and virtual training opportunities. Though our annual recruiting campaign was cancelled for the second year in a row, there were several individuals who initiated contact with Station 12 who were interested in becoming crew members. We now have 6 individuals who are at different levels of new crew training.
- Changes in Station and Board leadership – in May of last year John H. stepped aside as Station Leader to become Deputy Station Leader and Adam H. became Station Leader. At the Board Level we welcomed Gordy F. who accepted the role of Vice President. The Board wants to add to its number of Directors (5) and has done some recruiting through an ad in the local paper and by word-of-mouth. We would like to add 2 new directors and there has been some interest expressed.
- Insurance – RCMSAR HQ enlisted the help of a marine insurance broker to do an overview of the insurance levels of the various RCMSAR Stations around the Province of BC. The Board was diligent in its review of our existing insurance and increased our coverage that provides the Station and Society with a comprehensive insurance portfolio.
- Fundraising/Grant submissions – Our annual Beer and Burger pub night, usually held in November, was again canceled in 2021 due to Covid 19. We have been fortunate to receive many grants this past year. We submitted 2 grant requests to the BC Community Gaming Branch and were disappointed that our requests were denied. The Board asked the Branch to reconsider, providing them with addition information. Though it was several months before we heard back from them, we were successful and are receiving a substantial grant towards our operating costs.
- New vessel acquisition or a vessel refit update. As reported last year Station 12 moved away from the goal of purchasing a new vessel to undertaking refits on our 2 vessels. With the knowledge that our vessels were in excellent condition and suitable for refits. We received funding to do an electronics refit on our vessel, the Ken Moore (KM). The new equipment has made a significant

difference, both in ease of learning the new systems and making being on the water safer. We have recently applied to the Sunshine Coast Foundation for funding to do an electronics refit on the Lewis-McPhee (LM).

Our People

Our active crew numbers include: 5 coxswains, John H., Tonya Ste. M., Bart P., Erin H., and Adam H., 3 advanced crew, Amber C., Mike M., Ron K., 4 crew, Kevin W., Martine D., Frank C., and John M. 6 new crew, Duncan S., Leah A-C, Ryan M., Wade C, Joel S., and Mode G. We have 3 supporting members who are board members, Nic W., Gordy F., and Robert (Seaweed) I. Whether active crew or supporting member, this small group of people are committed to the challenges of being involved in marine search and rescue. Thank you to each of them for their hard work and their dedication to "*Saving Lives on the Water*"

Station 12 is part of a larger search and rescue family. In British Columbia RCMSAR includes 31 Stations and the Provincial Headquarters in Sooke, BC. Through virtual meetings, email and telephone contact, HQ has provided a wide range of training, information sharing and consultation to both the Station and the Society. This past January we participated in a joint, on the water training session, with Station 14, Gibsons, the RCMP and the Canadian Coast Guard.

Our Gratitude

Without the help of many organizations and individuals it would not be possible for us to provide 24/7 marine rescue services. It is with gratitude that we acknowledge the following sponsors and donors:

- *District of Sechelt – Community Investment Program*
- *Government of British Columbia – Community Gaming Grants Branch*
- *RCMSAR HQ – Personal Protection Equipment Grant*
- *Sunshine Coast Community Forest Grant*
- *Sunshine Coast Regional District (SCRD)*
- *Sunshine Coast Foundation*

As well, thank you to the many individuals who have supported us through their personal donations. It has been an exceptional year for individual donations. We rely on different grants and individual donations to maintain and repair our 2 vessels, buy fuel and, importantly, upgrade our training, equipment and facilities, enabling our crews to learn new skills, get to scenes faster, and save lives. Financial support from organizations and individuals helps us immensely and we are grateful for the support.

Respectfully submitted,

John P. Maddalozzo, President,
Sunshine Coast Marine Rescue Society
RCMSAR Station 12, Halfmoon Bay

Sunshine Coast Marine Rescue Society

Treasurer's Report
March 31, 2022

Overall Financial Health and Performance

The year ended March 31, 2022 yielded strong financial results, with over \$20,000 in net contribution to operating surplus (income). Both funding from HQ and donations exceeded expectations, while many operating expenses were charged to Gaming and other grants received during the year. Donations were significantly increased from \$9,562 in the prior year up to \$17,825 in the current year; an 86% increase.

The opening balance in the Gaming account of roughly \$10,000 was expended, along with funds received from the Sunshine Coast Community Foundation, the District of Sechelt's Community Investment Program, and the Sechelt Community Forest. In all, our operating revenue and grants received during the year exceeded \$85,000.

Cash and financial assets exceed \$220,000, with the majority restricted for vessel purchase.

Vessel Replacement Efforts

For the past several years, the station has been restricting funds for the purchase of a new vessel or major retrofit of an existing vessel. The planned approach has been to apply for funding through the Community Gaming Grants Capital Project program, which provides \$5 million annually to not-for-profit organizations throughout B.C. Although not successful in the 2021/22 fiscal year, we continue discussions regarding capital planning and avenues to secure funding.

Community Gaming Grants

The guidelines for the Community Gaming Grants (non-capital) provide for non-profits to apply for funding to address operating costs, which has been very beneficial for the Station in recent years. At the time of this writing, we are awaiting a response from gaming about reconsideration of our most recent application, which was initially rejected.

Future applications may be impacted by our savings efforts to address vessel replacement/refit. One of the guidelines states that an organization is temporarily ineligible to receive a Community Gaming Grant if it has more than 50 per cent of its previous fiscal year's operating expenses on hand in the form of current cash assets and investments. The surplus calculation is used to assess financial eligibility to ensure that grant funds are awarded to organizations that need it the most.

This surplus calculation considers internal and external restrictions and subtracts these amounts to determine eligibility. In our context, there are funds internally restricted for vessel purchase/refit and externally restricted by granting organizations. Internally restricted funds will be considered unrestricted after having been reserved for more than five years. Once exceeded, we will not qualify for Community Gaming Grants while we continue to save for vessel replacement/refit.

Operating Budget 2021/22

Revenues	April	May	June	July	August	Sept	October	November	December	January	February	March	Actual Year to Date	12 Month Budget	Remaining Budget
Coast Guard Training & Mission Reimburs	1,126	2,648	544	1,431	1,814	1,224		2,543	821	1,507	4,734	8,777	27,168	15,000	12,168
Donations		2,583		388	10,970			485	48	97	0	3,253	17,825	5,000	12,825
Disposition of Assets													-	100	-100
Fundraising													-	1,000	-1,000
Interest				610									610	100	510
SCRD Emergency Services													-		0
Miscellaneous													-	9,700	-9,700
Total	1,126	5,231	544	2,428	12,785	1,224	-	3,028	869	1,604	4,734	12,030	45,602	30,900	14,702
Expenses															
Administration: Supplies, Shipping, Misc.	31	-	22	-	-	43	182			21	12	87	398	800	402
Bank Charges	6	59	6	9	6	6	9	62	9	6	62	6	246	150	(96)
Communications	-	193	-	196	-	-	197			194			781	750	(31)
Crew Consumables													-	250	250
First Aid / Oxygen													-	500	500
Fundraising Costs													-	500	500
GST (Net of Rebate)						546						977	1,523	2,000	477
Insurance					(17)		808	4,546					5,337	3,600	(1,737)
KM Fuel (Includes Donated Fuel)										659	-	132	791	4,500	3,709
KM Maintenance											189		189	5,000	4,811
LM Fuel							497				531	223	1,251	3,000	1,749
LM Maintenance							73			5,017			5,089	5,000	(89)
KM Moorage / Rental of Shack							4,760						4,760	5,500	740
Maintenance - Trailer/Other													-	1,500	1,500
Public Relations / Advertising				239						382			621	1,000	379
Training								100	100	395	1,688	495	2,778	4,750	1,972
Travel													-	500	500
Unit Activities / Recognition				465									465	500	35
Vessel Checks-Surveys / Public Education												557	557	1	(556)
Website												16	16	500	484
Miscellaneous													-	100	100
Total	37	252	28	909	(11)	595	6,526	4,708	109	6,674	2,483	2,492	24,802	40,401	15,599
Net Contribution	1,089	4,979	515	1,519	12,796	629	(6,526)	(1,680)	760	(5,070)	2,252	9,538	20,801	(9,501)	

Grant Reconciliation and Cash Balances - 2021/22

Restricted Funds	FUNDING		EXPENDITURES														
GRANT NAME	Opening Balance April 1	Added Mid-Year	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL Exp	GST Paid	Balance
Gaming Grant	10,387		629	3,642	2,609	925	299	1,461	2	2	2	2	2	2	9,580	447	360
Gaming Grant - Boat Replacement	-														-		-
HQ PPE Grant		19,532												10,132	10,132		9,400
Sunshine Coast Community Foundation	4,850								2,043	668	546			1,377	4,633	216	
Sechelt District CIP	5,066	4,500									1,468		2,192	2,974	6,634	310	2,622
Sechelt Community Forest		16,650						12,353		2,700					15,053	703	894
SCRD Grant in Aid	-														-	-	-
SCCU Grant - 2021	419								399						399	19	
SIB/SIGD Grant	0														-	-	
TOTAL	20,723	40,682	629	3,642	2,609	925	299	13,814	2,444	3,371	2,016	2	2,194	14,485	46,430	1,695	13,278

Cash and Other Assets

	Opening Bal	-	30-Apr	31-May	30-Jun	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	28-Feb	31-Mar
Cash on Hand	22,495		23,582	33,052	33,567	34,434	63,880	52,125	42,758	37,552	36,203	30,836	30,666	45,456
Long Term Savings (Internally Restricted)	30,914		30,914	30,914	30,914	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524	111,524
Gaming (Restricted)	10,387		9,715	5,902	3,172	2,204	1,890	360	358	355	353	350	348	345
GIC (Internally Restricted)	143,383		143,383	143,383	143,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383	63,383
GST Asset Account (50% Rebateable)	1,902		1,947	2,126	2,249	2,334	2,348	2,448	2,848	3,005	3,101	3,398	3,628	3,425
Total	209,081		209,541	215,378	213,285	213,879	243,025	229,840	220,871	215,820	214,564	209,492	209,549	224,133

RCMSAR Station 12

Balance Sheet As of March 31, 2022

	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	
BC Gaming - Bank	345.09
Chequing	45,455.74
Savings	111,524.03
Total Cash and Cash Equivalent	\$157,324.86
Uncategorized Asset	0.00
Total Current Assets	\$157,324.86
Non-current Assets	
Investments	63,383.22
Total Non Current Assets	\$63,383.22
Total Assets	\$220,708.08
Liabilities and Equity	
Liabilities	
Current Liabilities	
GST/HST Payable	-3,425.06
GST/HST Suspense	0.00
Total Current Liabilities	\$ -3,425.06
Total Liabilities	\$ -3,425.06
Equity	
Opening Balance Equity	78,015.78
Retained Earnings	131,065.46
Profit for the year	15,051.90
Total Equity	\$224,133.14
Total Liabilities and Equity	\$220,708.08

RCMSAR Station 12

Profit and Loss

April 2021 - March 2022

	TOTAL
INCOME	
Coast Guard Reimbursement	27,168.27
Donations	17,824.65
Interest Income	609.54
Total Income	\$45,602.46
GROSS PROFIT	\$45,602.46
EXPENSES	
Administration	397.61
Bank charges	246.00
Communications	780.64
GST Expense (BC)	1,523.32
Insurance	5,336.71
KM Fuel	790.86
KM Maintenance	189.39
LM Fuel	1,250.94
LM Maintenance	5,089.34
Public Relations/Advertising	620.74
Rent or lease payments	4,760.00
Training	2,777.61
Unit Activities/Recognition	465.45
Vessel Checks/Public Education	557.06
Website	16.00
Total Expenses	\$24,801.67
OTHER INCOME	
Restricted Grants Income - Parent	0.00
Community Forest Grant	16,650.00
HQ PPE Grant Revenue	19,532.21
Sechelt CIP	4,500.00
Total Restricted Grants Income - Parent	40,682.21
Total Other Income	\$40,682.21
OTHER EXPENSES	
BC Gaming Expense	9,580.08
Restricted Grants Expense - Parent	0.00
Community Forest Expense	15,052.56
HQ PPE Grant Expense	10,131.77
SCCF Restricted Expense	4,633.95
SCCU Grant Expense	399.05
Sechelt CIP Expense	6,633.69
Total Restricted Grants Expense - Parent	36,851.02
Total Other Expenses	\$46,431.10
PROFIT	\$15,051.90

Station Leader Report for 2021-2022

In the past year, the crew of Station 12 provided exemplary service our community while overcoming challenges relating to ongoing Covid19 training restrictions, access issues to our outside vessel and crew shortages.

Station 12 responded to 20 calls for emergency assistance in 2021. With a near even split between the Lewis McPhee (LM) with 9 calls and 11 for the Ken Moore (KM), Station 12 is credited with assisting 12 people in danger and saving 4 lives all while preserving \$503,200.00 in property.

Medical and EMBC Assistance were tied for our highest call type, a trend being seen across all Emergency Services this past year. Interagency Operations accounted for 50% of our call volume in 2021 indicating a better awareness of RCMSAR capabilities amongst Emergency Service Agencies, I believe this can be attributed to our continued involvement with the Sunshine Coast Emergency Program.

Collectively, our crew volunteered over 1855 hours of their time to Station 12. With only 70.73 of those hours coming from Search and Rescue Missions the balance truly demonstrates the commitment our Operational Crew has to saving lives on the water.

The Station 12 crew grew by five in 2021, with the recruitment and addition of Mode, Duncan, Leah, Wade and Ryan. Under the guidance of our Training Team and coxswains, these five have made great progress in their journey to becoming active members of our crew.

It would be remiss not to extend that commitment to the members of our Society. These individuals have done remarkable work over this past year - securing funding through numerous grants and fundraising efforts. Their efforts provided for a complete refit of the KM electronics, refreshing our stock of dry suits, Northwester PFD's and for a first time, providing standardized footwear for our crew. Their work has kept crew safe with these equipment upgrades allowing for safe operation at anytime of day in any type of weather conditions. Thank you, John. M, Tonya, Nick, Robert (Seaweed) and Gord.

As we left 2021 behind and moved in to 2022, we have seen a return to in-person classroom training as Covid19 restriction lifted and guidelines have changed. On water training has also ramped back up however with the now rising cost of fuel in mind, selective training is being executed to keep operational cost within reason.

We have some significant improvements that we are looking to make to our vessels this coming year. In 2022, we have applied for funding to match an electronic refit for the LM. This will allow for operational consistency between the two vessels. As both vessels are approaching power unit replacement benchmarks with the KM power units over 1000 hours and the LM's power units around 750 hours, we are actively looking to replacement costs and subsequent next steps. Again, thanks to some great work by Society, we have secure funding to allow for strategic replacements of the units once an appropriate supplier has been selected.

One final and major project we have been working on is the relocation of the KM to the Selma Park Marina. Conversations with the Sechelt Indian Government District (SIGD) are continuing in a positive direction. I have been given confirmation that a space will be made for us in the marina once the SIGD completes upgrades to the wharf in Selma Park. Timelines for this transition are currently unknown but I will work with the SIGD to narrow this down so we can plan accordingly and acquire a boathouse and any supporting structures we will need to move the station in a timely manner.

In closing Station 12 has had good start to 2022 with a sense of renewed vigour with the return of regular training. Our goals for this year are to level up as many crew as possible and enter in to conversations with anyone looking to pursue Coxswain Status. We will work to educate to the public more on boating safety in the hope to prevent avoidable situations and will strive to reduce our response time on the Ken Moore.

On a personal note, I could not have achieved all that the station has without the incredible contributions of all our crew. However I would like to specifically thank John, Tonya and Erin for everything you have done on top keeping us in service as much as possible. When I took this role on I said that I will be running this station by committee, that committee has overachieved on many levels and I think the station is all the better for it. We are all volunteers sitting around this table, but that does not mean that we are any less professional and is shows.

Thank you, all of you.

Adam Hoult

Station Leader

Pender Harbour & District Marine Rescue Society
2022 Budget vs Actual and 2023 Budget

	2022 Budget \$ <i>Dec 31</i>	2022 Actual \$ <i>Dec 31</i>	2023 Budget \$ <i>Dec 31</i>	Notes ref.
Revenue				
Coast Guard Reimbursement	14,300	15,439	15,000	
Private Donations	4,500	3,491	2,500	
Local Fundraising	1,500		1,000	
<i>GST Refund (incl in cash flow though not revenue)</i>	4,000	5,097	500	
Gaming Grant	26,000	26,000	25,000	
SCRD Grant	5,000	5,100	5,000	#1
Miscellaneous and interest	5,149	62	1,000	
Total Revenue	60,449	55,189	50,000	
Accounting, legal, bank	2,500	77	3,200	
Advertising, promotion, fundraising	1,000	472	1,000	
Fuel	22,000	5,750	15,000	#2
Insurance	1,300	535	650	
Meals and entertainment	500		500	
Office	500		500	
Repairs and maintenance (incl replace/upgrades)	15,500	4,455	18,000	#3
Supplies	8,000	1,531	5,000	
Communications and Utilities	1,000	1,286	3,500	
Training	3,000	1,904	5,000	
Travel	2,000		2,000	
Uniforms	2,000	1,483	2,000	
Kids Don't Float Project	1,000	652	500	
Total operational expenses	60,300	18,145	56,850	
Excess/(deficit)	149	37,044	(6,850)	
Net Assets				
Restricted funds included in bank accounts:		<u>140,000</u>		#4
Cash available for operations:		<u>23,053</u>		
Total cash in bank accounts		<u>163,053</u>		
Vessel and Equipment (net of depreciation)		131,994		
Current Assets (GST rebate)		674		
Total net assets December 31, 2022		<u>295,721</u>		

Notes:

#1: SCRD grant request of \$5K is for hands-free communication headsets and satellite phone for remote communications

#2: Fuel expenditures were unusually low in 2022 because of reduced on-the-water training hours

#3: Maintenance expenditures were unusually low in 2022. They are expected to increase in 2023 due to requirements for work on navigation systems and engines

#4: The Society maintains a balance of restricted funds intended for major vessel refurbishment during the coming years, including engine replacements

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

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

SUBJECT: 2023–2027 FINANCIAL PLAN UPDATE AT ROUND 1

RECOMMENDATION(S)

THAT the report titled 2023-2027 Financial Plan Update at Round 1 be received for information.

BACKGROUND

At the December 5-6, 2022 Finance Committee Pre-Budget Meetings a staff report was presented covering preliminary budgetary information on changes which may affect the upcoming 2023-2027 Financial Plan ([2023-2027 Financial Plan Outlook and 2023 Proposed Initiatives](#)).

The purpose of this report is to provide an update on the information provided during Pre-Budget and any other items affecting the 2023-2027 Draft Financial Plan going into Round 1.

DISCUSSION

There were several items pending or in progress following the Pre-Budget deliberations which have been updated for the Round 1 Budget and will be updated up to final Financial Plan Bylaw adoption scheduled for March 23, 2023. A highlight is provided below.

2022 Year-End

The 2022 Year-End process is under way and the final surplus/deficits will be provided at Round 2. Any 2022 surpluses are transferred to Reserve (per Board's Financial Sustainability Policy) and any deficits will come as part of the Staff Report at Round 2 with funding options to cover service deficits. This may impact taxation and will impact uncommitted reserve balances provided in the summary tables or reserve spreadsheet presented at Round 1 which are currently in draft.

2022 Carry-Forward Projects & 2023 Proposed Initiatives

The carry-forward projects have been updated from the Pre-Budget list in the proposed initiatives summary (listed in pink). The final list will be included as part of Round 2 or once year-end has concluded. The projects do not have a financial implication to the 2023 values presented.

The Proposed initiatives are listed on the worksheet and is provided as part of the agenda. There are several *New initiatives that have been added from Pre-Budget which are the result of emerging items or in the case of Support Services, are the result of the growing workload, as well as proposals to reduce Support Service Costs for the next 5 years. Two proposals were removed, the Asset Management Training (contingent on a grant and the Recreation Software Review. Those projects have been rescoped to use internal resources.

2023 Remuneration, Wage, and Benefits

The 2023 wage rates for unionized staff were included in the Pre-Budget values, however, the director remuneration and exempt staff rates had not been updated and were presented at 2.7% ([per BC Stats report](#)) to reflect the Vancouver CPI 12 month annual % average at October 31. At the time of the report, Statistics Canada had not updated this metric, which is 6.2% for that period. These increases have been incorporated into R1 figures per Bylaw/Board Policy.

Assessments:

Preliminary property assessment changes have been reflected in the Round 1 Budget figures as they were not available at Pre-Budget. A staff report detailing the property assessment impacts is included as part of this agenda.

Parcel Taxes, User Rates and Frontage Fees:

Amendments to the 2023 Wastewater Facilities [380-395], Regional [370], North Pender [365] and South Pender [366] Water services parcel taxes, frontage and user rates Bylaws were approved at the December 15, 2022 Regular Board Meeting with a summary as follows:

Bylaw	Service No.	2022			2022 Increase		2023		
		User	Frontage	Total	User	Frontage	User	Frontage	Total
422	365	\$ 711.16	\$ 341.00	\$ 1,052.16	29%	13%	\$ 918.12	\$ 385.33	\$ 1,303.45
422	366	\$ 675.18	\$ 382.15	\$ 1,057.33	13%	13%	\$ 762.95	\$ 431.83	\$ 1,194.78
422	370	\$ 526.92	\$ 305.33	\$ 832.25	24%	28%	\$ 651.49	\$ 392.05	\$ 1,043.54
428	381	\$ 487.81	\$ 400.00	\$ 887.81	29%	13%	\$ 627.81	\$ 450.00	\$ 1,077.81
430	382	\$ 658.28	\$ 400.00	\$ 1,058.28	19%	13%	\$ 782.45	\$ 450.00	\$ 1,232.45
428	383	\$ 745.23	\$ 302.00	\$ 1,047.23	3%	33%	\$ 767.59	\$ 402.00	\$ 1,169.59
428	384	\$ 832.54	\$ 152.00	\$ 984.54	18%	33%	\$ 986.54	\$ 202.00	\$ 1,188.54
428	385	\$ 712.57	\$ 152.00	\$ 864.57	11%	66%	\$ 793.52	\$ 252.00	\$ 1,045.52
428	386	\$ 487.67	\$ 202.00	\$ 689.67	0%	25%	\$ 487.67	\$ 252.00	\$ 739.67
428	387	\$ 786.02	\$ 217.42	\$ 1,003.44	63%	23%	\$ 1,281.02	\$ 267.00	\$ 1,548.02
428	388	\$ 1,126.43	\$ 400.00	\$ 1,526.43	27%	13%	\$ 1,427.22	\$ 450.00	\$ 1,877.22
428	389	\$ 985.31	\$ 424.30	\$ 1,409.61	0%	12%	\$ 985.31	\$ 474.00	\$ 1,459.31
428	390	\$ 1,948.25	\$ 400.00	\$ 2,348.25	0%	13%	\$ 1,948.25	\$ 450.00	\$ 2,398.25
428	391	\$ 618.70	\$ 253.00	\$ 871.70	8%	20%	\$ 668.38	\$ 303.00	\$ 971.38
428	392	\$ 865.67	\$ 400.00	\$ 1,265.67	44%	13%	\$ 1,247.10	\$ 450.00	\$ 1,697.10
428	393	\$ 711.89	\$ 204.00	\$ 915.89	39%	25%	\$ 992.83	\$ 254.00	\$ 1,246.83
644	394	\$ 586.13	\$ 302.00	\$ 888.13	0%	17%	\$ 586.13	\$ 352.00	\$ 938.13
714	395	\$ 1,323.63	\$ 845.27	\$ 2,168.90	0%	2%	\$ 1,323.63	\$ 862.18	\$ 2,185.81

Community Recreation (\$116.19-2022) and Pender Harbour Pool (\$17.08-2022) parcel taxes may decrease slightly for 2023 due to likely increase in assessments. These are recovered on properties with improvements only.

Preliminary Taxation:

In addition to the items identified at the December 15 Pre-Budget Meetings, staff have further refined the preliminary taxation amounts for each of the functional area budgets based on new Board direction. Those include contract increases, increases from the approved capital plan funding (e.g. Community Recreation Facilities), wage increases (noted above), and reduction of taxation from the cancelled feasibility studies. The preliminary overall taxation going into Round 1 of the 2023-2027 Financial Plan has increased by \$2,365,873 or 9.01% from the 2022 Amended Budget.

The revised 'what-if' property taxation scenario provides an estimate if each category of the proposals are approved as well as estimated 2022 deficits.

	Area A	Area B	Area D	Area E	Area F	SNGD	DoS	ToG	Total
Baseline Status Quo 2023	7.60%	4.67%	12.11%	9.91%	6.14%	6.73%	13.43%	9.81%	9.01%
2022 Deficits	0.92%	0.53%	0.56%	0.57%	0.50%	0.14%	0.28%	0.19%	0.49%
Non Discretionary	0.95%	1.25%	1.28%	1.28%	1.35%	1.32%	1.71%	1.17%	1.31%
Discretionary	6.02%	3.86%	3.72%	3.66%	4.06%	4.41%	4.93%	3.42%	4.28%
Not Recommended	2.71%	1.67%	1.71%	1.70%	1.80%	0.71%	0.92%	0.63%	1.55%
	18.21%	11.98%	19.38%	17.12%	13.85%	13.30%	21.27%	15.22%	16.64%

There are many variables which determine how much an area will pay toward SCRD taxes such as range in individual property assessment, and what local (defined) services a specific property pays into such as fire protection, if it receives refuse collection or which water or wastewater services it may receive. With several dozen possible taxation scenarios, both the average residential property class and most common areas has been provided based on the preliminary Round 1 taxation values from above.

Scenario 1-Baseline 2023

The values below are based on the 9.01% baseline which are items already approved prior to further decisions going into R1 based on an illustration of the average residential property value in each area or local service area.

Average Residential Taxation & Fees Summary 2023 Budget									
Rural Areas & Member Municipalities (*excludes defined rural areas)									
	Area A - Egmont / Pender Harbour*	Area B - Halfmoon Bay*	Area D - Roberts Creek	Area E - Elphinstone	Area F - West Howe Sound*	District of Sechelt	Sechelt Nation Government District	Town of Gibsons	
2023 Average Residential Property Value	\$623,075	\$1,126,887	\$1,363,236	\$991,368	\$1,057,998	\$979,903	\$573,134	\$933,008	
2022 Average Residential Property Value	\$590,540	\$1,025,500	\$1,235,785	\$887,499	\$1,032,812	\$859,681	\$563,424	\$838,503	
Increase / (Decrease) in Property Value % Change	\$32,535 5.51%	\$101,387 9.89%	\$127,451 10.31%	\$103,869 11.70%	\$25,186 2.44%	\$120,222 13.98%	\$9,710 1.72%	\$94,505 11.27%	
2023 Taxation & User Fees									
General	\$ 489.31	\$ 1,166.72	\$ 1,466.31	\$ 998.91	\$ 1,059.22	\$ 511.89	\$ 318.13	\$ 585.69	
Fire Protection	-	413.08	494.35	260.28	277.77	-	-	244.96	
Rec. Facilities & Bike Paths**	157.78	311.66	517.73	376.50	401.80	366.70	214.48	349.15	
User Fees & Parcel Taxes	17.08	1,360.99	1,360.99	1,360.99	1,360.99	1,159.73	1,159.73	116.19	
Total SCRD Taxation/User Fees	\$ 664.17	\$ 3,252.46	\$ 3,839.37	\$ 2,996.67	\$ 3,099.79	\$ 2,038.32	\$ 1,692.34	\$ 1,295.99	
2022 Taxation & User Fees									
General	\$ 453.47	\$ 1,011.92	\$ 1,265.67	\$ 887.63	\$ 1,022.80	\$ 447.29	\$ 311.84	\$ 534.19	
Fire Protection	-	495.69	442.61	254.90	296.63	-	-	240.82	
Rec. Facilities & Bike Paths**	165.15	298.30	477.46	342.90	399.04	326.34	213.88	318.30	
User Fees & Parcel Taxes	17.10	1,140.12	1,140.12	1,140.12	1,140.12	948.44	948.44	116.19	
Total SCRD Taxation/User Fees	\$ 635.72	\$ 2,946.03	\$ 3,325.86	\$ 2,625.55	\$ 2,858.60	\$ 1,722.07	\$ 1,474.15	\$ 1,209.50	
Increase / (Decrease) in Taxation / Fees % Change	\$ 28.45 4.48%	\$ 306.42 10.40%	\$ 513.51 15.44%	\$ 371.13 14.14%	\$ 241.19 8.44%	\$ 316.25 18.36%	\$ 218.18 14.80%	\$ 86.49 7.15%	

**taxed on assessed improvements only

Defined Rural Areas						
	Area A - Egmont Fire Protection Area	Area A - North Pender Harbour Water Service Area	Area A - South Pender Harbour Water Service Area	Area B - Thormanby Island	Area F - Gambier Island	Area F - Keats Island - Eastbourne
2023 Average Residential Property Value	\$643,740	\$1,021,637	\$996,497	\$1,348,586	\$670,570	\$933,008
2022 Average Residential Property Value	\$618,162	\$938,835	\$917,743	\$1,133,981	\$590,443	\$838,503
Increase / (Decrease) in Property Value	\$25,578	\$82,802	\$78,754	\$214,605	\$80,127	\$94,505
% Change	4.14%	8.82%	8.58%	18.92%	13.57%	11.27%
2023 Taxation & User Fees						
General	\$ 505.54	\$ 802.31	\$ 782.57	\$ 1,156.49	\$ 609.76	\$ 859.13
Fire Protection	519.95	-	-	-	-	-
Rec. Facilities & Bike Paths**	163.01	258.70	252.34	3.28	-	-
User Fees & Parcel Taxes	1,060.62	1,320.53	1,211.86	-	-	1,043.54
Total SCRD Taxation/User Fees	\$ 2,249.12	\$ 2,381.55	\$ 2,246.77	\$ 1,159.77	\$ 609.76	\$ 1,902.67
2022 Taxation & User Fees						
General	\$ 474.68	\$ 720.92	\$ 704.72	\$ 927.99	\$ 538.37	\$ 765.95
Fire Protection	484.09	-	-	-	-	-
Rec. Facilities & Bike Paths**	172.88	262.56	256.66	3.59	-	-
User Fees & Parcel Taxes	849.33	1,069.24	1,074.41	-	-	832.25
Total SCRD Taxation/User Fees	\$ 1,980.97	\$ 2,052.71	\$ 2,035.79	\$ 931.58	\$ 538.37	\$ 1,598.20
Increase / (Decrease) in Taxation / Fees	\$ 268.15	\$ 328.83	\$ 210.98	\$ 228.19	\$ 71.39	\$ 304.47
% Change	13.54%	16.02%	10.36%	24.50%	13.26%	19.05%
**taxed on assessed improvements only						
Tax rates are subject to change on release of the 2023 revised assessemnt roll in March.						

Scenario 2- 'What-If' All Items Incorporated

Below is an illustration of the financial implications if all the items listed on the 'What-if' property taxation scenario were approved, including new proposals and estimated 2022 deficits.

Average Residential Taxation & Fees Summary 2023 Budget								
Rural Areas & Member Municipalities (*excludes defined rural areas)								
	Area A - Egmont / Pender Harbour*	Area B - Halfmoon Bay*	Area D - Roberts Creek	Area E - Elphinstone	Area F - West Howe Sound*	District of Sechelt	Sechelt Nation Government District	Town of Gibsons
2023 Average Residential Property Value	\$623,075	\$1,126,887	\$1,363,236	\$991,368	\$1,057,998	\$979,903	\$573,134	\$933,008
2022 Average Residential Property Value	\$590,540	\$1,025,500	\$1,235,785	\$887,499	\$1,032,812	\$859,681	\$563,424	\$838,503
Increase / (Decrease) in Property Value	\$32,535	\$101,387	\$127,451	\$103,869	\$25,186	\$120,222	\$9,710	\$94,505
% Change	5.51%	9.89%	10.31%	11.70%	2.44%	13.98%	1.72%	11.27%
2023 Taxation & User Fees								
General	\$ 546.50	\$ 1,284.39	\$ 1,608.65	\$ 1,102.42	\$ 1,169.69	\$ 565.63	\$ 351.56	\$ 636.86
Fire Protection	-	419.97	497.15	260.86	278.39	-	-	245.50
Rec. Facilities & Bike Paths**	166.43	315.77	524.55	381.46	407.10	370.77	216.86	353.03
User Fees & Parcel Taxes	17.08	1,360.99	1,360.99	1,360.99	1,360.99	1,159.73	1,159.73	116.19
Total SCRD Taxation/User Fees	\$ 730.01	\$ 3,381.12	\$ 3,991.35	\$ 3,105.73	\$ 3,216.17	\$ 2,096.13	\$ 1,728.15	\$ 1,351.58
2022 Taxation & User Fees								
General	\$ 453.47	\$ 1,011.92	\$ 1,265.67	\$ 887.63	\$ 1,022.80	\$ 447.29	\$ 311.84	\$ 534.19
Fire Protection	-	495.69	442.61	254.90	296.63	-	-	240.82
Rec. Facilities & Bike Paths**	165.15	298.30	477.46	342.90	399.04	326.34	213.88	318.30
User Fees & Parcel Taxes	17.10	1,140.12	1,140.12	1,140.12	1,140.12	948.44	948.44	116.19
Total SCRD Taxation/User Fees	\$ 635.72	\$ 2,946.03	\$ 3,325.86	\$ 2,625.55	\$ 2,858.60	\$ 1,722.07	\$ 1,474.15	\$ 1,209.50
Increase / (Decrease) in Taxation / Fees	\$ 94.29	\$ 435.09	\$ 665.48	\$ 480.19	\$ 357.58	\$ 374.07	\$ 253.99	\$ 142.08
% Change	14.83%	14.77%	20.01%	18.29%	12.51%	21.72%	17.23%	11.75%
**taxed on assessed improvements only								

Defined Rural Areas						
	Area A - Egmont Fire Protection Area	Area A - North Pender Harbour Water Service Area	Area A - South Pender Harbour Water Service Area	Area B - Thormanby Island	Area F - Gambier Island	Area F - Keats Island - Eastbourne
2023 Average Residential Property Value	\$643,740	\$1,021,637	\$996,497	\$1,348,586	\$670,570	\$933,008
2022 Average Residential Property Value	\$618,162	\$938,835	\$917,743	\$1,133,981	\$590,443	\$838,503
Increase / (Decrease) in Property Value	\$25,578	\$82,802	\$78,754	\$214,605	\$80,127	\$94,505
% Change	4.14%	8.82%	8.58%	18.92%	13.57%	11.27%
2023 Taxation & User Fees						
General	\$ 564.63	\$ 896.08	\$ 874.03	\$ 1,291.30	\$ 676.80	\$ 952.39
Fire Protection	519.95	-	-	-	-	-
Rec. Facilities & Bike Paths**	171.95	272.89	266.17	3.78	-	-
User Fees & Parcel Taxes	1,060.62	1,320.53	1,211.86	-	-	1,043.54
Total SCRD Taxation/User Fees	\$ 2,317.15	\$ 2,489.50	\$ 2,352.06	\$ 1,295.08	\$ 676.80	\$ 1,995.93
2022 Taxation & User Fees						
General	\$ 474.68	\$ 720.92	\$ 704.72	\$ 927.99	\$ 538.37	\$ 765.95
Fire Protection	484.09	-	-	-	-	-
Rec. Facilities & Bike Paths**	172.88	262.56	256.66	3.59	-	-
User Fees & Parcel Taxes	849.33	1,069.24	1,074.41	-	-	832.25
Total SCRD Taxation/User Fees	\$ 1,980.97	\$ 2,052.71	\$ 2,035.79	\$ 931.58	\$ 538.37	\$ 1,598.20
Increase / (Decrease) in Taxation / Fees	\$ 336.17	\$ 436.78	\$ 316.27	\$ 363.50	\$ 138.42	\$ 397.73
% Change	16.97%	21.28%	15.54%	39.02%	25.71%	24.89%
**taxed on assessed improvements only						
Tax rates are subject to change on release of the 2023 revised assessemnt roll in March.						

Human Resources Plan:

The preliminary Human Resources Plan (HR Plan) for 2023-R1 includes 235.40 Full Time Equivalents (FTE) and in 2022, the FTE count was 236.09. The HR Plan summary is attached for reference (Attachment B). These do not include the additional 2023 Round 1 Budget requests of 16.35 FTE.

Organizational and Intergovernmental Implications

The SCRD Budget impacts all areas of the region and information is available publicly as we as with member municipalities and community stakeholders.

Timeline for next steps or estimated completion date

The first round of the 2023-2027 Financial Plan meetings will conclude January 25, 2023 with Round 2 scheduled for February 21-22, 2023, and the final Financial Plan (FP) Bylaw adoption scheduled for March 23, 2023. Per the *Local Government Act*, the FP Bylaw must be adopted on or before March 31 of each year.

Communications Strategy

Each year as part of the Budget Process, several public meetings are held as well as public presentations. This year, the SCRD will be proactively communicating with the Sunshine Coast community on topics such as utility billing, property taxation and on projects that are being considered in the upcoming budget.

At the November 24, 2022 Committee of the Whole meeting, the [Budget 2023 Communications Plan](#) was provided.

A series of Public (virtual) Information sessions for the 2023 Budget are planned for the second week of February with dates being finalized. Session for the Water Utility Rates were held on December 13, 2022 and recordings can be found below:

- North & South Pender Water Services-[LINK](#)
- Regional Water Service- [LINK](#)

In addition to the public Budget Meetings, the SCRD will be hosting electoral and member municipal area specific Budget information session in between Round 1 and 2 in February 2023. Further information on dates and locations will follow and will be found on the [Let's Talk Budget Page](#) or here on [the SCRD Website](#). This is also where the public can provide feedback on the Budget.

Again for 2023, staff will publish the comprehensive [2023-2027 Financial Plan](#) or “*Budget Book*” which provides details on all aspects of the SCRD’s Budget such as taxation rates, departmental overviews and financial policies.

The focus of all budget communications is to make information accessible for Sunshine Coast residents and to provide context on the many topics being discussed through the budget process.

STRATEGIC PLAN AND RELATED POLICIES

All facets of the Financial Planning Process relate to the Board Strategic Plan, Policies, Bylaws, and Master-Plans.

CONCLUSION

The information provided is preliminary data before any impacts of decisions for the 2023 Budget are included such as Budget Proposals and Community Partner requests. Detailed information on the SCRD such as taxation by area (including islands), user fees, local area impacts, service overviews in addition to the attachments can be found online in the Budget Book or [2023-2027 Financial Plan](#) on the SCRD website.

In addition to public meetings and information sessions being held, the SCRD will also be proactively communicating with the community on topics such as utility billing, property taxation and on projects that are being considered in the upcoming budget. Tools such as videos, newsprint and social media will be used.

The first round of the 2023-2027 Financial Plan meetings will conclude January 25 with Round 2 scheduled for February 21-22 and final Financial Plan Bylaw adoption scheduled for March 23, 2023.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – Round 1 Budget January 23, 2023

AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
Alex Taylor, Budget and Financial Analyst

SUBJECT: 2023 PRELIMINARY PROPERTY ASSESSMENT IMPACTS

RECOMMENDATION(S)

THAT the report titled 2023 Preliminary Property Assessment Impacts be received for information.

BACKGROUND

The 2023 Completed Assessment Roll was released by the BC Assessment Authority on January 1, 2023. Assessed values are based on the estimated market value of properties on July 1 and condition on October 31 of the preceding year. The Final Roll will be produced at the end of March in preparation for the tax requisition and values will change slightly.

This report details the preliminary impacts that changes to the Assessment Roll will have on the tax apportionment for the Sunshine Coast Regional District (SCRD) services between service participants, property class changes, and impacts for an average residential property in each area.

All calculations in this report are based on the 2022 and 2023 preliminary property taxation (ad valorem) for the various services.

DISCUSSION

Overall, taxation apportionment varies from service to service depending on which areas participate. Unlike a Municipality, the apportionment between participating areas in a Regional District service changes from year to year as a result of changes in the assessment base due to market (market condition) and non-market factors (growth).

In general, if assessments in an electoral area, property class or individual property increase by more than the respective average, tax apportionment to that area, class or property will also increase. Conversely, if assessments increase by less than the respective average, tax apportionment will decrease.

Overall Change in Assessments

Overall, assessments in the Regional District increased by 11.37% in 2023 (34.27% increase in 2022) as detailed in Table 1 below:

Table 1: Overall Change in Assessed Values		
	Assessed Value	% Change
2021 (Cycle 9)	18,737,028,470	
Increase due to NMC*	163,411,748	0.87%
Increase due to Market	1,967,018,552	10.50%
2022 Total	20,867,458,770	11.37%
*Non-market Change		

Non-market change (NMC) is generally related to growth and results in an overall increase to the tax base. When all other factors remain equal, an increase due to NMC will result in reduced taxation to existing property owners in all areas as there are more properties to share the costs.

Market change refers to changes in assessment related to market shifts. These values are determined based on actual sales data in a particular area. When all other factors remain equal, if an individual property's market value increases by more than the average, taxation for that property will increase. If the value increases by less than the average, taxation will decrease.

Change in Apportionment by Area

Converted values are used to calculate the change in tax apportionment between areas and property classes. The total converted value for each area is used to multiply the tax rates for each property class. As an example, Residential properties have a conversion factor of 0.1 while businesses have a conversion factor of 0.245; therefore, the business tax rate is 2.45 times greater than the residential tax rate. Conversion factors for Regional Districts are prescribed by Provincial regulation.

Table 2 shows a comparison of 2022 and 2023 converted values. In general, areas where the percentage increase is greater than the total % increase will see an increase in overall tax apportionment. Areas where the increase is less than the average will see a decrease in apportionment.

Table 2: Comparison of Converted Values by Area					
Area	2022	2023	\$ Increase	% Increase	Apportionment
Area A	320,066,694	345,098,192	25,031,498	7.8%	?
Area B	267,983,114	294,688,872	26,705,758	10.0%	?
Area D	202,426,263	224,192,929	21,766,665	10.8%	?
Area E	155,524,196	174,167,660	18,643,464	12.0%	?
Area F	259,982,046	278,602,213	18,620,167	7.2%	?
ToG	248,523,624	283,388,742	34,865,118	14.0%	?
DoS	563,893,690	651,976,599	88,082,909	15.6%	?
sNGD	40,424,549	42,722,907	2,298,359	5.7%	?
Total	2,058,824,176	2,294,838,114	236,013,938	11.5%	

The actual impact on overall tax apportionment is dependent on service participation. Table 3 shows the actual change in tax apportionment by area because of changes in assessments if taxation remained the same as 2022 (0%). This impacts the preliminary tax estimates for 2023 Round 1 Budget in that District of Sechelt and Town of Gibsons would see their taxation increase simply due to assessment changes as growth and market have risen in those areas higher relative to the electoral areas.

Table 3: Overall Change in Tax Apportionment Due to Assessments				
Area	2022	2023	\$ Change	% Change
Area A	3,291,368	3,241,575	(49,793)	-1.51%
Area B	4,568,106	4,523,090	(45,016)	-0.99%
Area D	3,402,077	3,402,164	86	0.00%
Area E	2,651,326	2,671,633	20,307	0.77%
Area F	3,998,392	3,894,187	(104,204)	-2.61%
DoS	4,860,355	4,992,822	132,466	2.73%
ToG	3,077,086	3,135,207	58,121	1.89%
sNGD	413,746	401,779	(11,967)	-2.89%
	26,262,456	26,262,456	0.00	

Change in Apportionment by Property Class

Table 4 is a summary of the overall change in converted value and apportionment by property class.

Table 4: Comparison of Converted Values by Property Class					
Property Class	2022	2023	\$ Increase	% Increase	Apportionment
Residential	1,767,236,887	1,965,840,489	198,603,602	11.2%	↓
Utilities	64,928,371	68,865,629	3,937,258	6.1%	↓
Major Industry	33,422,340	34,821,474	1,399,134	4.2%	↓
Light Industry	27,427,324	29,839,726	2,412,402	8.8%	↓
Business and Other	158,059,475	186,932,705	28,873,231	18.3%	↑
Managed Forest Land	3,578,100	3,938,490	360,390	10.1%	↓
Rec/Non-Profit	4,105,000	4,534,440	429,440	10.5%	↓
Farm	66,679	65,160	(1,519)	-2.3%	↓
Total	2,058,824,176	2,294,838,114	236,013,938	11.5%	

The Business and other class increased more than the overall average indicating that taxation will shift to this class from those that increased less than the average. All other classes changed by less than the average which suggests taxation will shift away from these classes.

Average Residential Property Impact

Table 5 below summarizes the impact of 2023 assessment changes for the residential property class in each area based on status quo taxation and average change in Property Value. The

impact on individual residential properties is dependent on service participation and individual property assessment increases in relation to the average.

Table 5: Average Residential % Change		
Area	Average Residential % Change in Taxation	Average Change in Property Value
Area A	2.13%	5.51%
Area B	0.56%	9.89%
Area D	8.23%	10.31%
Area E	5.90%	11.70%
Area F	-2.71%	2.44%
sNGD	-2.74%	1.72%
DoS	9.26%	13.98%
ToG	4.44%	11.27%

STRATEGIC PLAN AND RELATED POLICIES

The information in this report is intended to support the Board's decision-making process during 2023 budget deliberations.

CONCLUSION

Overall assessments in the SCRd increased by 11.37% in 2023 as compared to the 2022 revised assessment roll.

Converted assessed values used to determine tax apportionment between areas increased by 11.5%. Apportionment to Area E, Town of Gibsons, and District of Sechelt increased due to higher-than-average increases in assessments. Apportionment to Area A, Area B, Area D, Area F, and the shíshálh Nation Government District decreased due to lower-than-average increases in assessments.

Converted assessed values for the Business and Other properties increased by more than the average property class increase. The result of this is a shift in taxation to the Business and Other property class from property classes that increased by less than the average.

Based on the static taxation, the impact of changes in assessments will result in increased taxation for an average residential property in Area D, Area E, the District of Sechelt and Town of Gibsons. Conversely, taxation for an average residential property in Area A, Area B, Area F, and shíshálh Nation Government District will decrease.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23 – 25, 2023

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

SUBJECT: POLICIES INFORMING THE BUDGET PROCESS

RECOMMENDATION(S)

THAT the report titled Policies Informing the Budget Process be received for information.

BACKGROUND

There are several Board Policies which inform the development of the Financial Plan and there are three key Policies which are referenced throughout the process: the Financial Sustainability Policy; the Support Services Policy; and the newly adopted Financial Planning Policy. The purpose of this report is to provide a general overview of these Policies in preparation of the Budget deliberations.

The Policies are reviewed annually by staff to ensure items within the Policies remain in alignment with the legislative requirements with Regional District Budgeting, whereas Part 11, Div 2, Section 379 (1) of the *Local Government Act* (LGA) stipulates that “*All costs incurred by a regional district in relation to a service, including costs of administration attributable to the service, are part of the costs of that service*”. For 2023, staff have no recommended amendments for the Policies, however, as part of the Board’s Inaugural Policy Review, the following motions (192/22 & 193/22) were passed at the July 28, 2022 (partial excerpts below):

Recommendation No. 5 *Board Policy Review – For Further Review*

THAT the following policies be brought back to the Board Policy Review Committee for further review and minor amendment:

Subsection	Policy No.	Policy Title
General	5-1610-1	Support Service Allocation

Recommendation No. 3 *Board Policy Review – Reaffirm*

THAT the following policies be reaffirmed:

Subsection	Policy No.	Policy Title
Budgets - General	5-1700-1	Financial Sustainability

These Policies will be brought forward to the future Policy Review Committee for review and direction. No action is required at this time.

DISCUSSION

Support Service Allocation Policy

The Support Services Allocation Policy (Attachment A) is the method used to apply various support costs to through the various services of Sunshine Coast Regional District (SCRD) which as noted above is required per the LGA.

The Policy was updated in 2022 to include a method to apportion costs for Mason Rd Works Yard, to the services which occupy the site. These include Transit, Utilities, Fleet, and Parks.

The financial summary of the Support Services at Round 1 (Attachment B) are as follows:

Support Services Summary at R1

		2019	2020	2021	2022	2023	Difference 2022 to 2023	%
110	General Government	690,894	702,711	910,603	842,508	966,233	123,725	13.59%
113	Finance (Includes Asset Mgmt. & Purchasing)	1,446,949	1,620,322	1,692,147	1,760,214	1,945,224	185,010	10.93%
114	Field Rd	472,278	487,131	502,199	510,306	522,630	12,324	2.45%
115	Human Resources	555,395	714,168	725,929	755,915	791,598	35,683	4.92%
117	Information Technology	1,001,814	1,141,040	1,178,252	1,271,807	1,360,124	88,317	7.50%
135	Corporate Sustainability	21,216	46,764	48,176	51,113	55,809	4,696	9.75%
315	Mason Road Works Yard	-	-	-	16,000	30,878	14,878	92.99%
506	Property Information Mapping Services	341,540	318,629	308,721	316,255	331,314	15,059	4.88%
	Total	4,530,086	5,030,765	5,366,027	5,524,118	6,003,810	479,692	8.68%
	Change from Prior Year		500,679	335,262	158,091	479,692		
	% Change from Prior Year		11.05%	6.66%	2.95%	8.68%		

Support Services are mainly derived from staffing costs, therefore, the increases reflected above are generally due to changes in wages and benefits. In the case of General Government, staff who were allocated to Elections have been re-allocated to general Government.

Allocation bases used to calculate the distribution of support services amongst functional areas will be updated in advance of Round 2 to include any new approved budget requests and final year end values prior to Budget adoption.

Financial Sustainability Policy

The overall purpose of the Financial Sustainability Policy (Attachment C) is to provide a framework for the delivery of services in a stable and affordable manner. There are 15 key Policy Statements which directly relate to the annual Budget Process.

The Policy was updated in 2020 to make changes to bring it into line with the corporate asset management/capital planning (user fees pay for operations and parcel taxes pay for capital); new PSAS-Section PS 3280 - requires public bodies to account for the future financial commitment; align the current Policy with the Boards Strategic focus areas; incorporate other related policies and corporate plans; and a few housekeeping amendments.

Once the Board updates its new Strategic Plan, Reserve and other Financial Policies are developed, and as the SCRD considers *Environmental, Sustainability, and Governance* (ESG) factors/goals, this Policy will be brought forward for amendments to reflect any required changes.

**New-Financial Planning Policy*

In July 2022, the Board approved the Financial Planning Policy (Attachment D) which provides a framework for short- and long-range financial planning and budgeting for the SCRD. The Policy:

- Links accountability with the responsibility for service delivery;
- Provides the public with an understanding of the financial planning process, including aspects of communication and engagement;
- Provides the mechanisms to deal with exceptions from planned service delivery;
- Outlines the means to give early warnings of budget deficits and surpluses and to identify;
- Opportunities to redirect or mitigate unforeseen changes; and,
- Enhances corporate and financial integrity while maintaining the ability to deliver services effectively and efficiently.

The Policy is designed to work in conjunction with other SCRD Policies and Provincial legislation that mandates the SCRD as well as the responsibility of the Chief Financial Officer's financial duties. This Policy should be reviewed in concert with other fiscal policies and plans of the SCRD, such as (and not limited to) the Financial Sustainability Policy, Official Community Plans, and Asset Management Policy.

CONCLUSION

There are three Board Policies that guide Financial Planning for the SCRD which have been provided for information in preparation of the 2023 Budget Process.

The Support Services and Financial Sustainability Policy will be reviewed at a future Board Policy Review Committee.

Attachments:

- A – Support Services Allocation Policy
- B – 2023 Preliminary Budget - Support Services Summary
- C- Financial Sustainability Policy
- D- Financial Planning Policy

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

Sunshine Coast Regional District

BOARD POLICY MANUAL

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

POLICY

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

REASON FOR POLICY

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

AUTHORITY TO ACT

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

PROCEDURE**Definitions:**

Direct costs – those that can be specifically identified and assigned to a particular project or function relatively easily and with a high degree of accuracy;

Indirect costs – those incurred that cannot be identified readily and specifically with a particular project or function;

Support Services (includes the following functions):

- i. Administrative Expenses:
 - a. Liability Insurance and Legal Fees
 - b. Photocopier and Reception
 - c. Mail and Records Management
 - d. Corporate Communications and Engagement
 - e. Chief Administrative Officer
- ii. Financial Management
 - a. Asset Management
 - b. Financial Services
 - c. Payroll
 - d. Purchasing and Risk Management
- iii. Field Road Administrative Offices Building Maintenance]
- iv. Human Resources
- v. Information Services

- vi. Corporate Sustainability Services
- vii. Property Information and Mapping Services (PIMS) / Geographical Information Systems (GIS);
- viii. Mason Road Works Yard

Net operating budget – the total operating expense budget for each function of the Regional District, exclusive of Internal Recoveries (Line Item 4999), Support Services (Line Item 5000), Support Services Recovery (Line Item 5001), Interest on Long Term Debt (Line Item 5300), Member Municipality Debt Payments (Line Item 5305) and Amortization Expense (Line Item 5400);

Tangible Capital Assets – are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations;

Recoverable costs – the total current year budget less any offsetting revenues.

Principles:

- Fairness – functions should pay for the administrative services they consume;
- Transparency – it should be clear what administrative services a function pays for and the amount for those services;
- Consistent and equitable application;
- Application of generally accepted accounting principles;
- Ease of administration;
- Easily understood by the Board, administration and service participants.

Allocation Method:

Where costs can be identified as direct costs, they will be budgeted and charged to the function or project to which they apply.

a. **Overall Allocation**

Fifteen percent (15%) of the total recoverable costs for all support service functions will be allocated proportionately to all functions, based on the function's prior year net operating budget. This allocation is in recognition that all functions receive a benefit from support services that may not be recognized in the allocation method utilized.

b. **Liability Insurance and Legal Fees**

Liability Insurance and Legal Fees are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

c. Photocopier and Reception

Includes the cost associated with the photocopiers and reception for the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

d. Mail and Records Management

The costs for mail and records management are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

e. Corporate Communications and Engagement

Includes all costs associated with providing advertising, media and communications and engagement for the Regional District. The recoverable costs for function 110 will be allocated based on prior year's historical use.

f. Chief Administrative Officer

Includes the staffing and related costs to provide core administrative oversight to the Regional District. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

g. Asset Management

Includes costs associated with the development, implementation, and ongoing operation of the Corporate Asset Management Plan and Program, which ensures that all corporate capital assets/infrastructure are operated and maintained to optimize life cycle costs and that there are long term financial strategies in place for their end of life replacement. The recoverable costs for function [111] will be allocated proportionately, based on prior year's historical cost value of the "Tangible Capital Assets" (excluding land or work-in progress) managed by each individual function.

h. Financial Services

Includes the staffing and related costs to provide core financial services to the Regional District. The recoverable amounts of this function, excluding costs associated with payroll, will be allocated proportionately to individual functions, based on the function's prior year net operating budget, excluding the cost of wages and benefits, multiplied by the usage factor. The usage factor is a ratio from 1 to 3 that reflects the draw on financial resources by a particular service.

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

i. Payroll

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

j. Purchasing and Risk Management

Includes costs associated with providing the support for procurement of goods and services and risk management for the Regional District. The recoverable costs will be allocated based on prior year's historical use with a portion for general benefit to the organization.

k. Field Road Administrative Offices Building Maintenance

Includes the cost of maintenance, utilities and debt costs associated with the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

l. Human Resources

Includes the Human Resources' staffing costs, legal fees, and corporate training. The recoverable costs will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

m. Information Services

Includes costs of providing computer hardware and software, telephones, network connectivity, and support for the Regional District. The recoverable costs of this function will be allocated based on the following methods:

- i. The costs associated with computer hardware and software and networks will be allocated based on the number of computers assigned to each department.
- ii. The costs of telephone service will be allocated based on the number of telephones assigned to each department.
- iii. The cost of support will be allocated based on the number of users.

n. Corporate Sustainability

Includes costs to support the Regional District's Sustainable Community Policy and Integrated Community Sustainability Policy. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget. When a sustainability project is undertaken that is of regional nature, the costs of that project will be recovered by way of direct taxation.

o. Property Information and Mapping Services (PIMS)

Includes costs associated with providing core spatial data services, systems and mapping for the Regional District. The recoverable costs for function 506 will be allocated based on the following:

Allocation	Methodology	Percent of Budget
General Administration/Overall	40% overall	40%
Tempest-Land Management	Apportioned based on the overall allocation of Tempest Software Maintenance Fees.	10%
Cityworks (Enterprise Asset Management)	Apportioned based on same method as Asset Management	30%
Project based	Only 20% of the budget will be reserved/apportioned to projects and reviewed annually	20%

p. Mason Road Works Yard-

Includes the cost of maintenance, utilities and debt costs associated with the Transit/Fleet Building. The recoverable costs will be allocated proportionately, based on the square footage of site occupied by each department.

Five-Year Plan Allocation:

Budget Years 2 through 5 of the five-year financial Plan will be based on the Year 1 (current budget year) allocation, adjusted for any significant changes in individual operating plans.

New Services:

A new service with no base year will be allocated a support services charge based on a projected budget amount or a charge as set by the Chief Financial Officer.

Review:

In the fall of each year, as part of the base budget process, each function's allocations are updated according to the policy, and the changes are applied. This may result in an increase or decrease to the respective functions support service cost for the following year.

Approval Date:	November 25, 2010	Resolution No.	484/10 Rec. No. 5
Amendment Date:	February 14, 2013	Resolution No.	048/13 Rec. No. 1
Amendment Date:	December 12, 2013	Resolution No.	577/13 Rec. No. 3
Amendment Date:	December 11, 2014	Resolution No.	579/14 Rec. No. 8
Amendment Date:	December 10, 2015	Resolution No.	443/15 Rec. No. 5
Amendment Date:	December 8, 2016	Resolution No.	452/16 Rec. No. 3
Amendment Date:	December 13, 2018	Resolution No:	340/18 Rec. No. 3
Amendment Date	January 9, 2020	Resolution No.	004/20 Rec. No. 2
Amendment Date	November 26, 2020	Resolution No.	381/20 Rec. No. 10

2023 R1 Support Service Allocation

	CAO	Liability Ins & Legal	Photocopier	Communication & Engagement	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bid Maint	HR	IT/ Phones	Sustain	Mason Road	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)	15% Across the board	Total Allocation 6,003,810	2022 Amended Budget Allocation	Net Change
Overall Allocation (15%)	274,509 (41,176)	149,334 (22,400)	32,500 (4,875)	232,149 (34,822)	106,486 (15,973)	171,255 (25,688)	1,069,733 (160,460)	197,568 (29,635)	272,229 (40,834)	405,694 (60,854)	522,630 (78,395)	791,598 (118,740)	1,360,124 (204,019)	55,809 (8,371)	30,878 (4,632)	99,394	33,131	66,263	132,526	850,874	6,003,810		
Net Recovery	233,333	126,934	27,625	197,327	90,513	145,567	909,273	167,933	231,395	344,840	444,236	672,858	1,156,105	47,438	26,246								
General Government Services																							
[110] General Government	13,926	7,564	11,186	154,407	36,650	8,675	20,023	14,692	537	25,881	179,877	58,865	123,661	2,827		231	226	-	7,897	50,705	717,831	713,300	4,530
[111] Asset Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[112] Corporate Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[113] Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[114] General Offices Bld Maint	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[115] Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[116] Procurement & Risk Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[117] Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[118] S/Coast RHD Admin	-	190	352	-	1,155	218	405	386	-	-	5,667	1,547	1,754	71		-	3	-	198	1,273	13,219	12,555	664
[121] Grants in Aid - Area A	278	151	-	-	-	173	1,004	7	-	-	-	28		56		-	15	-	157	1,011	2,880	2,636	244
[122] Grants in Aid - Area B	210	114	-	-	-	131	753	7	-	-	-	28		43		-	7	-	119	763	2,172	2,095	77
[123] Grants in Aid - Area E & F	33	18	-	-	-	21	104	7	-	-	-	28		7		-	2	-	19	122	360	490	(130)
[125] Grants in Aid - Community Schools	69	38	-	-	-	43	235	7	-	-	-	28		14		-	2	-	39	251	726	686	40
[126] Greater Gibsons Comm Participation	75	41	-	-	-	47	258	7	-	-	-	28		15		-	12	-	43	274	798	695	104
[127] Grants in Aid - D only	234	127	-	-	-	145	842	7	-	-	-	28		47		-	8	-	132	850	2,420	2,197	223
[128] Grants in Aid - E only	190	103	-	-	-	118	682	7	-	-	-	28		39		-	4	-	108	692	1,971	1,747	224
[129] Grants in Aid - F only	198	108	-	-	-	123	711	7	-	-	-	28		40		-	8	-	112	721	2,055	1,534	521
[130] UBCM & Electoral Area Services	702	381	-	-	-	437	830	625	-	-	-	2,506		143		-	8	-	398	2,557	8,588	5,010	3,578
[131] Elections (Election Year Only)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,845)
[135] Corporate Sustainability	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[136] Regional Sustainability	804	436	-	278	-	501	74	947	-	2,427	-	3,796	585	163		-	1	-	456	2,926	13,394	8,383	5,011
[150] Feasibility- Regional	473	257	-	-	-	294	264	244	-	-	-	976	-	96		-	-	-	268	1,721	4,592		4,592
[151] Feasibility Studies - Area A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[152] Feasibility Studies - Area B	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[153] Feasibility Studies - Area D	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[155] Feasibility Studies - Area F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protective Services																							
[200] Bylaw Enforcement	1,901	1,033	522	-	1,711	1,184	947	2,323	70	146	8,396	9,308	16,928	386		30	4,826	292	1,078	6,922	58,003	53,618	4,385
[204] Halfmoon Bay Smoke Control	6	3	3	-	11	4	-	8	-	-	52	32		1		-	1	-	3	22	146	143	3
[206] Roberts Creek Smoke Control	6	3	3	-	11	4	-	8	-	-	52	32		1		-	-	-	3	22	145	142	3
[210] Gibsons and District Fire Protection	6,205	3,371	55	199	182	3,865	17,779	4,972	5,375	2,720	892	19,922	40,936	1,260		2,309	120	-	3,519	22,594	136,273	128,090	8,184
[212] Roberts Creek Fire Protection	2,935	1,594	46	397	150	1,828	10,117	2,049	3,397	7,340	735	8,208	24,316	596		1,459	78	58	1,665	10,688	77,666	69,024	8,632
[216] Halfmoon Bay Fire Protection	3,020	1,640	46	-	150	1,881	9,692	2,235	2,289	1,696	735	8,955	12,620	613		983	84	-	1,713	10,996	59,348	56,955	2,393
[218] Egmont Fire Protection	1,257	683	26	794	86	783	3,856	961	684	88	420	3,852	1,813	255		294	27	175	713	4,575	21,339	14,176	7,164
[220] Emergency Telephone - 911	1,949	1,059	202	-	663	1,214	12,226	381	1,301	1,755	3,253	1,526	5,848	396		559	116	-	1,105	7,096	40,647	32,956	7,691
[222] Sunshine Coast Emergency Planning	1,631	886	1,413	4,248	4,629	1,016	3,756	1,470	380	14,768	22,721	5,889	7,712	331		163	37	1,050	925	5,938	78,963	75,289	3,675
[290] Animal Control	425	231	124	-	406	265	1,023	375	28	58	1,994	1,502	5,848	86		12	1,567	-	241	1,547	15,732	14,867	865
[291] Keats Island Dog Control	17	9	-	-	-	11	61	11	-	-	-	46		3		-	1	-	10	62	231	222	9
Transportation Services																							
[310] Public Transit	31,361	17,035	101	476	331	19,535	138,925	24,638	906	5,118	1,627	98,719	100,882	6,366	4,987	389	712	1,692	17,785	114,189	585,776	542,882	42,894
[312] Maintenance Facility	2,546	1,383	20	-	64	1,586	-	-	1,802	1,725	315	-	29,240	517	4,987	774	-	-	1,444	9,271	55,673	49,679	5,994
[313] Building Maintenance									88	-			11,696		787	38	-	-			12,609	11,445	1,163
[315] Mason Road																							
[320] Regional Street Lighting	286	156	-	-	-	178	950	38	-	-	-	151		58		-	7	467	162	1,043	3,497	2,310	1,187
[322] Langdale Street Lighting	17	9	-	-	-	11	62	-	-	-	-	-		3		-	0	-	10	62	174	163	11
[324] Granthams Street Lighting	17	9	-	-	-	11	62	-	-	-	-	-		3		-	0	-	10	62	174	163	11
[326] Veterans Street Lighting	3	2	-	-	-	2	12	-	-	-	-	-		1		-	0	-	2	12	35	33	2
[328] Spruce Street Lighting	2	1	-	-	-	1	6	-	-	-	-	-		0		-	0	-	1	6	17	16	1
[330] Woodcreek Street Lighting	14	8	-	-	-	9	51	-	-	-	-	-		3		-	0	-	8	50	142	334	(192)
[332] Fircrest Street Lighting	7	4	-	-	-	4	27	-	-	-	-	-		1		-	0	-	4	26	74	33	41
[334] Hydaway Street Lighting	2	1	-	-	-	1	6	-	-	-	-	-		0		-	0	-	1	6	17	16	1
[336] Sunnyside Street Lighting	7	4	-	-	-	4	25	-	-	-	-	-		1		-	0	-	4	25	69	65	4
[340] Burns Road Street Lighting	2	1	-	-	-	1	6	-	-	-	-	-		0		-	0	-	1	6	16	15	1
[342] Stewart Road Street Lighting	3	2	-	-	-	2	12	-	-	-	-	-		1		-	0	-	2	12	35	33	2
[345] Ports Services	1,784	969	85	-	278	1,111	8,186	883	3,506	5,381	1,364	3,539	2,924	362		1,506	31	-	1,012	6,497	39,418	38,969	449
[346] Langdale Dock	201	109	-	-	-	125	739	-	-	-	-	-		41		-	7	-	114	730	2,065	1,939	126

2023 R1 Support Service Allocation

	CAO	Liability Ins & Legal	Photocopier	Communication & Engagement	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	Mason Road	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)	15% Across the board	Total Allocation	2022 Amended Budget Allocation	Net Change	
Overall Allocation (15%)	274,509	149,334	32,500	232,149	106,486	171,255	1,069,733	197,568	272,229	405,694	522,630	791,598	1,360,124	55,809	30,878	99,394	33,131	66,263	132,526	850,874	6,003,810	-		
Net Recovery	(41,176)	(22,400)	(4,875)	(34,822)	(15,973)	(25,688)	(160,460)	(29,635)	(40,834)	(60,854)	(78,395)	(118,740)	(204,019)	(8,371)	(4,632)	-	-	-	-	-	850,874	-		
	233,333	126,934	27,625	197,327	90,513	145,567	909,273	167,933	231,395	344,840	444,236	672,858	1,156,105	47,438	26,246	99,394	33,131	66,263	132,526	850,874	6,003,810	-		
Environmental Health Services																								
[350] Regional Solid Waste	12,562	6,824	1,273	7,822	4,170	7,825	66,816	4,587	16	36,613	20,464	18,381	20,468	2,550	-	7	268	4,200	7,124	45,741	267,711	284,243	(16,532)	
[351] Pender Harbour Solid Waste	5,537	3,007	26	-	86	3,449	40,397	2,469	381	4,504	420	9,894	9,575	1,124	-	164	190	-	3,140	20,160	104,521	95,538	8,983	
[352] Secheff Solid Waste	13,753	7,471	55	278	182	8,567	117,618	4,087	4,574	24,623	892	16,376	26,914	2,792	-	1,965	638	233	7,800	50,077	288,894	225,305	63,589	
[355] Refuse Collection	6,812	3,700	111	2,343	364	4,243	47,625	462	249	-	1,784	1,852	2,924	1,383	-	107	1,544	-	3,863	24,802	104,167	97,394	6,773	
[365] North Pender Harbour Water Svcs	2,468	1,341	72	79	235	1,538	9,045	2,163	10,511	-	1,154	8,668	5,540	501	-	4,515	166	117	1,400	8,968	58,502	60,938	(2,436)	
[366] South Pender Harbour Water Svcs	4,467	2,427	134	79	438	2,783	18,786	3,629	14,975	936	2,151	14,538	17,544	907	-	6,433	348	408	2,533	16,263	109,783	101,263	8,520	
[370] Regional Water Services	35,344	19,198	3,100	17,470	10,157	22,017	121,427	31,932	116,658	78,958	49,849	127,943	184,124	7,175	11,286	50,110	3,216	37,127	20,044	128,692	1,075,825	981,120	94,705	
[381] Greaves RD W/W Plant	29	16	-	-	-	18	125	16	-	-	-	65	-	-	-	-	2	-	-	17	107	400	207	193
[382] Woodcreek Park Waste Water Plant	325	176	-	-	-	202	1,171	217	591	-	-	871	-	-	-	254	26	-	184	1,183	5,268	5,019	248	
[383] Sunnyside W/W Plant	29	16	-	-	-	18	112	18	-	-	-	72	-	-	-	-	2	-	-	16	105	393	289	104
[384] Jolly Roger W/W Plant	177	96	-	-	-	110	733	101	56	-	-	405	-	-	-	24	9	-	100	643	2,491	2,224	267	
[385] Secret Cove W/W Plant	162	88	-	-	-	101	616	102	61	-	-	410	-	-	-	26	9	-	92	589	2,289	2,046	242	
[386] Lee Bay W/W Plant	350	190	-	-	-	218	1,555	182	126	-	-	730	-	-	-	71	54	49	-	198	1,274	4,997	4,504	492
[387] Square Bay W/W Plant	489	266	-	119	-	305	1,466	380	1,458	-	-	1,524	-	-	-	626	26	-	277	1,781	8,817	8,387	429	
[388] Langdale W/W Plant	311	169	-	-	-	193	1,132	206	221	-	-	825	-	-	-	63	95	13	-	176	1,131	4,534	4,170	364
[389] Canoe RD W/W Plant	36	19	-	-	-	22	127	24	113	-	-	96	-	-	-	7	49	2	-	20	129	645	492	153
[390] Merrill Crescent W/W Pln	141	77	-	-	-	88	502	96	132	-	-	385	-	-	-	29	57	5	-	80	514	2,105	1,834	271
[391] Curran RD W/W Plant	229	124	-	-	-	142	889	142	320	263	-	567	-	-	-	46	137	20	-	130	833	3,843	3,147	696
[392] Roberts Creek W/W Plant	237	129	-	-	-	148	679	190	353	-	-	762	-	-	-	48	151	10	-	135	864	3,706	3,302	404
[393] Lillies Lake W/W Plant	168	91	-	-	-	105	599	114	313	-	-	456	-	-	-	34	134	10	-	95	612	2,731	2,538	193
[394] Painted Boat	130	71	-	-	-	81	471	87	465	-	-	348	-	-	-	26	200	10	-	74	474	2,438	2,246	192
[395] Sakinaw Ridge Waste Water Plant	231	128	-	-	-	144	1,140	168	851	-	-	673	-	-	-	47	366	-	-	131	842	4,720	4,406	313
Public Health and Welfare Services																								
[400] Cemetery	871	473	46	-	150	543	2,951	617	141	2,135	735	2,473	2,924	177	-	61	13	2,800	494	3,172	20,773	16,707	4,066	
[410] Pender Harbour Health Clinic	1,009	548	-	-	-	628	1,859	-	-	-	-	-	-	205	-	-	12	-	-	572	3,672	8,505	7,727	778
Environmental Development Services																								
[500] Regional Planning	925	503	636	476	2,085	576	499	1,124	-	12,253	10,232	4,504	5,848	188	-	-	1,254	1,750	525	3,369	46,747	37,256	9,491	
[504] Rural Planning Services	5,988	3,252	3,769	-	12,349	3,730	3,570	7,213	120	-	60,606	28,900	48,289	1,216	-	52	7,740	5,862	3,396	21,802	217,852	208,561	9,291	
[506] Property & Information Mapping Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
[510] House Numbering	203	110	88	-	289	126	111	246	-	-	1,417	985	1,462	41	-	-	1	-	115	738	5,931	5,717	214	
[515] Heritage Registry	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
[520] Building Inspection Services	4,910	2,667	1,837	40	6,019	3,059	2,784	5,940	173	58	29,542	23,801	35,088	997	-	74	7,576	933	2,785	17,879	146,162	139,434	6,728	
[531] Economic Development - Area A	501	272	-	-	-	312	924	-	-	-	-	-	-	-	-	-	4	-	-	284	1,825	4,225	3,855	370
[532] Economic Development - Area B	311	169	-	-	-	194	574	-	-	-	-	-	-	-	-	-	2	-	-	176	1,133	2,622	2,451	171
[533] Economic Development - Area D	281	152	-	-	-	175	517	-	-	-	-	-	-	-	-	-	1	-	-	159	1,021	2,363	2,216	147
[534] Economic Development - Area E	210	114	-	-	-	131	387	-	-	-	-	-	-	-	-	-	1	-	-	119	765	1,771	1,650	120
[535] Economic Development - Area F	328	178	-	-	-	204	605	-	-	-	-	-	-	-	-	-	4	-	-	186	1,195	2,768	2,586	183
[540] Hillside Development Project	878	477	36	-	118	547	2,317	327	-	-	577	1,311	1,170	178	-	-	22	-	-	498	3,198	11,654	10,739	915
Recreation and Cultural Services																								
[613] Community Recreation Operations	18,088	9,825	-	2,819	-	11,268	105,071	11,255	39,724	68,254	-	45,097	110,461	3,672	-	17,063	-	-	10,258	65,862	518,717	461,862	56,855	
[614] Community Recreation Programming	17,200	9,343	-	3,454	-	10,714	28,280	19,191	304	21,085	-	76,893	227,760	3,492	-	131	1,281	233	9,755	62,629	491,744	451,892	39,852	
[615] Community Recreation Facilities	16	9	620	-	2,031	10	-	21	123	-	9,970	85	-	-	-	53	-	-	9	59	13,010	12,755	254	
[625] Pender Harbour Pool	3,852	2,092	-	159	-	2,399	11,232	3,717	2,393	409	-	14,894	7,969	782	-	1,028	89	-	2,184	14,025	67,226	58,965	8,261	
[630] School Facilities - Joint Use	16	8	7	-	21	10	1	20	-	-	105	80	-	-	-	-	1	-	-	9	57	336	280	56
[640] Gibsons and Area Library	4,319	2,346	-	-	-	2,690	15,732	67	2,074	234	-	269	-	-	-	891	128	-	2,449	15,724	47,800	48,675	(875)	
[643] Egmont Pender Harbour Library Service	331	180	-	-	-	206	1,220	-	-	-	-	-	-	-	-	-	-	-	188	1,205	3,398	3,028	369	
[645] Halfmoon Bay Library Service	972	528	-	-	-	606	3,584	-	-	-	-	-	-	-	-	-	22	-	551	3,540	10,001	9,032	969	
[646] Roberts Creek Library Service	1,210	657	-	-	-	754	4,461	-	-	-	-	-	-	-	-	-	15	-	686	4,406	12,434	6,585	5,849	
[648] Museum Service	1,035	562	-	-	-	645	3,817	-	-	-	-	-	-	-	-	-	27	-	587	3,770	10,654	8,886	1,768	
[650] Community Parks Operations	10,523	5,716	1,299	437	4,255	6,555	43,993	8,578	8,100	24,828	20,884	34,368	52,511	2,136	4,199	3,479	369	8,866	5,968	38,314	285,397	228,405	56,992	
[665] Bicycle & Walking Paths	152	82	23	-	75	95	368	134	4,381	556	367	537	2,339	31	-	1,882	1	-	-	86	553	11,667	17,967	(6,301)
[667] Area A Bicycle & Walking Paths	81	44	3	-	11	51	100	71	163	-	52	284	585	16	-	-	70	5	-	46	296	1,879	1,852	27
[670] Regional Recreation Programs	963	523	-	-	-	600	3,495	20	-	-	-	80	-	-	-	-	41	-	-	546	3,507	9,971	9,807	164
[680] Dakota Ridge Operations	1,381	750	307	953	1,005	861	3,081	715	912	29	4,932	2,865	5,848	280	-	392	26	-	-	783	5,030	30,153	27,863	2,290
	233,333	126,934	27,625	197,327	90,513	145,567	909,273	167,933	231,395	344,840	444,236	672,858	1,156,105	47,438	26,246.30	99,394	33,130	66,263	132,526	850,874	6,003,810	5,524,118	479,692	

Sunshine Coast Regional District

BOARD POLICY MANUAL

Section:	Finance	5
Subsection:		1700
Title:	Financial Sustainability	1

1. PURPOSE

This policy was developed to support the move to financial sustainability for the Sunshine Coast Regional District.

Financial sustainability, along with asset stewardship and working together collaboratively are integral components of the Strategic Plan. The Board has agreed to use these components as a lens to focus through when making decisions and implementing plans.

- 1.1. A proactive strategy is required that will lay the groundwork for the continuance of high-quality services while providing a legacy for future generations. It will position the Regional District to meet financial obligations and take advantage of opportunities that arise. It will also mean that residents and businesses can look forward to stable, equitable and affordable taxation in relation to the services provided.
- 1.2. The adoption of the Regional District's Five-Year Financial Plan is one of the most critical functions undertaken by the Board to achieve its stated goals. Budgets and service plans shall be developed in a consistent and planned manner. Budgets shall take into consideration the impacts of initiatives on both the current and future years and the Regional District's ability to fund those initiatives.

2. SCOPE

- 2.1. This Policy will apply to the development, management and delivery of all the Regional District's services and programs.

3. DEFINITIONS**3.1. Sustainability**

Sustainability is a state in which the needs of the present generation are met without compromising the ability of future generations to meet their own needs (Source: Board-adopted definition).

3.2. Financial Sustainability

Financial Sustainability is the degree to which a government can maintain its existing financial obligations both with respect to its service commitments to the public and financial commitments to creditors, employees and others without increasing the debt or tax burden relative to the economy in which it operates. (Source: Public Sector Accounting Board Statement of Recommended Practice; Indicators of Financial Condition; SORP 4; May 2009).

4. POLICY STATEMENTS

4.1. Growth in Revenues

The Sunshine Coast is a growing community and all indications are that this will continue. Growth brings in new revenues (both taxation and fees) which must be estimated using the best available data.

- 4.1.1. Policy: Conservative estimates of revenues related to growth will be included in the budget based on information provided by BC Assessment as well as the respective Departments of the SCRD in collaboration with the Corporate Services Department.

4.2. Fees and Charges

Fees and charges are a significant portion of the Regional District's revenues. They must be reviewed on a regular basis to ensure they are set at the appropriate rate and to provide users with adequate notice of any changes.

- 4.2.1. Policy: The Regional District's self-financed programs are to be fully funded by user fees and/or parcel taxes including corporate overhead, equipment replacement, debt financing, transfers to reserves and capital expenditures.
- 4.2.2. Policy: Fees and charges will be reviewed annually and adjusted where appropriate. Reviews will include an analysis of the Regional District's costs of providing the service, as well as a comparison to other similar local governments.
- 4.2.3. Policy: An increase equal to inflation (Consumer Price Index) shall be applied as appropriate.
- 4.2.4. Policy: The users will be provided with no less than two months' notice of those changes, where possible.

4.3. Alternative Revenues

The Regional District should strive to produce non-traditional revenues and diversify its tax base.

- 4.3.1. Policy: All departments will make every effort to access alternative funding sources. New sustainable funding sources can be used to reduce property tax or fee increases, increase service levels and/or provide new services.
- 4.3.2. Policy: The Regional District will apply for grant funding for projects only after consideration is given to the full lifecycle costs of the project. When considering grant funding, the Regional District will focus on projects that are already included in the Five-Year Financial Plan, the adopted long-term capital plans or the Strategic Plan.

4.4. One-time Revenues

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

- 4.4.1. Policy: Operating surpluses and one-time revenues will not be used to fund ongoing expenditures. Major one-time revenues will be applied to:
 - Reserves and/or Rate Stabilization in keeping with levels set by the Board;
 - One-time expenditures; or
 - Repayment of outstanding debt.

4.5. Service Demands Created by a Growing Community

Growth creates demands for service. It is important that the demands created by growth be recognized and efforts be made to maintain or improve existing standards.

- 4.5.1. Policy: Plans should provide details of the demands for service created by growth and should include options as to how the demands can be met and existing standards be maintained or improved.

4.6. Cost of Existing Services

The rising cost of existing services at existing service levels must be recognized.

- 4.6.1. Policy: Each year, an inflation factor will be applied to the operating budget as appropriate (e.g. Municipal or Construction Price Indexes, collective agreements, or utility rate increases).
- 4.6.2. Policy: Each budget cycle, the Board will consider the cost of existing services at existing service levels, or reducing service levels, before considering enhancements.

4.7. New Services and Major Enhancements

The funding established under Policy Statement 4.6 allows the Regional District to provide the same level of service for the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

4.7.1. Policy: New services or enhancements to existing services may be funded by a combination of:

- Reduction in the cost/scope of existing services. This may include a reallocation of resources from one area to another;
- Increase in other revenues;
- An increase in other revenue and/or taxes; and/or
- Ongoing future financial revenues can justify the new service and / or enhancement.

4.7.2. Policy: The process to establish a new service must include thorough and accurate financial planning to support the Board's decision in determining the viability of establishing a new service.

4.8. Demand Management and Efficiencies

The Regional District does not have the resources to meet all the demands that are made for services. Demand must be managed to make sure that expectations reflect our fiscal reality.

Areas where efficiencies or service level changes may be possible will be identified and brought forward to the Board for consideration.

4.8.1. Policy: Plans will identify demand management strategies and should include options for service level changes and alternative service delivery models.

4.8.2. Policy: As a sound business practice, departments will strive to find and explore efficiencies throughout the Regional District's operations.

4.8.3. Policy: All departments will endeavour to develop partnerships, strategic alliances and shared project funding to assist in the reduction of expenditures to the Regional District.

4.9. Service Reviews (Non-statutory)

A Service Review is a review of an organisation's services designed to identify potential service delivery improvements. A Service Review can be used to improve the organisation's efficiency and effectiveness and assist in addressing financial sustainability. Systematically reviewing its services allows the Regional District to potentially redesign its mix of services to achieve efficiency gains or generate additional income.

Options that may be explored under a Service Review System include such matters as:

- Changing outputs and levels of service
- Sharing services and resources
- Optimizing the use of existing assets
- Alternate delivery of services or activities
- Internal operational changes (e.g. processes, work practices and technology)
- Adding or modifying user fees or charges
- Consideration of how the service contributes to overall service equity

4.9.1. Policy: The Regional District will undertake regular reviews (internal and/or external) of its services to find ways to improve service delivery and maximize the benefit to the community while minimizing costs.

4.10. Capital Maintenance, Replacement, and Asset Retirement

The Regional District has substantial value invested in its assets. As the community grows, this investment increases. A plan must be implemented to keep the infrastructure in a proper state of repair to avoid costly failures. The SCRD also has a legal obligation to responsibly dispose of its various assets and must account as well as develop financial plans to cover these costs.

4.10.1. Policy: The Regional District will establish and maintain an inventory of its capital assets. A maintenance/replacement plan will be developed utilizing best practices to keep existing assets in optimum condition. This program will be included in the Five-Year Financial Plan and the departmental long-term Capital, Asset Management and Service Plans.

4.10.2. Policy: The Regional District will depreciate its assets over their useful lives, and a sustainable funding strategy will be developed.

4.10.3. Policy: The Regional District, in accordance with Public Sector Accounting Standards, will account for and establish a plan for the future financial commitment associated with its legal obligation for the retirement of a tangible capital asset

4.11. Capital Projects

Capital projects and programs are funded from a variety of sources including taxation, grants, debt and reserves. Once the project or program is completed, its full on-going operation and maintenance costs need to be included in the operating budget, and future upgrade and/or replacement costs need to be included in the Capital Plan. These on-going and future costs must be clearly understood before a capital project is approved.

4.11.1. Policy: Each capital project or program submitted for consideration must clearly state its full initial cost, as well as future costs, including operating upgrade/replacement costs, and decommissioning. In addition, the source of sustainable funding for such costs has to be demonstrated.

- 4.11.2. Policy: When proposing capital projects, managers will consider the impact / draw on staff resources to undertake the project. Capital projects may require a change in the operating plan / priorities or additional resources to manage the project. Managers must ensure that staff resources are considered in the budget decisions related to capital projects.
- 4.11.3. Policy: Large-scale capital projects will be budgeted in at least two phases. The first phase is for planning and design, and subsequent phases are for construction and implementation with full life cycle project costs.

4.12. Allocation of Funding for Services

In order to ensure transparent accounting of the true costs of delivering a regional district service, clarity on the revenue allocation and cost recovery is necessary. The Regional District, where possible, will work towards the following:

- 4.12.1. Policy: The SCRDC considers that revenues generated from user fees, property taxation (ad valorem), operational grants, or other revenues will be allocated to fund the operational costs of a service.
- 4.12.2. Policy: Parcel Taxes, frontage fees, capital grants, or other revenues will be used to fund major capital projects associated with the service. In some cases, capital may be more appropriately funded through property taxation, such as debt servicing costs or minor capital purchases.

4.13. Carry-forward Projects

Some projects may not be completed in the year they are budgeted for. In such instances, funding is “carried forward” in recognition of the fact that the project is still required, and the Regional District must be in a position to complete the project. Nonetheless, there is a need to review carry-forward projects in light of other priorities that may have emerged.

- 4.13.1. Policy: Management will complete a detailed review of carry-forward projects in light of other priorities that may have emerged and include a report to the Board, prior to year end, with recommendations for including those projects in the following year’s budget.

4.14. Debt Management

The Regional District recognizes that, properly applied, debt can be an affordable and effective source of funding that complements the sustainability of an organization by matching costs to the appropriate tax payer in the year in which the benefit is received. The Regional District also recognizes that excessive debt reduces an organization’s flexibility and its ability to handle unforeseen challenges. Debt decisions shall balance quality of life and financial considerations.

- 4.14.1. Policy: Projects that are to be funded by debt should be submitted to the Board with a “business case”, including recommendations on how the debt will be serviced.
- 4.14.2. Policy: Any debt funding should align with the Boards ‘Debt Management Policy’.

4.15. Reserve Funds and Rate Stabilization

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

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

5. RESPONSIBILITY

- 5.1. Directors - To be familiar with this policy and to utilize it as a lens to provide focus when making budget or service decisions.
- 5.2. Staff – To be familiar with this policy and to ensure that it is followed when developing budgets and service options.

6. POLICY REVIEW

- 6.1. The policy shall be reviewed annually by Administration. Any changes shall be recommended to the Board for approval.

Approval Date	January 13, 2011		015/11
	March 10, 2016		117/16 Rec. 7
	October 8, 2020		321/20 Rec. 4



Section:	Finance	5
Subsection:	Budget Information	1700
Title:	Financial Planning	1

1. PURPOSE

To establish a policy that guides the overall approach of the financial planning processes and decision making for the Sunshine Coast Regional District (SCRD).

2. SCOPE

The policy provides a framework for the development, communication, engagement, and approval process for the SCRD's financial planning processes. The policy is to assist in guiding the overall fiscal planning and management of the SCRD services.

The SCRD manages over 45 distinct services to the five electoral areas (Pender Harbour / Egmont (Area A); Halfmoon Bay (Area B), Roberts Creek (Area D), Elphinstone (Area E) and West Howe Sound (Area F)) and three municipalities (District of Sechelt, Town of Gibsons and Sechelt Indian Government District). The municipalities and the electoral areas participate in a variety of services that are provided to residents in their areas. Each service includes a combination of participants depending on what the service is and where the service is provided.

The policy guides the financial planning processes through determining the commitment of financial resources needed to deliver SCRD services, achieve the Board strategic priorities, and related master plans. Since economic circumstances and community needs can change from year to year, the policy is intended to guide financial decision making in any given budget cycle.

3. DEFINITIONS

Budget Authority means the position responsible by delegated authority by the SCRD Board for the service budget.

Base Budget means the established operating budget core to the provisions of service including wages and benefits and general operating expenses.

Community Partners and Stakeholders means the community organizations that deliver services through agreement as part of an established SCRD function such as libraries, museums and archives, community schools, Pender Harbour Health Clinic, regional recreation, and other economic development entities.

Fiscal Year means January 1 to December 31.

Five-Year Financial Plan means the SCRD financial plan that considers a five-year term as per the *Local Government Act*.

Full-Time Equivalent (FTE) means the unit of measurement to calculate a divisions staff complement based on an average, full-time worker and their hours on an annual basis.



BOARD Policy

Function means the organizational unit used by the SCRD to segregate different services (example: Regional Water [370], or Community Recreation Facilities [615]).

Level of Service means the sum of the various metrics used to measure service delivery. Targets for Levels of Service typically balance the holistic costs and demands of technical, performance, and customer satisfaction metrics unique to each service being delivered to the community. These metrics can include the availability, quality, reliability, safety, legislative compliance, environmental impact, or the cost effectiveness of a service.

Service means the services provided by the Regional District that are established through bylaws that define the service to be delivered, the participants, the method of delivery, and the specific cost recovery details. Costs may not be shared between services. Service establishment is regulated by the provincial government and any alterations to the service must comply with provincial law.

Service Plan means the document that outlines the goals and objectives of a service, including the general work-plan for a specific period.

Support Services means the costs of general administration (support service costs) for the Regional District which is determined by the Boards Support Service Allocation Policy 5-1610-1.

4. POLICY

Overall financial planning involves projecting revenues, expenses, and key factors that have a financial impact on the organization. Understanding trends and potential risk factors that may impact overall financial sustainability allows for proactive decision making. The financial planning process allows decision makers to focus on long-term objectives, encourages strategic thinking, and promotes overall awareness for financial literacy in an organization. Long-term financial planning creates commitment and motivation to provide a guide for decision-making.

Financial planning relates to strategic planning, financial policies, capital and asset management planning, service plans, and budgeting, however, each process is fundamentally different, as shown in the Table 1 below. Each process informs and relates with one another.

Table 1:

Primary Planning Purpose	Strategic Planning	Financial Policies	Capital and Asset Management Planning	Service Planning	Budgeting
Establish an organizational vision	X	X			
Achieve organizational alignment	X	X	X	X	X
Forecast long-term revenue			X	X	X
Forecast long-term expenses			X	X	X
Setting rates				X	X



BOARD Policy

Identify unfunded liabilities (including pension-related issues)			X	X	X
Assessing infrastructure condition			X		
Determine long-term debt capacity					X
Conduct a general environmental scan	X				X
Conduct analysis of the external economic environment	X			X	X
Conduct analysis of the fiscal environment		X		X	X
Prioritize services, initiatives, and programs and set goals	X			X	X
Determine long-term financial impact of priorities and goals			X	X	X
Allocate resources (HR Plan) to address priorities and accomplish goals			X	X	X
Set- short-term service-level goals based on priorities and long-term goals				X	X

Each budget authority's proposed service plan and budget must reflect the SCRD's Strategic Plan, priorities of the Board, Master Plans, and Service Plans. Operating plans will incorporate considerations for the levels of services, resourcing needs, capital renewal or expansion of service.

4.1 Guiding Principles:

Financial Planning for the SCRD:

- Demonstrates the SCRD's commitment to short and long-term financial planning, including asset management, and financial best practices.
- Builds trust by providing timely, transparent information to the public, including an opportunity to engage through the financial planning process.
- Incorporates the priorities of the Board's Strategic Plan which provides the goals and objectives of the Board over their term and provides a level of continuity from term to term.



BOARD Policy

- d) Considers and integrates all the SCRD's relevant policies and plans such as (not limited to) the Financial Sustainability Policy and Official Community Plans.
- e) Provides financial information that enables the Board to make informed decisions.
- f) Balances the community's economic environment with ensuring that there are adequate cash flows for service continuity and level of service.
- g) Follows life cycle costing principles in budgeting for capital and operating reserve contributions, asset replacement and asset maintenance costs.
- h) Considers the SCRD's environmental, social, governance (ESG) and community emissions goals.

4.2 Public Consultation

- a) Per the *Local Government Act*, "A board must undertake a process of public consultation regarding the proposed financial plan before it is adopted." Financial plans are presented in open session at all relevant committee meetings throughout the budgeting process.
- b) Community information sessions will be held prior to and throughout the financial planning process.
- c) Financial plan summaries and presentation materials are posted on the SCRD website throughout the proposed, recommended and adopted stages.
- d) Notice of meetings are posted and available to the public on the SCRD website, social media, radio, local newspaper, and any other relevant communication unless prevented by technical issues.

4.3 Planning Cycle

- a) Each year, immediately following the completion of the Budget process, the Board will be presented with the proposed process and timelines, by way of the Budget de-brief, for approval of the five-year financial planning process for the following year.
- b) The five-year financial plan will reflect the general operating and capital budgets and will be updated on an annual basis for the following five years.
- c) The preliminary Base Budgets will be reviewed annually and will include contracted (e.g. collective agreement changes) or previously approved items by the Board. It will not include an adjustment for inflation to the overall operational budget. New priorities or inflationary increases to maintain service levels will be presented to the Board for consideration as a proposal during the budgeting process.
- d) Capital plans will be reviewed annually, prior to the five-year financial planning process and will be presented as part of the pre-budget deliberations.



BOARD Policy

4.4 Costs of services

- a) Each service budget must include all projected costs related to providing that service including a share of support service allocation costs as per the Board's Administrative Support Services Allocation Policy.
- b) Board approved capital renewal, reserve and operational plans will also be reflected as a cost of the service.
- c) Environmental, Social, Governance (ESG) and community emissions goals and associated costs of services.

4.5 Human Resources Plan

The Human Resources Plan (HR Plan) is the established staffing plan approved by the Board. The Board must approve any changes to the HR Plan.

The HR Plan is articulated in the financial plan through the wages and benefits expenditure details and will be updated to reflect wage allocations to the various functions of the SCRD, contractual increases (such as collective agreements), or terms of approved positions.

Any new positions will be presented to the Board in the form of a budget proposal, including a description of the position, business case for the position, term, and associated costs including wages, benefits and overhead.

4.6 Fees and Charges

- a) Fees and charges form a material part of budgeted revenues. Fees and Charges Bylaw amendments must be completed prior to the commencement of the budget process or as defined by Bylaw.
- b) Any proposed changes to fees and charges will include a communication and/or engagement plan to allow for users and rate payers to understand the need for changes or increases. This will occur prior to the Bylaws being amended and before the five-year financial planning process begins.

4.7 Reserve Funds

- a) Any financial plan will consider reserve fund levels for those services that expose the SCRD to a level of risk and/or that require the ongoing replacement and acquisition of capital items. Budgeted reserve contributions strive to balance immediate service needs and taxpayer impacts with longer term funding requirements.
- b) The financial plan considers reserve contribution requirements of services where an asset management plan is an integral part of the service's long-term fiscal management.



BOARD Policy

4.8 Borrowing

- a) Borrowing is an appropriate method of financing capital projects that have a useful life which exceed the term of the debt. The term of the debt is determined by the lifespan of the asset and the capacity of the service to pay for the annual debt servicing costs.
- b) The cost of borrowing, including elector approval process, principle and interest, will be included in the five-year financial plan, asset management plans, and service plans for the approved term of the borrowing.

4.9 Variance reporting

- a) An overall corporate variance report will be presented to the Board for the second and third quarter fiscal periods (to June 30 and September 30). Final variance reporting, including surplus/deficits will be presented as part of the fiscal year-end process.
- b) Any projected or actual service deficits will be accompanied by mitigation options or funding strategies to the Board for consideration as part of variance reporting.

4.10 Establishment of new Services

- a) If the establishment of a new Service is being contemplated, the costs to conduct the feasibility of the service will be recovered through the assumed participants of the new service.
- b) Ongoing funding obligations are considered for new services in context of those residents impacted by the establishment and ongoing revenue requirements for the service.
- c) Jurisdictional responsibilities are determined prior to considering new service establishments.

4.11 Service Withdrawal

- a) On a case by case basis and following special provisions respecting service withdrawal within Section 352 of the *Local Government Act*.

4.12 Carry-Forwards

Previously approved projects, either capital or one-time-operational that are either in-progress or delayed prior to year-end may be carried over into the subsequent five-year financial plan. The carry-forward project, authority to continue, and associated remaining funding must be approved by the SCRD Board for inclusion in the Financial Plan Bylaw.

Carry-Forward projects do not have a direct financial or taxation impact for the following year's budget, however, there are staff or other resources still required.



BOARD Policy

The final carry forward budgets shall be calculated by Finance and only remaining unused funding for the projects is carried over as part of year-end.

4.13 Financial Plan and Budget Amendments

From time to time, it may become necessary to modify the adopted Financial Plan or Budget for various reasons. Generally, the Financial Plan may be amended in one of two ways: administratively or through formal Board approval requiring Bylaw amendment. Proposed amendments must be accompanied by alternative options, service implications, or risks to the organization if the amendment is not granted.

a) Administrative Amendments:

- i. Administrative budget transfers include: transfers from one-line item to another within a functions operating budget, in accordance to the *Local Government Act* (general ledger accounts ranging from 5210-5270 only); a capital project; or capital renewal plan, which will not result in an impact to the overall budget.
- ii. Proposed transfers from the Budget Authority require approval by the department head and authorization by the Chief Financial Officer.

b) Board Amendments:

- i. Budget amendments requiring Board approval are those amendments which result in a change to the total appropriations for a specific project or service as follows:
 - a. The appropriation of revenue or expenses resulting in the activation of the Emergency Operations Centre activation (as approved by Emergency Management BC);
 - b. The acceptance and appropriation of a grant award;
 - c. The appropriation of additional funding if expenditures are projected to exceed budgeted amounts for specific operational programs, projects or capital items.
- ii. All budget amendments submitted to the Board for a resolution must identify the funding source or provide options for the Board considerations.

c) The five-year financial plan bylaw and capital/asset management plans will be updated as required.

4.14 Approvals (Legal Obligations)

- a) The SCRDP financial plan is prepared in compliance with the relevant sections of Provincial Legislation.
- b) Service budgets are approved and/or amended throughout the financial planning cycle at the committee level through discussion and committee recommendations.



BOARD Policy

- c) The financial plan is adopted by the SCRD Board by way of a budget bylaw which must be adopted prior to March 31st as per section 374(1) of the *Local Government Act*.

4.15 Presentation of the Financial Plan

- a) The financial planning process will be convened in open public statutory meetings.
- b) The five-year financial plan will include operational and capital plans (where applicable) for each service.
- c) All the relevant financial plan related documents will be made available on the SCRD website.

5. AUTHORITY TO ACT

5.1 Legislation

The statutory requirements for local governments for the completion of financial plans (budgets) and the public processes are set out in Provincial Legislation.

5.2 Board

- a) Determine service levels through staff direction and approval of policies, procedures, budgets and financial plans.

5.3 Delegated Authority

- a) Recommend the Financial Plan Process Policy to the Board for approval.
- b) Review any changes to the Financial Plan Process Policy in the future.

6. Other related Policies:

- *Asset Management Policy;*
- *Administrative Support Services Allocation Policy;*
- *Financial Sustainability Policy;*
- *Investment Policy;*
- *Debt Management Policy;*

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Amendment Date:		Resolution No.	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – January 23-25, 2023

AUTHOR: Lana Smith, Manager Financial Planning
Shelley Gagnon, GM Community Services

SUBJECT: Canada Community Building Fund (Gas Tax) - Active Transportation Overview

RECOMMENDATION(S)

THAT the report titled Canada Community – Building Fund (Gas Tax) - Active Transportation Overview be received for information.

BACKGROUND

At the December 15, 2022 Special Board Meeting, the following resolution was adopted (367/22), excerpt below:

Recommendation No. 8 *Gas Tax and Active Transportation Overview*

The Finance Committee recommended that staff report to 2023 Round 1 Budget with an overview of the Gas Tax versus Active Transportation situation in rural areas, including pros and cons of both, in order to assist with the decision making involved with active transportation planning

The purpose of this report is to provide the Committee with an update on the status of the Canada Community Building Fund (CCBF-formally Gas Tax) including budgeted project commitments, and uncommitted funds available to be spent on eligible projects and provide an update on Active Transportation Projects.

DISCUSSION

Funding for the CCBF is based on the Sunshine Coast Regional District's (SCRD) Electoral Area's population (2021 census) and payments are typically advanced on a semi-annual basis with funds allocated to the five rural areas. Funds may be used toward eligible costs in various infrastructure investment categories. Eligible investments permitted to be funded from Canada Community Building Fund are those associated with acquiring, planning, designing, constructing or renovating a tangible capital asset; or strengthening the ability of local governments to improve local or regional planning; and asset management. Any monies spent must result in a tangible capital asset.

The CCBF program agreement is up for renewal in 2024. The current program does not articulate specific rules on unspent funds. The flexible nature of the program is intended to allow for the ability to save funds for large projects. Although the rules around funding issued under

the new program starting in 2025 are unknown, there is no indication that unspent funds under the existing program would be required to be repaid. Union of British Columbia Municipalities (UBCM) has requested that the SCRD demonstrate that it has a plan for the funds which is part of this report.

Summary of Funding Commitments

A summary of CCBF allocations and funding commitments by Electoral Area forecasted for 2023 is provided in Attachment A, titled Canada Community Building Fund Summary of Commitments.

Total funding available for 2022 was \$8,610,999 of this a total of \$2,249,990 was budgeted to be spent, and an additional \$359,707 was committed but not budgeted for the Connected Coast contribution (Resolution 070/22). After considering the 2023 additional funding to be received as well as the proposed initiatives spending there is a total of \$5,166,815 available for eligible projects. Of note, some projects included in the committed funds may have their total cost understated as we are currently seeing actual project costs be 10-30% over the budgeted amount due to inflation. Given this, caution should be taken when considering the uncommitted balance as fully available especially in Area A where the watermain replacement project is at risk of running over budget.

Active Transportation

There is a total of \$88,918 in incomplete active transportation projects (eight projects) which remain open on the SCRD's Annual Expenditure Report to UBCM. The designs for these eight segments of Active Transportation Initiatives (ATI) were started in 2014/15, but the projects were put on hold for various reasons, including receiving further clarification on eligible expenditures related to ATI and the negotiation of a Memorandum of Understanding (MOU) with the Ministry of Transportation and Infrastructure (MoTI) outlining roles and responsibilities related to ATI. The MOU with MoTI was fully executed in May 2022. It has been confirmed that CCBF funding may be used for ATI planning purposes, however the project must result in a tangible capital asset.

The design work for the eight projects that were started in 2014 is outdated and does not meet the ATI design standards outlined in the 2022 MoTI MOU. The 2023 Budget Proposal, "Bicycle and Walking Paths: Expansion Priorities" requests funding to update the designs and construction cost estimates for five of the eight priorities from 2014 (plus an additional segment in Area F). The remaining three segments were not brought forward in the 2023 budget proposal because they are not identified as priorities in the Area's Official Community Plan (OCP) or any other SCRD planning documents. Although the budget proposal was not recommended by staff, during Pre-Budget discussions the Board chose to have the proposal brought forward for consideration in Round 1. The budget proposal continues to not be recommended by staff (based on capacity and the numerous other budget proposals that were recommended).

The 2023 Budget Proposal "Bicycle and Walking Paths: Expansion Priorities" proposes funding to engage the professional services required to design the ATI segments (meeting MoTI design standards) and provide an updated construction cost estimate. Staff would then seek Board direction on construction of the segments based on construction costs and available funding during the 2024 budget cycle. Areas A and F could see CCBF funding shortfalls if the proposed

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Canada Community Building Fund (Gas Tax) – Active Transportation Overview Pg. 3 of 3

“Bicycle and Walking Paths - Expansion Priorities” project is approved. Preliminary estimated costs for construction for all segments is \$7M with ongoing operating costs.

As provided in Attachment A is a list of the incomplete projects (total \$88,918). If these projects do not lead to construction of a tangible asset, expenses incurred will be ineligible for CCBF as submitted and would require these to be funded through taxation. In preparation of the new agreement and 2024 Budget, it is recommended that a decision be made to cancel or proceed with these projects.

There may be other segments of ATI and/or trail development within the different Areas that could be completed with CCBF funding. If there are other priorities that the Board wishes to identify for consideration, it is recommended that a Notice of Motion be brought forward to a subsequent Board meeting. Staff could review the new priorities and return to the Board with a report outlining the implications (e.g., resourcing and financial) of advancing these projects in 2024.

STRATEGIC PLAN AND RELATED POLICIES

The distribution of funds aligns with the Boards Federal Gas Tax - Community Works Fund Policy and CCBF are intended for capital purposes and, subject to eligibility requirements, can be considered as a funding strategy in the achieving the Boards Strategic Focus Area of Asset Stewardship.

CONCLUSION

The remaining uncommitted balance in CCBF for the Electoral Areas are projected to end 2023 is over \$5 million. The revised CCBF agreement is expected to be renewed in 2024 and there is no indication that the unspent funds will be lost.

There are several incomplete active transportation projects and a desire for new ATI projects which are recommended to be considered as part of 2024 Budget Planning. Some electoral areas do not appear to have sufficient funding available within this program to pursue active transportation projects at this time.

Attachment A:

A-Canada Community Building Fund – Summary of Commitments

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

Canada Community Building Fund Summary of Commitments 2023 Funding Year

	A	B	D	E	F	Total
Canada Community Building Fund (CCBF)	<u>Z10159</u>	<u>Z10160</u>	<u>Z10161</u>	<u>Z10162</u>	<u>Z10163</u>	
Funding Available for Projects in 2022	\$ 1,876,627	\$ 1,410,777	\$ 1,869,672	\$ 2,245,028	\$ 1,208,895	8,610,999
less 2022 Carryforward Projects						
Area A- Garden Bay Pump Station – Feasibility Study – Treatment Improvements (CF)	20,000					20,000
Area A- Emergency Generator (CF)	125,000					125,000
Area A- McNeil Lake Dam Upgrades (CF)	38,581					38,581
Area A- Dogwood Reservoir Feasibility (CF)	108,000					108,000
Area A- South Pender Harbour Water Treatment Plant - Upgrades - Phase Two (CF)	20,268					20,268
Area A- North Pender Harbour Watermain Replacement	765,000					765,000
Area A- South Pender Harbour Watermain Replacement	540,000					540,000
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)		47,274				47,274
Area B - Coopers Green Hall Replacement		400,125				400,125
Area B- Jolly Rodger WWTP Headworks Replacement (CF)		2,661				2,661
Area B- Secret Cove WWTP Headworks Replacement (CF)		2,985				2,985
Area E- Woodcreek Park-WWTP Collection System Designs (CF)				9,502		9,502
Area F- Eastbourne Groundwater Investigation (CF)					44,594	44,594
Area F- Langdale WWTP Remediation Project					126,000	126,000
Plus Anticipated 2023 Funding	133,516	130,441	154,781	170,597	105,750	695,085
Anticipated Funding Available for Projects in 2023	\$ 393,295	\$ 1,088,173	\$ 2,024,452	\$ 2,406,123	\$ 1,144,051	\$ 7,056,094
Prior Board Commitments (2022)						
Connected Coast contribution in Principle (Earls Cove/Egmont)	45,278					45,278
Connected Coast contribution in Principle (Gambier & Keats Islands)					314,429	314,429
2023 Proposed Initiatives funded through CCBC						
Eastbourne Groundwater supply expansion					753,000	753,000
Regional Water -generator purchases for various sites	75,000	75,000	75,000	75,000	75,000	375,000
Budget increase for dam safety upgrades for McNeil Lake Dam	78,750					
Lower Road retaining wall budget increase			527,572			527,572
Balance of CCBC Funds after Proposed Initiatives and prior commitments	\$ 194,267	\$ 1,013,173	\$ 1,421,880	\$ 2,331,123	\$ 1,622	\$ 5,040,815
2023- Proposed but not recommended						-
Bicycle and Walking Paths - Expansion Priorities	84,000	30,000	90,000	30,000	60,000	294,000
Balance after 2023 active transportation if approved	\$ 110,267	\$ 983,173	\$ 1,331,880	\$ 2,301,123	\$ (58,378)	\$ 4,746,815
Incomplete CCBF Projects						
Gower Point Road Bicycle/Walking Path - Secret Beach to Gibsons				20,812		
Redroofs Road Bicycle/Walking Path - Hwy 101 to Mintie Rd		24,036				
Hwy 101 Bicycle/Walking Path Barrier Fencing at Chaster Creek		7,468				
Lower Road Bicycle/Walking Path Remaining Sections			11,306			
Roberts Creek Village to Pier Bicycle/Walking Path			10,153			
Beach Avenue Bicycle/Walking Path from Flume Road South			2,957			
Egmont Road Bicycle/Walking Path	5,393					
Garden Bay Road Bicycle/Walking Path	6,793					
Total Incomplete Projects	\$ 12,186	\$ 31,504	\$ 24,416	\$ 20,812	\$ -	\$ 88,918

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Senior Leadership Team

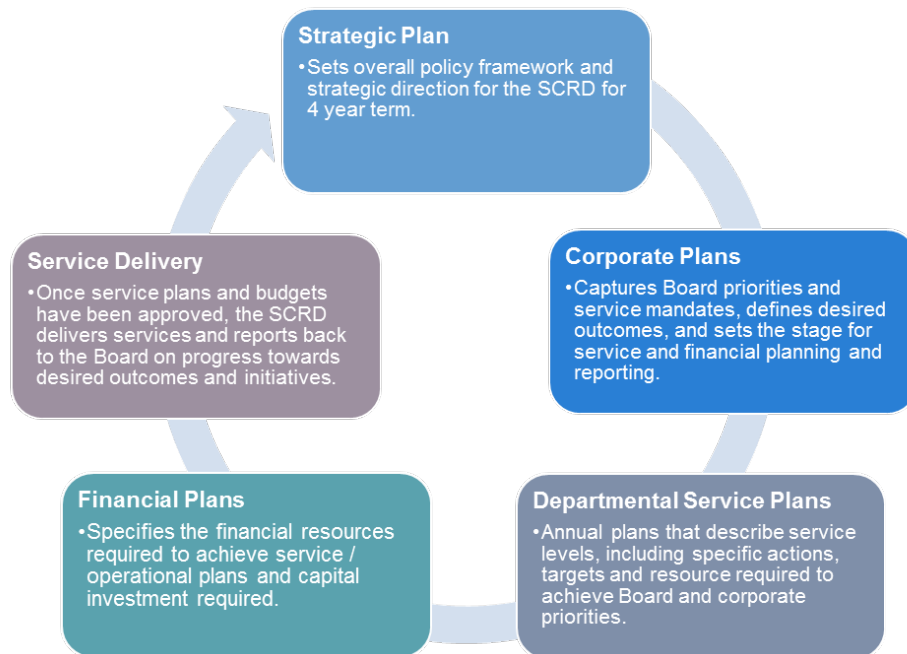
SUBJECT: DIVISIONAL SERVICE PLANS

RECOMMENDATION(S)

THAT the report titled Divisional Service Plans be received for information.

BACKGROUND

The purpose of a service plan is to describe established service levels, including specific actions, targets and resources required to achieve Board and corporate priorities. This is one of the key steps in the planning process (below).



DISCUSSION

Attached are draft divisional/functional service plans for 2023 for the main services that the Sunshine Coast Regional District (SCRD) provides. Smaller functions, such as granting services (electoral areas' grant-in-aid), heritage conservation, and smoke control have not been included as these have limited scopes and /or specific work plans.

The goal of providing a broad snapshot of each service is to give the Committee a summary of the overall services mandate, current resources allocated to the service, and the preliminary work-plan for the upcoming year, in addition to the new proposals being contemplated. This is to assist the Board with its decision-making process and also links to the Board's Strategic and Corporate plans.

STRATEGIC PLAN AND RELATED POLICIES

Providing service plans align with the Board's Strategic focus areas, corporate plans and policies.

CONCLUSION

The purpose of a service plan is to provide a draft overview of the a service and assist in providing information for the Board's decision making during the Financial Planning process.

Attachments: Service Plans for the following:

Corporate, Administrative and Legislative Services	Attachment
• 110 - General Government	1
• 111 - Asset Management	2
• 113 – Finance	3
• 116 - Purchasing and Risk Management	4
• 117 - Information Services	5
• 506 and 510 - Geographical Information Services and Civic Addressing	6
Human Resources	
• 115 - Human Resources	7
Planning and Development	
• 135 and 136 – Sustainable Development	8
• 200 - Bylaw Enforcement	9
• 290 – Animal Control	10
• 210 - Gibsons and District Volunteer Fire Department	11
• 212 - Roberts Creek Volunteer Fire Department	12
• 216 - Halfmoon Bay Volunteer Fire Department	13
• 218 - Egmont Volunteer Fire Department	14
• 220 - Emergency Telephone 9-1-1	15
• 222 - Sunshine Coast Emergency Planning	16
• 500 and 504 - Regional and Rural Planning	17
• 520 - Building Inspection Services	18
Community Services	
• 310 – Transit	19
• 312 – Fleet Maintenance Services	20
• 313 – Building Maintenance Services	21
• 345 and 346 – Ports	22

• 400 – Cemetery	23
• 615 - Community Recreation Facilities	24
• 625 – Pender Harbour Fitness and Aquatic Centre	25
• 630 – School Facilities - Joint Use	26
• 650 – Community Parks	27
• 665 / 667 Bicycle and Walking Paths	28
• 680 - Dakota Ridge	29
Infrastructure Services	
• 350 - Regional Solid Waste	30
• 355 - Refuse Collection	31
• 365 - North Pender Harbour Water Service	32
• 366 - South Pender Harbour Water Service	33
• 370 - Regional Water Service	34
• 381-394 - Wastewater Treatment Plants	35

Reviewed by:			
Senior Manager, HR	X - G. Parker	CFO	X – T. Perreault
GM, Planning GM, Community	X – I. Hall X – S. Gagnon	Legislative	X – S. Reid
CAO	X – D. McKinley	Other	

SERVICE PLAN

Department Summary

Division Summary:	General Government	Manager:	Sherry Reid
Service Year:	2023	Function:	110
Department:	Administration and Legislative Services	Status:	Final

Service Overview:

The Administration and Legislative Services Department ensures the provision of services that are in compliance with the Regional District's bylaws, policies, procedures and statutory requirements. This includes services and functions that come under the responsibility of the Office of the CAO. Ongoing operational responsibilities include:




- Conducting Local Government elections and/or by elections;
 - Administering elector approval processes including referendums and alternative approval processes;
 - Administering the corporate records management program and the *Freedom of Information and Protection of Privacy Act*;
 - Directing and coordinating corporate policy, strategies and objectives;
 - Composing bylaws, minutes and legal notices and providing education regarding current government legislation;
 - Coordinating corporate communications and public engagement initiatives and information dissemination through media releases, advertising, website and social media management;
 - Providing support to the Board including preparation and coordination of Board meetings, agendas and minutes;
 - Providing support to the Board's appointed committees;
 - Mail collection and distribution; and,
 - Administering statutory corporate administration functions, including legal document execution, and certification of bylaws, minutes and resolutions.
-





2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
Legislative Services				
	Hybrid Meeting Solution	Contract services to develop and implement audio visual Boardroom modifications to facilitate hybrid meetings that allow for a combination of in-person and remote/electronic meeting participation in SCRD public meetings. The project scope includes budget for furniture reconfiguration which may be necessary to facilitate the installation of new A/V hybrid technology.	Q1/Q2 2023	2022 Budget Carryforward
	Meeting Management Software	Procurement of a software solution to bridge remote and in-person meeting rooms for hybrid Board and Board Committee meetings. In order for the virtual and physical domains to smoothly function together as a single meeting, a system is required to seamlessly manage both environments and their respective participants in real-time. Meeting management software streamlines the full cycle from report and agenda creation to electronic publishing to meeting video livestreaming and archiving.	Q1/Q2	2022 Budget Carryforward
	Unified AAP (Alternative Approval Process)	Conduct a 'bundled' elector approval process to seek community approval for long-term borrowing which may be necessary to fund multiple capital projects and service amendments coming forward to the 2023 budget process.	Q1/Q2/Q3	To Be Confirmed
	Board Policy review	Support the work the Board's Policy Review standing committee by bringing forward recommendations that prioritize Board policies for review, revision, repeal as well as new policy areas for development.	Ongoing 2023	Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
Records and Information Management				
	Information and Privacy Program	Respond to new legislative requirements for privacy impact assessments, privacy breach notification rules, and the duty for public bodies to develop and implement privacy management programs.	Q1/Q2/Q3 2023	2022 Budget Carryforward
	To develop and implement a Vital Records Program	Identify vital records, determine best method to protect them and to recover in case of disaster. Vital Records Program to be incorporated into the SCRD's Corporate Business Continuity Plan	Q1/Q2/Q3 2023	Operating Budget
	To develop and adopt an Information Governance Framework and Policy Suite	A critical component of SCRD's digital transformation and migration to the cloud will be the development of an information governance framework and policy suite that will serve as the overarching and coordinating strategy for all SCRD information assets and data governance to establish authorities, supports, processes, capabilities, structures, and infrastructure.	Q1/Q2/Q3/Q4 2023	Operating Budget
Communications and Engagement				
	Launch of SCRD Corporate Website	The SCRD's new corporate website will launch in Q1.	Q1 / 2023	2021 Budget Carryforward
	Newsletter Updates	The look of the SCRD's Coast Current Newsletter will change in 2023. We will begin utilizing a different platform to produce the newsletter. This platform will ensure the newsletter is more accessible and easier to read than it is currently.	Q1	Base Operating Budget
	Style Guide	A new style guide for the organization will be developed and launched in Q2. This will include updates for approved fonts, colours, presentations and other publicly facing materials.	Q1 / 2023	Base Operating Budget
	Emerging Issues	In 2022, the communications team spent roughly 25% of their time on emerging issues. This resulted in a considerable number of additional hours spent working outside of regular hours. In 2022, the communications team aims to build a 25% contingency into their workload so that emerging issues can be included.	Q1/ Q2 / Q3 / Q4 2023	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Engagement Activities	In 2023, the SCRD will launch several engagements in the community. These include engagements on official community plan amendments, the solid waste management plan, the water strategy, and the water meter installation program. The communications team will work with other SCRD departments on these initiatives.	Q1/ Q2 / Q3 / Q4 2023	Base Operating Budget
	Community Group Outreach	The communications team will conduct further proactive outreach to community groups through 2023. This will be done both in person and through inclusion on a mailing list for major initiatives and news items.	Q1/ Q2 / Q3 / Q4 2023	Base Operating Budget
Administration				
	First Nations Relations and Reconciliation	Implement process improvements for ongoing collaboration and relationship building; Heritage Protocol Agreement; education and knowledge sharing.		Base Operating Budget
	Intergovernmental Collaboration	Continue to increase opportunities for intergovernmental collaboration.		Base Operating Budget
	Corporate Work Plan and Priorities	Working with SLT to develop and implement a corporate work plan that is informed by the Board's Strategic Plan.		Base Operating Budget

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Records Migration to Teams – SharePoint (includes .6 FTE lift)	\$124,000	Operating Reserves, Support Services, Taxation
Legislative Assistant (.5 FTE lift)	\$18, 750 (Year 1) / \$25,000 ongoing	Taxation
Organizational Review	\$30,000	Operating Reserves
Connected Coast Feasibility	\$10,000	Taxation
Board Strategic Plan Development 2024-2027	\$30,000	Operating Reserves
Organizational Policy and Bylaw Review (Temporary 1.0 FTE)	\$79,400 (Year 1) / \$99,400 (Year 2)	Taxation

Draft Budget Summary

General Government	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
110	2022	2022	2023	2024	2025	2026	2027
Revenues							
Grants in Lieu of Taxes	101,229	97,000	97,000	97,000	97,000	97,000	97,000
Tax Requisitions	1,627,513	1,627,516	1,788,196	1,808,863	1,830,049	1,719,463	1,874,021
Government Transfers	1,039,168	839,050	839,050	839,050	839,050	839,050	839,050
User Fees & Service Charges	2,600	-	-	-	-	-	-
Investment Income	150,103	58,000	58,000	58,000	58,000	58,000	58,000
Internal Recoveries	853,727	842,508	966,233	985,699	1,005,654	1,026,107	1,047,070
Other Revenue	48,343	8,406	8,406	8,406	8,406	8,406	8,406
Total Revenues	3,822,683	3,472,480	3,756,885	3,797,018	3,838,159	3,748,026	3,923,547
Expenses							
Administration	704,424	704,425	717,831	717,831	717,831	717,831	717,831
Wages and Benefits	1,791,855	1,756,691	1,927,350	1,967,483	2,008,624	1,918,491	2,094,012
Operating	458,804	575,634	448,654	448,654	448,654	448,654	448,654
Amortization of Tangible Capital Assets	13,510	58,580	58,580	58,580	58,580	58,580	58,580
Total Expenses	2,968,593	3,095,330	3,152,415	3,192,548	3,233,689	3,143,556	3,319,077
Other							
Capital Expenditures (Excluding Wages)	13,841	138,500	-	-	-	13,500	-
Transfer to/(from) Reserves	(165,670)	(199,820)	16,000	16,000	16,000	2,500	16,000
Transfer to/(from) Appropriated Surplus	738,259	497,050	647,050	647,050	647,050	647,050	647,050
Transfer to/(from) Other Funds	840	-	-	-	-	-	-
Unfunded Amortization	(13,510)	(58,580)	(58,580)	(58,580)	(58,580)	(58,580)	(58,580)
Total Other	573,760	377,150	604,470	604,470	604,470	604,470	604,470
General Government (Surplus)/Deficit:	(280,330)	-	-	-	-	-	-

2022 FTE Approved FTE Count	12.02
2023 Approved FTE Count	12.19
FTE Change	0.17
2023 Proposed Change	2.10

SERVICE PLAN

Department Summary

Division Summary: Asset Management

Manager: Kyle Doyle

Service Year: 2023

Function: 111

Department: Corporate Services

Status: Final

Service Overview:

Asset management is a corporate support service intended to continuously improve asset management practices at the Sunshine Coast Regional District (SCRD).

The SCRD owns and maintains a variety of assets including water infrastructure, wastewater infrastructure, parks infrastructure, ports infrastructure, emergency services infrastructure, transit infrastructure, fleet services, as well as civic facilities such as municipal offices, recreation buildings, parks, buildings, warehouse facilities, and other operational buildings with a combined replacement value estimated at \$500,000,000.

Asset Management Service Summary

Asset Management provides support for services delivered by the Regional District. We work to establish sustainable service delivery practices through collaboration with the various departments that provide services to SCRD residents. Asset Management leads and supports efforts to develop asset registries, establish service levels, and assist with both capital and operational planning. Asset Management provides a










Fostering strong asset management practices helps to ensure that the SCRD is well-positioned to continue delivering exceptional service in a cost-effective manner while adapting to the challenges posed by a changing climate.







2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Review/Update Corporate Asset Management Plan	Review and update existing plan from 2015. Align with updated BPs from AM National Community of Practice	Q1 2023	Support Recovery

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Present Preliminary CWS Capital Plan to Board	Review and update existing draft Capital Plan. Validate w/ departmental staff/SME	Q2-Q4 2023	Support Recovery
	Develop Process for Aligning Long-Term Financial Plans with Short-Term Work Plans	Coordinate w/ Finance staff and departmental staff to improve current process and increase efficiency	Q2 2023	Support Recovery
	Facilitate Cityworks Implementation	Assess needs vs. capabilities of depts. Develop training and implementation roll out strategy	Ongoing	Support Recovery
	IT Services Long-Term Financial Plan Review	Determine Capital Expenditures and develop Capital plan with IT Services	Q2 2023	Support Recovery
	Review Existing Capital Plans – Update	Annual process to review and update existing capital plans	Q2-Q4 2023	Support Recovery
	Facilitate Asset Retirement Obligations Standard Adoption	Support Finance in ARO determinations	Q1-Q2 2023	Support Recovery
	Establish AM Working Group Develop AM Training Modules/Workshops Deliver Internal AM Workshops	Seek willing participants from various departments to develop an internal community of practice for AM. Deliver training to departmental staff on AM	Q1- Ongoing 2023	Support Recovery
	Capital Projects i. Coopers Green Hall	Manage activities related to the development of a new community hall in Halfmoon Bay	Ongoing	Project Budget
	Develop Operational/ Maintenance Review Process i. Protective Services ii. Community Halls	Review PM activities w/ Facilities and departmental staff and develop process for conducting operational review. Also conduct operational review for listed services and establish projected annual cost to conduct PM.	Q1- Ongoing	Support Recovery

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Policy Development – Debt Limits/Reserve Targets/Etc	Provide support to development of policies related to financial management of service delivery	Q2-Q4 2023	Support Recovery
	Bylaw Review – Bylaw 320 Implications on AM	Support Review lead by Infra.	Q1-Q3	Support Recovery
	Assist with Permit to Practice Obligations	Provide support and assistance to development of SCRD Permit to Practice documents and procedures	Ongoing	Support Recovery
	Explore Opportunities to Migrate Capital Plans to Unit 4	Explore opportunities to improve the management and utility of Capital Plan data	Ongoing	Support Recovery
	Incorporate Natural Assets into AM Planning	Engage SME and review efforts by other LGs to develop a strategy to incorporate Natural Assets	Ongoing	Support Recovery
	Incorporate Asset Criticality into AM Planning	Initiate review of asset criticality and incorporation of criticality into asset registry.	Ongoing	Support Recovery

Key Performance Indicators

Asset Management track and report to the Board:

- *Completion of Annual Work Plan*
- *Divisional Status of Asset Management Practice*

Draft Budget Summary

Asset Management	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
111	2022	2022	2023	2024	2025	2026	2027
Revenues							
Internal Recoveries	323,076	323,079	272,229	278,482	320,694	328,155	335,805
Total Revenues	323,076	323,079	272,229	278,482	320,694	328,155	335,805
Expenses							
Wages and Benefits	249,722	263,466	250,066	256,319	298,531	305,992	313,642
Operating	39,065	59,613	22,163	22,163	22,163	22,163	22,163
Amortization of Tangible Capital Assets	36,377	39,683	39,683	39,683	39,683	39,683	39,683
Total Expenses	325,164	362,762	311,912	318,165	360,377	367,838	375,488
Other							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Unfunded Amortization	(36,377)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)
Total Other	(36,377)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)	(39,683)
Asset Management (Surplus)/Deficit:	(34,289)	-	-	-	-	-	-
2022 FTE Approved FTE Count			2.03				
2023 Approved/Proposed FTE Count			1.83				
FTE Change			0.20				

SERVICE PLAN

Department Summary

Division Summary:	Finance	Manager:	Brad Wing
Service Year:	2023	Function:	113
Department:	Corporate Services	Status:	Final

Service Overview:

Financial Services

- Centralized support service responsible for the financial administration of all functions of the Sunshine Coast Regional District (SCRD) & Hospital District (SCRHD).
- Financial services in compliance with bylaws, policies and statutory requirements for the SCRD & SCRHD (Audit; Financial Statements; Debt, Investment, and Cash Management; Tax and Parcel requisition process; Annual Report; Grant-in-Aid; Payroll; A/R; & A/P).

Financial Analysis and Budget Management

- Capital and Reserve Planning; Financial Planning; Grant Management
-

2023 Overview

The funding models for Financial Services are specified in the Support Service Allocation Policy. We focus on providing timely and accurate financial information in compliance with Public Sector Accounting Standards (PSAS), external legislative requirements and auditing standards. We are responsible for the internal controls and statutory reporting which aligns with the strategic direction of the Board.




Continued change and growth within the organization are straining existing resources. Many of our business processes and procedures have required updating to align with rapidly changing policies or business practices. These changes create a significant pressure on existing Finance resources as we learn, adapt and adjust to a changing operational environment while ensuring our internal controls remain effective in minimizing the risk of fraud.

In addition, the SCRD's Capital and Operating Budgets have almost doubled; and the number of projects and internal initiatives has also more than doubled. This trend is only increasing for 2023 which will necessitate the need for additional resources in Financial Services.

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Adopt the 2023-2027 Financial Plan	Annual cyclical planning process concludes with public meeting and participation process. Legislated deadline for adopting the annual five year financial plan is March 31.	Year Round	TP, LS, BW, AT, TC
	Prepare Government Finance Officers Association (GFOA) Budget Book and Award Submission	The budget book is a comprehensive forward looking document which includes detailed information about the SCRD's annual five year financial plan and corporate priorities.	January - April	TP, LS, AT, TC
	Complete Statutory Processes for Year end	<ul style="list-style-type: none"> • Transfer outstanding utility billing levies to taxes • Complete parcel tax process and requisition • Local Government Data Entry filing • Statement of Financial Information 	Q1-Q2	BW, RB, SC, MC, MG
	Complete and submit Annual Tax Requisitions to Surveyor of Taxes and Member Municipalities	Requisitions are finalized after adoption of the financial plan and must be submitted no later than April 10.	March/April	BW, RB, AT
	Independent Financial Audit and Adoption of Annual Financial Statements		Q1-Q2, Q4 (2023 interim)	BW, TP All finance staff involved at varying levels.

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Water Rate Structure Review	Plan for the development and implementation of a new water rate structure	Q1-Q4 and ongoing through to 2025	TP, BW, LS
	Prepare Annual Report and GFOA award submission	This is the SCRD's comprehensive Financial Plan document that is produced through each round and finalized after Budget Adoption. It is then submitted to the International Government Finance Officers Association for review and feedback.	Q1 & Q2	TP,LS,AT
	Complete interim financial reporting	<ul style="list-style-type: none"> • 2022 Year-end/Q4 reporting for Round 2 budget • 2023 Quarter 2 variance reporting for Committee of the Whole • 2023 Quarter 3 variance reporting for Committee of the Whole 	Q1, Q3, Q4	BW, RB
	Develop and Enhance ERP Management Reporting Tools	Ongoing	2022-2023	BW, BV, LS
	Develop and new and improved ERP software training and support program.	Develop and new and improved ERP software training and support program.	2022-2023	BW

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Implementation of new Accounting Standard - Asset Retirement Obligation & Financial Instruments	<ul style="list-style-type: none"> • Develop a project plan and identify resource requirements (complete) • Review and identify assets subject to the new standard • Retain external experts as required • Calculate initial asset retirement obligations for financial statements • Develop procedures for ongoing maintenance • For the new Financial Instruments standard, we are reviewing all investment holdings and working with MFA on implementation 	2021-2023	TP, LS, BW
	Review of payment processing services	Review of credit/debit card payment options, online payment options and associated fees	2023	BW
	Recreation Software Review	Represent financial linkages	2023	BW
	Structure Recreation Budgets to Report of Per Facility Basis	Work with IT and Recreation to amend ERP structure to report per facility.	Q1	TP, LS, BW

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Policy items from Board Policy Review	Review and Minor Amendments <ul style="list-style-type: none"> • Support Service Allocation • Debt Management Policy • Directors - Reimbursement of Travel & Other Expenses • Constituency Expenses • Independent Power Production Development in the Sunshine Coast Regional District Reaffirm: <ul style="list-style-type: none"> • Financial Sustainability • Electoral Areas' Grant-in-Aid 	2023	TP,BW,LS
	Centralize Grant Funding Process in Finance -Formalize Operational Policy and Procedures		Q2-Q3	TP,LS
	Analyze impacts to Long-Term Debt levels in accordance with new Capital Renewal and overall Capital Plan for next 20 years	<p>As the SCRD plans to take on more debt through the capital renewal plans, an analysis on the debt servicing per service and overall is require to see the affordability of these plans.</p> <p>This information will be brought forward to Board as part of the annual Capital Plan reviews and Reserve Policy.</p>	2023	TP,LS

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Review options for improvements to budgeting software to enhance efficiency and effectiveness.	Begin internal needs assessment with the eye to implement in 2024.	2023	TP, LS, BW
	Fees and Charges Review	Per the Financial Sustainability Policy, Fees and Charges are to be reviewed on a regular basis. Several services have not had a review for many years and we are working to bring forward proposed changes. Finance also does regular review and prepares utility rate changes which is a large undertaking in Q3-Q4.	Q2-Q4	TP,LS, BW
	Sechelt Landfill Cost Analysis (Res. 404/20 No. 14)	This is a Board directive that requires significant resourcing for Finance.	tbd	LS
	Develop a Reserve Policy	As the SCRD now has a significant amount of Asset Management/Capital Plans developed, there is enough information to develop reserve policies and standards.	2023	TP, LS
	Fire Fighter Honorarium Review	Consultant has been engaged and review and implementation planned for Q2	Q1-Q2	BW,LS
	Transit Budget Orientation	With new Transit manager onboarding, orientation and training is needed on BCT budget process and timeline.	Q1-Q2	LS, TP
	Business Continuity Plan	This is legislatively mandated by the Province and will require input from Finance	2023	BW, LS, TP

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Corporate Fleet Strategy	As this will likely change the way the SCRD apportions costs, this will require a significant undertaking for Finance (and IT) to develop and implement.	2023	TP,LS, BW
	Connected Coast Feasibility Study	Finance will be required to provide support for the feasibility study for this proposed new service.	Q2-Q4	TP,LS
	Cemetery Service Expansion	Any change to cemetery plot structure or changes in fees will require input from Finance.	2023	LS, BW
	Public Lands Review	This project will require support from Finance as it maintains the land register through the Tangible Capital Assets	2023	TP,BW
	Building Inspection Services - Digital Plan Review Preparedness - Hardware, Software and Training	Any change to software configuration requires Finance input and resources to implement.	2023	BW, LS
	Hillside Development Project - Headlease Renewal	Finance assists in administering the Hillside headleases. This project will require Finance input.	2023	TP, BW
	Future Waste Disposal Options	This project will require review and analysis on options, especially on funding and financial implications	2023	TP,LS
	Regional Solid Waste (Sechelt) - Sechelt Landfill Extending Useful Life	Any change in the estimated useful life will impact the closure/post-closure liability. Context of this will also impact the overall landfill funding analysis.	2023	TP,LS

Key Performance Indicators proposed for 2023

- Budgeting Ratio-ongoing operating expenditure by the total ongoing operating revenues
- Number of Payments issued (A/P)
- Return on Investments (example earned return versus posted bank rate)
- Debt Ratios (Debt per capita, Debt Servicing Limit)

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
*NEW-[112/113] – Financial Analyst (1.0) FTE	2023-\$61,658	Support Services
*NEW-[112/113] – Reduction/Rate Stabilization	2023-(\$50,000)	Reduction to Support Services

Draft Budget Summary

Finance	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
113	2022	2022	2023	2024	2025	2026	2027
Revenues							
Internal Recoveries	1,042,956	1,042,965	1,267,301	1,294,771	1,322,922	1,351,777	1,381,356
Other Revenue	110	-	-	-	-	-	-
Total Revenues	1,043,066	1,042,965	1,267,301	1,294,771	1,322,922	1,351,777	1,381,356
Expenses							
Wages and Benefits	907,385	944,300	1,098,636	1,126,106	1,154,257	1,183,112	1,212,691
Operating	124,395	268,415	168,665	168,665	168,665	168,665	168,665
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	28,263	174,878	174,878	174,878	174,878	174,878	174,878
Total Expenses	1,060,043	1,387,593	1,442,179	1,469,649	1,497,800	1,526,655	1,556,234
Other							
Debt Principal Repayment	-	-	-	-	-	-	-
Transfer to/(from) Reserves	(69,996)	(169,750)	-	-	-	-	-
Unfunded Amortization	(28,263)	(174,878)	(174,878)	(174,878)	(174,878)	(174,878)	(174,878)
Total Other	(98,259)	(344,628)	(174,878)	(174,878)	(174,878)	(174,878)	(174,878)
Finance (Surplus)/Deficit:	(81,282)	-	-	-	-	-	-

2022 FTE Approved FTE Count **8.83**

2023 Approved FTE Count **9.35**

FTE Change **0.52**

SERVICE PLAN

Department Summary

Division Summary:	Purchasing and Risk Management	Manager:	Valerie Cropp
Service Year:	2023	Function:	116
Department:	Corporate Services	Status:	Final

Service Overview:

Purchasing and Risk Management is a centralized support service for the SCRD and is responsible for setting best practices, policies and procedures while aligning with the strategic direction of the Board with regards to purchasing and risk activities.

Purchasing Service Summary

Purchasing Services encourages an open and competitive bidding process for the acquisition and disposal of Goods and/or Services and the objective and equitable treatment of all vendors to ensure the best value of an acquisition is obtained. This may include, but not be limited to, the determination of the total cost of performing the intended function over the lifetime of the task, acquisition cost, installation, disposal value, disposal cost, training cost, maintenance cost, quality of performance and environmental, economic and social equity impacts.

Risk Management Service Summary.

Risk Management will give us the ability to understand and consistently measure its risks and monitor and communicate them effectively across the organization. The Risk Management framework provides processes and tools to identify and manage risks faced by the Corporation which includes:

- Managing risks within a tolerable level to meet service level expectations
- Establishing and monitoring the risk registries
- Providing advice and guidance to departments
- Overseeing Loss Control (Property and Liability), lead the processes for new & existing claims, including set-up, administration
- Developing and managing the Business Continuity Management program (BCMP) to ensure that critical services are delivered during a disruption; and
- Working with internal parties to document critical business processes; assess risks; and create business continuity plans

Insurance Management

- Ensures and maintains appropriate insurance coverage for property, fleet, and liability; and Claims Management (Property, Liability, and 3rd party claims)
 - Evaluate claims to determine appropriate handling, conducting reviews, monitoring; responding to third parties
-

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Scope of Work Solicitation drafting workshop	Host division sessions for project specific on how to draft a solicitation scope of work requirements	Q1-Q2 2023	Support Recovery
	Vender procurement awareness sessions	Host sessions to support our vendor communities to support community business in responding to solicitations	Q2-Q4 2023	Support Recovery
	Social Procurement	Staff training on using social procurement in complete processes	Q2-Q4 2023	Support Recovery
	Procurement Review	Develop framework for Internal Audit review for informal procurement processes	Q1 -Q2 2023	Support Recovery
 	Development Business Continuity Management Program	Develop framework Create charter and committee of internal parties	Q1-Q3 2023	Support Recovery
	Business Impact Assessments	Develop process for conduction and completing division business impact assessments for the Business Continuity Plan	Q3-Q4 2023	Support Recovery
	Social Procurement	Support community vender with social procurement awareness sessions	Q2-Q3 2023	Support Recovery
	Internal Risk Assessment Plan for 2023	Work with division on planning Loss Control (Property and Liability) inspections priorities	Q1 2023	Support Recovery
	Work with Finance on PO invoice workflow	Meet with Finance on continuous improvement to PO management	Q1-Q4 2023	Support Recovery
	Understanding Risk Management	Host division sessions for project specific on how to draft a solicitation scope of work requirements	Q1-Q2	Support Recovery
	Inventory Management	Inventory team streamline inventory practices for efficiency and loss control	Q2-Q4 2023	Support Recovery
	Risk Management	Review/support opportunities for enhanced cyber security	Q1-Q2	Support Recovery
	Asset Disposal	Continue to develop asset disposal processes, work with Finance and Asset Management on process for capturing asset disposal items	Q2-Q3 2023	Support Recovery

Key Performance Indicators

Purchasing and risk management track and report to the Board:

- *solicitations issued*
- *solicitations that include social values*
- *purchase orders issued*
- *service requested tickets process*
- *claims and legal litigation activities*

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Business Continuity Management Program	\$18,000	Support Recovery
.3 EFT Causal Position	\$27,810	Support Recovery

Draft Budget Summary

Purchasing & Risk Management	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
116	2022	2022	2023	2024	2025	2026	2027
Revenues							
Internal Recoveries	394,176	394,170	405,694	415,318	425,182	435,290	445,654
Total Revenues	394,176	394,170	405,694	415,318	425,182	435,290	445,654
Expenses							
Wages and Benefits	368,183	373,405	384,929	394,553	404,417	414,525	424,889
Operating	10,794	20,765	20,765	20,765	20,765	20,765	20,765
Total Expenses	378,977	394,170	405,694	415,318	425,182	435,290	445,654
Purchasing & Risk Management (Surplus)/Deficit:	(15,199)	-	-	-	-	-	-

2022 FTE Approved FTE Count	3.03
2023 Approved/Proposed FTE Count	2.96
FTE Change	-0.07
2023 Proposed Increase	0.30

SERVICE PLAN

Department Summary

Division Summary:	Information Services	Manager:	David Nelson
Service Year:	2023	Function:	117
Department:	CORPORATE SERVICES	Status:	Final

Service Overview:

Information technology is a critical support service for the day-to-day operation of all SCRD departments and for providing information to the public and our partner agencies. The work of SCRD staff is dependent on the good working condition of our information technology and our mapping services. We enable and support the District's core business systems including: Agresso ERP (financials, Payroll, HR), Tempest (utility billing, permits and licensing, bylaw ticketing), Cityworks (asset and work management), Content Server (records management); ESRI GIS mapping solutions; and desktop software such as MS Office and other productivity tools.

The Information Services Section support over 180 virtual and physical desktop computers, 24 laptops, 110 smartphones, 16 copier/printers, 10 major business systems, plus 180 internal telephones all connected over a wide area network servicing 17 facility sites on the lower Sunshine Coast.

2023 Strategic Overview:










Information Services continues to build out work-from-anywhere technologies including an accelerated migration to cloud-based desktop and collaboration tools. Our technology solutions must digitally enable online teamwork while maintaining a focus on sound records management. We'll complete our major hardware and software migration that enables user-centric data structures and improves the audio/visual capacities needed for an array of hybrid work arrangements.








At the same time the public's appetite for online access to District information, maps, and service apps continues to rise. This includes digital services, approval processes, and collaboration tools for policy deliberation and public engagement.

All of this is against a global climate of escalating cyber risks and a 2022 data breach, which have put a sharp focus on hardening our cybersecurity stance and resiliency.

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
 	Telephone Systems Evolution	<ol style="list-style-type: none"> 1. Replace enterprise phone system with MS Teams Phone 2. Deprecate and wind-up legacy phone sys. 3. Cell phone refresh roll out with ROGERS 	Q4 Q4 Q1	BV, ST, DR
 	Cybersecurity Awareness Campaign	<ol style="list-style-type: none"> 1. Educate and support staff to harden response to phishing malware, social engineering scams, and cyberthreat attacks. 	Q1-Q4	DN, ST, DR
  	Security Stance Hardening	<ol style="list-style-type: none"> 1. Recruit and hire Cyber Security Analyst 2. Procure Cyber Insurance 3. Implement Intrusion Detection System (IDS) – VMWare Carbon Black. 4. Migrate webmail to hosted Office365 Exchange with 2 factor identification 5. Implement PureStorage SafeMode. 6. Harden Password management solution 7. Audit EndPoint protection services 8. Improve internal network topology to prevent broadcast storms. 9. Strengthen network access controls 10. Increase compute on DRP Data Centre cluster 11. UPS batteries test and replacement 12. Refinement of backup set and retention schedule 13. Refinement and audits of patch set 	Q1-Q4	DN, ST, BV, DR, MP
 	Development Process Review	<ol style="list-style-type: none"> 1. Support Development Application Process Review project 2. Project initiation for business system upgrades 	Q2-Q4	BV, BF, DN

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
  	Business Systems Improvements	Re-establish Continuous Improvement teams and governance structures for core business systems: 1. ERP Financials 2. Asset/work management 3. Recreation bookings review and RFP	Q1-Q4	BV, BF, DN
   	Mapping Services Enhancements	1. Enhance property report template 2. Map-based mail out list service 3. Town of Gibsons service agreement 4. View online map of Development Permit Applications 5. Process LIDAR data for building elevations, footprints, and 1 meter contours 6. Support field inspections with mobile data collection apps.	Q1-Q4	EW, TH, RC

Key Performance Indicators:

of Active mySCRD Users:

	mySCRD Online Accounts (Count & Percentage Uptake)		Total UB Accounts
2022	8,138	53.9%	15,083
2021	6,658	47.0%	14,166
2020	5,567	39.4%	14,133
2019	4,273	30.5%	14,031
2018	3,426	24.6%	13,916
2017	2,602	19.0%	13,673
2016	1,729	12.9%	13,384

of IT Help Request Tickets

	January to June	July to December	Total
2022	2265* + 2711^		
2021	2352* + 1599^	2110* + 1774^	4462* + 3373^
2020	1885* + 1201^	2037* + 2217^	3922* + 3418^
2019	1846	1770	3616
2018	1454	2190	3644
2017	1715	1829	3544
2016	2706		2706

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Cybersecurity Analyst – 1.0 FTE	\$99,906	Support Services
Cybersecurity Insurance	\$50,000	Support Services

Draft Budget Summary:

Information Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
117	2022	2022	2023	2024	2025	2026	2027
Revenues							
Internal Recoveries	1,271,808	1,271,807	1,360,124	1,379,379	1,398,591	1,417,759	1,437,406
Total Revenues	1,271,808	1,271,807	1,360,124	1,379,379	1,398,591	1,417,759	1,437,406
Expenses							
Wages and Benefits	681,174	756,604	741,044	731,517	749,805	768,549	787,763
Operating	330,904	433,087	497,076	498,489	499,413	499,837	500,270
Debt Charges - Interest	188	131	-	-	-	-	-
Amortization of Tangible Capital Assets	104,492	132,455	132,455	132,455	132,455	132,455	132,455
Total Expenses	1,116,758	1,322,277	1,370,575	1,362,461	1,381,673	1,400,841	1,420,488
Other							
Capital Expenditures (Excluding Wages)	205,189	387,934	139,373	139,373	139,373	139,373	139,373
Proceeds from Long Term Debt	-	-	-	-	-	-	-
Debt Principal Repayment	22,026	22,916	-	-	-	-	-
Transfer to/(from) Reserves	123,483	(80,838)	10,000	10,000	10,000	10,000	10,000
Transfer to/(from) Appropriated Surplus	(100,768)	(210,093)	(27,369)	-	-	-	-
Transfer to/(from) Other Funds	-	(37,934)	-	-	-	-	-
Unfunded Amortization	(104,492)	(132,455)	(132,455)	(132,455)	(132,455)	(132,455)	(132,455)
Total Other	145,438	(50,470)	(10,451)	16,918	16,918	16,918	16,918
Information Services (Surplus)/Deficit:	(9,612)	-	-	-	-	-	-

2022 FTE Approved FTE Count	6.93
2023 Approved FTE Count	6.207
FTE Change	-0.723

SERVICE PLAN

Department Summary

Division Summary:	Mapping and Civic Addressing Services	Manager:	David Nelson
Service Year:	2023	Function:	506, 510
Department:	CORPORATE SERVICES	Status:	Final

Service Overview:

The SCRD's mapping and civic addressing services are supported by information technology that utilizes location-based mapping techniques to incorporate spatial and attribute information. It brings together geography and related data from a multitude of sources and uncovers complex relationships otherwise difficult to understand. The SCRD maintains a formal civic addressing system for all Electoral Areas including the Town of Gibsons, the District of Sechelt, the Shíshálh Nation Government District, as well as the islands. The consistent numbering of buildings and suites, together with their street names, helps emergency response, mail delivery, and the public find buildings they're looking for.

Mapping impacts nearly every aspect of local government and helps provide a foundation for integrating SCRD services covering planning, infrastructure engineering, and administration. Using mapping technology, the SCRD provides the ability for staff and the public to visualize and analyze the 381,000 hectares of 'places' that make up the Sunshine Coast Regional District.











2023 Strategic Overview:

SCRD entered into a 5-year agreement in 2021 with the Town of Gibsons to bolster and unify the digital mapping services of the Town. The SCRD launched an open data portal for the Town plus added Town of Gibsons' data layers to the SCRD public-facing [Property View Map](#). With recent staff changes at the Town, the SCRD is reviewing this collaborative arrangement for changes that may be needed.

The Mapping team is building and supporting new mobile data collection processes for SCRD Parks and Infrastructure assets through ESRI's tool set for field mapping applications.

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
 	SCRD Property Viewer applications	<ol style="list-style-type: none"> 1. Plan for transition from Geocortex Essentials to VertiGIS Studio or alternative licensed application platform 2. Enhance property report templates 3. Improve connection with Tempest for streamlined map integration and mail out list function 	Q1-Q3	EW
 	Town of Gibsons Mapping Service Agreement	<ol style="list-style-type: none"> 1. Provide operational support services 2. Support planning for project-level GIS initiatives 3. Review Services Agreement with Town 	Q1-Q4	EW, TH, RC
 	Development Permits Map Application	<ol style="list-style-type: none"> 1. For Planning and Development, configure public-facing web map application featuring active SCRD Development Permits. 	Q3	RC, EW, BV
 	NDMP (EMBC's National Disaster Mitigation Program)	<ol style="list-style-type: none"> 1. LIDAR data processing to create Digital Elevation Models (DEM) mosaic for elevation and flood analysis 2. Update 1 meter contour data 3. Extract building footprints in developed areas 	Q2-Q4	RC, TH
 	Cityworks, work and asset management system	<ol style="list-style-type: none"> 1. GIS staff training 2. Configure map services to support Cityworks upgrade 3. Configure data to support mobile data collection, including field inspections 	Q1-Q3	EW, TH

Key Performance Indicators:

of Addresses Assigned

	January to June	July to December	Total
2022	111		
2021	194	196	390
2020	150	241	391
2019	239	200 (not including 150 renumberings)	439
2018	205	183	388
2017	185	182	367
2016	236	172	408

of Public Enquiries regarding Property Information and Mapping Section (PIMS)

	January to June	July to December	Total
2022	240		
2021	284	263	547
2020	390	606	996
2019	269	198	467
2018	296	201	497
2017	387	317	704
2016	402	344	746

of Town of Gibsons GIS Tickets

	January to June	July to December	Total
2022	52		
2021	98	80	178
2020	34	70	104

Proposed Initiatives for 2023:

n/a

Draft Budget Summary:

Geographic Information Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
506	2022	2022	2023	2024	2025	2026	2027
Revenues							
User Fees & Service Charges	23,251	20,500	20,500	20,500	20,500	20,500	20,500
Internal Recoveries	316,260	316,255	331,314	336,168	343,081	350,163	357,424
Total Revenues	339,511	336,755	351,814	356,668	363,581	370,663	377,924
Expenses							
Wages and Benefits	265,969	256,529	271,588	276,442	283,355	290,437	297,698
Operating	44,845	65,226	65,226	65,226	65,226	65,226	65,226
Amortization of Tangible Capital Assets	17,639	22,460	22,460	22,460	22,460	22,460	22,460
Total Expenses	328,453	344,215	359,274	364,128	371,041	378,123	385,384
Other							
Capital Expenditures (Excluding Wages)	-	-	-	-	-	-	-
Transfer to/(from) Reserves	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Unfunded Amortization	(17,639)	(22,460)	(22,460)	(22,460)	(22,460)	(22,460)	(22,460)
Total Other	(2,639)	(7,460)	(7,460)	(7,460)	(7,460)	(7,460)	(7,460)
Geographic Information Services (Surplus)/Deficit:	(13,697)	-	-	-	-	-	-

Civic Addressing	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
510	2022	2022	2023	2024	2025	2026	2027
Revenues							
User Fees & Service Charges	33,350	37,471	31,279	33,788	34,425	35,077	35,749
Total Revenues	33,350	37,471	31,279	33,788	34,425	35,077	35,749
Expenses							
Administration	5,712	5,717	5,931	5,931	5,931	5,931	5,931
Wages and Benefits	10,317	29,393	22,987	25,496	26,133	26,785	27,457
Operating	430	2,361	2,361	2,361	2,361	2,361	2,361
Total Expenses	16,459	37,471	31,279	33,788	34,425	35,077	35,749
Other							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Total Other	-	-	-	-	-	-	-
Civic Addressing (Surplus)/Deficit:	(16,891)	-	-	-	-	-	-

2022 FTE Approved FTE Count (Combined) 2.90

2023 Approved FTE Count (Combined) 2.90

FTE Change 0

SERVICE PLAN

Department Summary

Division Summary: Human Resources

Manager: Gerry Parker

Service Year: 2023

Function: 115

Department: Human Resources

Status: FINAL

Service Overview

Human Resources (HR) is a centralized support service responsible for providing strategic workforce development processes and continuous improvement of best practices to and for all staff in all functions of the Sunshine Coast Regional District (SCRD). The funding models for Human Resources Services are specified in the Support Service Allocation Policy.

We deliver responsive, strategic, and supportive expert advice, mentoring, guidance, and coaching, on the full range of Human Resources Management services. We are responsible for promoting industry-leading best practices and ensuring awareness of, and ongoing compliance with, legislative requirements such as the Workers' Compensation Act, Employment Standards Act, BC Human Rights Code, and the BC Labour Code, all as guided by the Code of Ethics and Professional Standards of the Chartered Professionals in Human Resources (CPHR) of BC and Yukon.

Budget Summary

2022 Approved Net Budget \$806,316

2022 Approved FTE Count 4.60

2023 Proposed FTE Count 6.00

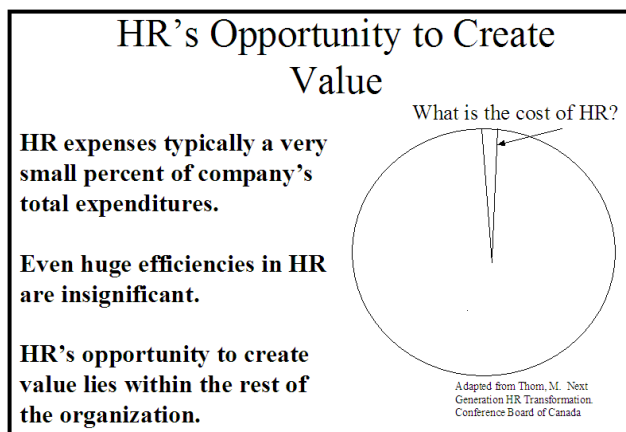
FTE Change 1.40

Human Resources	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
115	2021	2021	2022	2023	2024	2025	2026
Revenues							
Internal Recoveries	725,928	725,929	786,648	802,188	802,500	802,824	802,824
Other Revenue	8,186	-	-	-	-	-	-
Total Revenues	734,114	725,929	786,648	802,188	802,500	802,824	802,824
Expenses							
Wages and Benefits	515,040	564,070	624,792	640,332	640,644	640,956	640,956
Operating	75,081	181,914	151,848	151,848	151,848	151,848	151,848
Amortization of Tangible Capital Assets	24,730	29,671	29,676	29,676	29,676	29,676	29,676
Total Expenses	614,851	775,655	806,316	821,856	822,168	822,480	822,480
Other							
Transfer to/(from) Reserves	9,103	(20,055)	9,996	9,996	9,996	9,996	9,996
Unfunded Amortization	(24,730)	(29,671)	(29,676)	(29,676)	(29,676)	(29,676)	(29,676)
Total Other	(15,627)	(49,726)	(19,680)	(19,680)	(19,680)	(19,680)	(19,680)
Human Resources (Surplus)/Deficit:	(134,890)	-	(12)	(12)	(12)	(24)	(24)

Outlook for Upcoming Year:

With combined totals of the SCRD's fulltime equivalencies (fte's), including part-time, temporary, and casual employees, plus all the volunteers, the total workforce is about 460 people. The total staffing level of a typical HR Department in most organizations ranges from 1.5% to 2% of the overall workforce, which would total between 6 - 9 staff. The staffing level of HR within the SCRD is currently 4.60 fte. HR's value lies in the support provided to the rest of the SCRD workforce.

The Human Resources (HR) Services Department provides a full range of services supporting all divisions throughout the organization. Services range from pre-hire to post-retire and everything in between including, but not limited to, recruitment and selection, orientation, training and development, occupational health and safety, strategic planning, organizational development, labour relations, legislative interpretation, policy development, performance engagement, claims management, benefit administration, and leadership support for the Sunshine Coast Regional District.



- It is expected that 2023 will see an estimated 110 - 120 job postings. An estimated 50 - 70 job postings and associated processes was expected in 2021, whereas the actual number was 148. As of Q3 in 2022, about 104 jobs were posted, necessitating job description reviews, advertising, selection package development, shortlisting, arranging interviews, conducting reference checks, producing job offers, completing new hire documentation and orientation.
- 2023 will see the SCRD continue to evolve its recruitment reach through creative methods such as training opportunities, the use of social media platforms and community partners such as WorkBC.
- The evolving hybrid work environment and migration to new technology continues to necessitate changes to historical practices, including our recruitment, selection, orientation, on-boarding, and training processes.
- HR will continue to provide support to the 8 Joint Health and Safety (JHS) Committees, divisional safety meetings, to ensuring that the safety program is effectively managed, and the annual effectiveness review of the JHS Committees is conducted.
- Specific elements of the safety program will continue with the full range of ergonomic assessments, audiometric testing, fall prevention, confined space entry, first aid requirements, incident investigation and reporting, policy development, and injury prevention.
- Continued attention to the SCRD's Return to Work (RTW) and Duty to Accommodate (DTA) efforts will be needed as recent years have seen a spike in injuries both on and off the job.
- Assist with the development and documentation of business processes in accordance with best practices and audit standards.
- A full audit and identification of deficiencies within our Safety Program was conducted in 2022 with an identified need for annual review of all of the elements within the program as we continue down the path towards Certificate of Recognition (COR) completion.
- Complete continuous education requirements to ensure processes are current with changes in legislation, professional standards, etc.
- Continue with staff training in planning and delivery of public engagement activities.

- Review and update employee recognition programs.
- Revise the existing guidelines in support of both an employee and a volunteer engagement program, including the formation of a Total Health Resources Inspiring a Vibrant Environment (THRIVE) Well-Being Program.
- Redesign the Human Resources information found on the corporate website.
- Continue meeting with our counterparts at the administration levels to discuss opportunities for collaboration and process improvement.
- Enhance corporate and community knowledge and awareness of First Nations history and culture.
- Expand opportunities for joint initiatives, collaboration and information sharing between local governments.

Current Year Priorities:

PROGRESS ON PRIORITIES FROM 2022 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Budget Preparation	Review and revise budgetary submissions for 2023.	Q4, 2022	New template populated. Draft submissions completed in Q2, 2022.
Classification	Job Description Project, update by Division, incorporate of JEC drop-down, links.	Q4, 2022	JEC portion completed in Q1, 2022.
	Liaise with Records to rename folders and clean up files.	Q4, 2022	Initial meeting held with Records in Q2, 2022.
Disability and Injury Claims Management	Duty to Accommodate Agreement Template.	Q2, 2022	Completed Q2, 2022.
	Graduated Return to Work / Supernumerary Work Arrangement Template.	Q3, 2022	Review completed Q2, 2022.
	Interaction with UBCM re PBC updates.	Q1, 2022	Completed Q1, 2022.
Health and Safety	JHS Update of Structure. Appointment of Committee members, updates to lists, update to Water Cooler, Work with managers to complete first aid risk assessments and to implement first aid attendant and procedures for GACC and Mason Works Yard	Q2, 2022	Completed Q2, 2022.
	Certificate of Recognition (COR)	Target follow-up audit Q4, 2022.	Draft Audit Completed in 2021. High level work plan nearing completion Q3, 2022. Incorporating WorkSafeBC Inspection Report for November completion.
	Review of new High Vis Vest requirements.	Q2, 2022	Review complete, recommendation from Mason JHS sent to HR, and directive issued.
HRIS	Review and modify HR processes in conjunction with Unit 4.	Q2, 2022	Postponed until further notice.

Core Service/Project	Goal	Timeline	Progress
Orientation	Revisit material and implement process improvements.	Q4, 2022	Health and Safety portion updated in Q1, 2022.
	General Orientation Checklist Template.	Q3, 2022	Review completed Q2, 2022 with modifications to follow.
	Video compilation, introductions, animated version.	Q4, 2022	Initial review with Communications completed in Q1, 2022.
Policies and Procedures	Review/revise policies and approach to ensuring CRC's are obtained and an e-copy is retained.	Q3, 2022	New policy completed in Q2, 2022. PIA in progress being reviewed by Corporate Officer.
	Revise Benefit Administration Policy	Q3, 2022	Draft completed in Q1. Changes and capacity challenge delayed further revision to Q3.
	Health and Safety Policy	Q3, 2022	Draft completed in Q1. Update planned with PACE program response in Q3.
	Create process/policy to ensure any staff driving a SCR D vehicle have a valid Driver's Abstract in e-copy form and on file.	Q3, 2022	New procedure completed in Q2, 2022.
	Communicable Disease Prevention Guidelines.	Q2, 2022	Completed update in Q1 and in Q2, 2022.
	FireSmart Coordinator - Contractor or Employee	Q2, 2022	Contractors hired Q2.
	Org Chart Update on Drawio into Visio.	Q1, 2022	Visio installed. Reviewing Unit 4 process for automation.
	Request and Implement HR Ticketing System	Q1, 2022	Postponed until further notice.
	Update HR metrics reporting via Unit 4.	Q2, 2022	Some complete. Remains outstanding due to lack of IT resources.
	Unit 4 position control and fte validation with Finance.	Q3, 2022	Draft complete. Further updates pending IT resources.
	Exempt substitution pay code to add 10% and route through validation process.	Q2, 2022	Postponed until further notice.
	Incorporate old EOC training records against resources in Unit 4.	Q3, 2022	
	Website Redesign	Q4, 2022	Initial review with Communications completed Q1, 2022.
	Unit 4 self-serve enhancement.	Postponed	Postponed until further notice.
Programs	Audiometric Testing and Program	Q3, 2022	Scheduled in Q3, 2022. Reconfiguring to do multiple times per year. Also reviewing need for inclusion of volunteer firefighters.

Core Service/Project	Goal	Timeline	Progress
	Benefits for firefighters.	Q2, 2022	Coming into effect July 1, 2022
	Confined Space Entry Training	Q3, 2022	Initial exploration of RFP in Q2, 2022.
	Update Working Remotely - Telecommuting Committee	Q3, 2022	Discussed with Union Q2, 2022.
	First Aid Attendant Review and Assessment.	Q3, 2022	Initial review completed in Q2, 2022. Further review with WSBC to occur.
	JHS Committee Effectiveness Review.	Q1, 2022	Completed.
	VITW Annual Review.	Q3, 2022	
	Lone Worker Review.	Q3, 2022	
	NAOSH Week.	Q2, 2022	Completed.
	Staff Appreciation/Recognition Program.	Q4, 2022	Long Service Awards completed in Q2. MOSAIC events planned for Q4.
	Volunteer Appreciation Program.	Q4, 2022	Postpone to 2023
	Employee Engagement Program.	Q4, 2022	Postpone to 2023
	Well-being Program.	Q3, 2022	PEPtalk template updated in Q1, 2022.
	Mentoring Program	Q4, 2022	Postponed indefinitely.
	Safety Management System Program Document	Q4, 2022	Initial WSBC Inspection Report and PACE program in Q2, 2022.
	Injury Management Program (WSBC Claims Management)	Q3, 2022	New administrator assignment in Q2, 2022.
Recruitment and Selection	Recruitment Enhancement - e.g. LinkedIn Professional Membership	Q1, 2022	Completed Q1, 2022.
	Partnership with CapU for practicums and student placements.	Q3, 2022	Meeting held Q2, 2022, shared with exempt staff. HR pilot submission sent Q2, 2022.
	Lifeguard Upskilling Training Opportunity	Q2, 2022	Completed rewrite of job descriptions, advertising, JEC rating, offer letters, training in progress into Q3.
Standing Meetings, Events	Multi muni HR – Meetings of Coastal local government HR practitioners.	Q3, 2022	Meeting from June, 2022 postponed to Q3, 2022.
	Sunshine Coast HR Round Table – hosted by DoS.	Monthly	Meetings with HR @ DoS, ToG, SIGD, and recent inclusion of SCCL. Looking to expand to SD46 in Q3, 2022.
	Joint Labour / Management Committee	Q3, 2022	Initial discussion with Union Executive completed in Q2, 2022. Plan is to commence quarterly meetings starting in Q3, 2022.
Succession Planning	Reconfiguration of existing Succession Plan.	Q4, 2022	Draft Succession Plan reviewed in Q2, 2022.

Core Service/Project	Goal	Timeline	Progress
Training and Development	Incorporate HRDownloads into BEST calendar.	Q3, 2022	Meeting with HRDownloads July 2022.
	First Nations/ Indigenous Culture Appreciation workshops.	Q3, 2022	GM, PD, and GM, IS both auditing course recommended by shíshálh nation. Working group approved by SLT in Q2.
	MS Suite Training via CapU	Q3, 2022	
	Diversity, Equity Inclusion training/committee.	Q3, 2022	Existing course audited in 2021 and being explored for SCRD staff Q3.
	JHS Committee Training	Q2, 2022	Completed Q2.
	Respectful Workplace Training	Q1, 2022	More to be scheduled in Q3, Q4 2022.
	First Aid Attendant Training	Q2, 2022	Completed Q2, additional planned Q4, 2022.
	De-energization and Lockout	Q1, 2022	Completed Q1
	Fall Protection	Q1, 2022	Completed Q1
	Incident Reporting	Q1, 2022	Completed Q1
	Job Evaluation Committee training for Supervisors, Managers.	Q3, 2022	
	Due Diligence Training for Supervisors, JHSC.	Q4, 2022	
	Psychological Safety Course training for all staff	Q1, 2022	Pilot delivered Q1, 2022. Further rollout Q2, 2023. Part of WSBC PACE inspection.
	Performance Engagement Program (PEPtalk) workshop and training for supervisors.	Q1, 2022	Completed Q1, 2022. More to be scheduled in Q3, Q4 2022.

PRIORITIES WITHIN THE 2023 SERVICE PLAN

Core Service/Project	Goal	Timeline	Progress
Budget Preparation	Review and revise budgetary submissions for 2023.	Q1, 2023	Proposals in hand.
Classification	Job Description Project, update by Division, incorporate of JEC drop-down, links.	Q2, 2023	New Committee members and process improvement discussions occurred in 2022.
	Liaise with Records to rename folders and clean up files.	Q2, 2023	Health, Safety and Wellness completed. Balance in progress.
Disability and Injury Claims Management	Review and revise templates and associated procedures.	Q2, 2023	

Core Service/Project	Goal	Timeline	Progress
Health and Safety	JHS Update of Structure. Appointment of Committee members, updates to lists, update to Water Cooler.	Q2, 2023	
	Certificate of Recognition (COR)	Q3, 2023	Target for initial audit.
HRIS	Review and modify HR processes in conjunction with Unit 4.	Q2, 2023	
Orientation	Revisit material and implement process improvements into employee guide.	Q2, 2023	Divisional orientation documentation being gathered.
	Video compilation, introductions, animated version.	Q1, 2023	
Policies and Procedures	Review/revise policies and approach to ensuring CRC's are obtained and an e-copy is retained.	Q1, 2023	New draft procedure under review.
	Revise Benefit Administration Policy	Q1, 2023	Draft completed and under review with Finance.
	Create process/policy to ensure any staff driving a SCRD vehicle have a valid Driver's Abstract in e-copy form and on file.	Q1, 2023	
	Update HR metrics reporting via Unit 4.	Q2, 2023	Some complete. Remains outstanding.
	Unit 4 position control and fte validation with Finance.	Q2, 2023	Draft complete. Further updates pending IT resources.
	Exempt substitution pay code to add 10% and route through validation process.	Q2, 2023	
	Website Redesign	Q2, 2023	Initial review with Communications completed Q1, 2022.
Programs	Audiometric Testing and Program	Q3, 2023	Annual
	Confined Space Entry Training	Q3, 2023	Annual
	Update Working Remotely - Telecommuting Committee	Q3, 2023	Anticipate in Bargaining.
	First Aid Attendant Review and Assessment.	Q3, 2023	
	JHS Committee Effectiveness Review.	Q1, 2023	
	VITW Annual Review.	Q3, 2023	
	Lone Worker Review.	Q3, 2023	
	NAOSH Week.	Q2, 2023	
	Staff Appreciation/Recognition Program.	Q4, 2023	
	Volunteer Appreciation Program.	Q4, 2023	
	Employee Engagement Program.	Q4, 2023	

Core Service/Project	Goal	Timeline	Progress
	Well-being Program.	Q2, 2023	
	Mentoring Program	Q4, 2023	
	Safety Management System Program Document	Q2, 2023	
	Injury Management Program (WSBC Claims Management)	Q3, 2023	
Recruitment and Selection	Recruitment Enhancement - e.g. LinkedIn Professional Membership	Q1, 2023	Pilot Successful. Budget request submitted.
	Partnership with CapU for practicums and student placements.	Q3, 2022	
Standing Meetings, Events	Multi muni HR – Meetings of Coastal local government HR practitioners.	Q2, 2023	
	Sunshine Coast HR Round Table – hosted by DoS.	Monthly	
	Joint Labour / Management Committee	Quarterly	
Succession Planning	Reconfiguration of existing Succession Plan.	Q2, 2023	
Training and Development	Incorporate HRDownloads into BEST calendar.	Q1, 2023	Updated Program List.
	First Nations/ Indigenous Culture Appreciation workshops.	Q1, 2023	Kairos Blanket Exercise booked. More to follow.
	MS Suite Training	Q2, 2023	
	Diversity, Equity Inclusion training/committee.	Q2, 2023	
	JHS Committee Training	Q2, 2023	Annual
	Respectful Workplace Training	Q1, 2023	Board and additional staff sessions.
	First Aid Attendant Training	Q1, 2023	Completed. More to follow, update posters, schedule.
	De-energization and Lockout	Q1, 2023	
	Fall Protection	Q1, 2023	
	Incident Reporting	Q1, 2023	
	Job Evaluation Committee training for Supervisors, Managers.	Q3, 2023	
	Due Diligence Training for Supervisors, JHSC.	Q4, 2023	
	Psychological Safety Course training for all staff	Q3, 2023	.

Core Service/Project	Goal	Timeline	Progress
	Performance Engagement Program (PEPtalk) workshop and training for supervisors.	Q2, 2023	

Proposed Initiatives for 2023:

Based on ongoing demands in areas such as Recruitment, Development, Claims Management, and all other business activity associated with overall increased staffing levels, additional support within Human Resources is vital. As such, a proposed initiative is to add a new resource and increase the number of staff from 4.60 fte to 6.00 fte.

2023-2024 Budget Changes:

All budget changes are limited to pre-approved salary and inflationary changes.

Draft Budget Summary

Human Resources	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
115	2022	2022	2023	2024	2025	2026	2027
Revenues							
Internal Recoveries	755,916	755,915	791,598	808,004	824,818	841,730	859,062
Other Revenue	6,701	-	-	-	-	-	-
Total Revenues	762,617	755,915	791,598	808,004	824,818	841,730	859,062
Expenses							
Wages and Benefits	572,810	623,722	659,405	675,811	692,625	709,537	726,869
Operating	99,788	130,943	122,193	122,193	122,193	122,193	122,193
Amortization of Tangible Capital Assets	4,946	29,671	29,671	29,671	29,671	29,671	29,671
Total Expenses	677,544	784,336	811,269	827,675	844,489	861,401	878,733
Other							
Transfer to/(from) Reserves	9,715	1,250	10,000	10,000	10,000	10,000	10,000
Transfer to/(from) Other Funds	281	-	-	-	-	-	-
Unfunded Amortization	(4,946)	(29,671)	(29,671)	(29,671)	(29,671)	(29,671)	(29,671)
Total Other	5,050	(28,421)	(19,671)	(19,671)	(19,671)	(19,671)	(19,671)
Human Resources (Surplus)/Deficit:	(80,023)	-	-	-	-	-	-

2022 FTE Approved FTE Count **4.60**

2023 Approved FTE Count **4.60**

FTE Change **0**

SERVICE PLAN

Department Summary

Division Summary:	SUSTAINABLE DEVELOPMENT	Manager:	RAPHAEL SHAY
Service Year:	2023	Function:	136
Department:	PLANNING & DEVELOPMENT	Status:	Final

Service Overview:

In the face of a global climate emergency we must move swiftly to reduce GHG emissions and enhance our region's resiliency to the effects of a changing climate. The Sustainable Development Division leads the integration of climate change mitigation and resilience practices into all aspects of the SCRD's operations.

The Sustainable Development Division works at both the corporate and community scales. The division leads and plays a support role in a variety of efforts, including:

- Calculates and reduces GHG emissions for corporation and community, including achieving corporate carbon neutrality.
- Increases energy efficiency and the adoption of renewable energy.
- Maps climate impacts and plans adaptation resilience priorities.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
135 – Corporate Sustainability				
Community Resilience and Climate Adaptation	Corporate GHG emissions inventory	Completed annually as part of BC's Local Government Climate Action Program (Climate Action Charter)	Q3 2023	Taxation / staff with consultant support
Community Resilience and Climate Adaptation	Corporate Carbon Neutrality Plan	Will outline targets and process for steps SCRD will take to reduce GHG emissions in 6 areas, carbon neutrality and accountability mechanisms, buildings, fleet and equipment, supporting each other, contracted services, out of boundary emissions	Q1 2023	Staff

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
Community Resilience and Climate Adaptation	Corporate emissions assessments	Increase ability to hire consultant to calculate emissions impacts and carbon offset potential of various projects.	Q1 2023	Carry forward / consultant and staff
Community Resilience and Climate Adaptation	EV Charging Program Phase 2	Complete Phase 2 funded project	Q2 2023	Grant and funded project / Component suppliers, electrical contractor, and staff (Building Maintenance, SD Manager)
Community Resilience and Climate Adaptation	Support Services	Corporate Fleet Strategy, Biocover Feasibility Study Phase 2, BC Hydro liaison on power outages, energy rebates, and other areas.	ongoing	staff
136 – Regional Sustainability				
Community Resilience and Climate Adaptation	Develop Community Climate Action Plan	Complete ICLEI Building Adaptive and Resilient Communities (BARC) Milestone 3 (Action Planning), set community GHG emissions reduction target and action plan. Complete Community Climate Action Plan development, public engagement, and begin implementation.	ongoing	Taxation / SD Manager and proposed .33FTE
Community Resilience and Climate Adaptation; Working Together	Support Services and strategic opportunities	Regional Growth Strategy and OCP review, Bylaw review (eg. Water rates and regulations) Supporting community emission reduction initiatives (eg. Step Code, awareness of rebates, active transportation...), Supporting community climate adaptation opportunities (eg. Emergency Management Program, Water Strategy and Emergency response plans...)	ongoing	SD Manager and proposed .33FTE

Key Performance Indicators

In 2023, staff will continue or initiate measurement and reporting on:

- Corporate emissions (actual; trend)
- Community emissions (actual; trend; per capita)
- Quantity and quality of climate adaptation measures supported and initiated
- Quantity and quality of emission reduction measures supported and initiated
- Quantity and quality of dialogues facilitated and collaborations fostered

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Community Climate Action Capacity Building (0.33 FTE)	\$28,404	Taxation
Community Climate Action Capacity Building – Association of Vancouver Island and Coastal Communities Climate Leadership Plan (AVICC-CLP) Membership and Community Energy Association (CEA) Membership	\$7,500	Taxation

Draft Budget Summary

Regional Sustainability Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
136	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	145,114	174,302	138,146	140,949	143,821	146,767	149,784
Total Revenues	145,114	174,302	138,146	140,949	143,821	146,767	149,784
Expenses							
Administration	8,388	8,383	13,394	13,394	13,394	13,394	13,394
Wages and Benefits	123,225	113,284	112,117	114,920	117,792	120,738	123,755
Operating	55,445	112,635	12,635	12,635	12,635	12,635	12,635
Total Expenses	187,058	234,302	138,146	140,949	143,821	146,767	149,784
Other							
Transfer to/(from) Reserves	(44,610)	(60,000)	-	-	-	-	-
Total Other	(44,610)	(60,000)	-	-	-	-	-
Regional Sustainability Services (Surplus)/Deficit:	(2,666)	-	-	-	-	-	-

2022 FTE Approved FTE Count 1.098

2023 FTE Count 0.850

FTE Change 0.248

2023 Proposed Change 0.33

SERVICE PLAN

Department Summary

Division Summary:	Protective Services - Bylaw Enforcement	Manager:	Matt Treit
Service Year:	2023	Function:	200
Department:	Planning & Development	Status:	Final

Service Overview:

The Sunshine Coast Regional District Bylaw Department provides bylaw enforcement services to all parts of the Sunshine Coast with the exceptions of the District of Sechelt and the Town of Gibsons. Bylaw Enforcement Officers receive a wide variety of complaints which they investigate and then work with the violator in an effort to gain compliance. In the event that voluntary compliance is not achievable, enforcement is pursued, generally through the issuing of tickets. The demand for services from the Bylaw Enforcement division have increased significantly over the past few years both in terms of the number of complaints as well as in the complexity of complaints, most often involving issues around land use and development. The Bylaw Enforcement division is also delivers animal control in Electoral Areas B, D, E, F, as well as on Keats Island and sNGD lands.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Enhance bylaw enforcement with regards to development impact on the environment	Hire an additional full-time bylaw officer and support enforcement team with environmental education/training.	Q2 2023	Taxation
	Maintain overall bylaw enforcement capability	Increase operating budget to support expanding bylaw staff.	Q2 2023	Taxation

Key Performance Indicators

Currently, the number of open/active files is reported. Starting in 2023, staff will measure and report on measures such as:

1. Number of bylaw enforcement files opened in 2023 per infraction type
2. Percentage of bylaw files closed in 2023 per infraction type
3. Number of tickets written per infraction type
4. Percentage of tickets upheld through the appeal process
5. Value of tickets issued
6. Value of tickets collected

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Increase staffing level	\$100,000	Taxation
Base Budget Increase	\$18,200	Taxation

Draft Budget Summary

Bylaw Enforcement	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
200	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	350,748	350,748	375,285	382,732	390,369	398,194	406,214
User Fees & Service Charges	17,190	513	513	513	513	513	513
Total Revenues	367,938	351,261	375,798	383,245	390,882	398,707	406,727
Expenses							
Administration	53,616	53,618	58,003	58,003	58,003	58,003	58,003
Wages and Benefits	241,708	277,789	297,941	305,388	313,025	320,850	328,870
Operating	43,570	20,128	20,354	20,354	20,354	20,354	20,354
Amortization of Tangible Capital Assets	-	5,673	5,673	5,673	5,673	5,673	5,673
Total Expenses	338,894	357,208	381,971	389,418	397,055	404,880	412,900
Other							
Capital Expenditures (Excluding Wages)	38,631	50,000	-	-	-	-	-
Transfer to/(from) Reserves	(38,735)	(50,274)	-	-	-	-	-
Transfer to/(from) Other Funds	103	-	(500)	(500)	(500)	(500)	(500)
Unfunded Amortization	-	(5,673)	(5,673)	(5,673)	(5,673)	(5,673)	(5,673)
Total Other	(1)	(5,947)	(6,173)	(6,173)	(6,173)	(6,173)	(6,173)
Bylaw Enforcement (Surplus)/Deficit:	(29,045)	-	-	-	-	-	-

2022 FTE Approved FTE Count	2.824
2023 Proposed FTE Count	2.880
FTE Change	0.056
2023 Proposed Change	1.00

SERVICE PLAN

Department Summary

Division Summary:	Protective Services – Animal Control	Manager:	Matt Treit
Service Year:	2023	Function:	290
Department:	Planning & Development	Status:	Final

Service Overview:

The SCRCD provides animal control services in Halfmoon Bay, Roberts Creek, Elphinstone, mainland of West Howe Sound (and Keats Island), and the Sechelt Indian Government District. Complaints relating to dogs typically involve issues around dogs running at large, and those acting aggressively towards people or other dogs. Any dogs which are impounded by the SCRCD are held by the SPCA in conjunction with a contract with that organization.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source/Resourcing Strategy

Key Performance Indicators (review for suggestions - <http://mbncanada.ca/>)

Currently, staff report on the number of dog/animals complaints received.

In 2023, staff will initiate measurement and reporting on additional measures such as:

1. Number of dogs/animals apprehended
2. Number of tickets issued in relation to dogs/animals

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
N/A		

Draft Budget Summary

Animal Control	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
290	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	48,684	48,680	50,511	51,658	52,831	54,033	55,265
User Fees & Service Charges	30,700	32,488	32,488	32,488	32,488	32,488	32,488
Total Revenues	79,384	81,168	82,999	84,146	85,319	86,521	87,753
Expenses							
Administration	14,868	14,867	15,732	15,732	15,732	15,732	15,732
Wages and Benefits	36,732	44,834	45,800	46,947	48,120	49,322	50,554
Operating	13,110	21,741	21,467	21,467	21,467	21,467	21,467
Amortization of Tangible Capital Assets	-	4,336	4,336	4,336	4,336	4,336	4,336
Total Expenses	64,710	85,778	87,335	88,482	89,655	90,857	92,089
Other							
Transfer to/(from) Reserves	(103)	(274)	-	-	-	-	-
Transfer to/(from) Other Funds	103	-	-	-	-	-	-
Unfunded Amortization	-	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)
Total Other	-	(4,610)	(4,336)	(4,336)	(4,336)	(4,336)	(4,336)
Animal Control (Surplus)/Deficit:	(14,674)	-	-	-	-	-	-

2022 FTE Approved FTE Count	0.445
2023 Approved FTE Count	0.440
FTE Change	0.005

SERVICE PLAN

Department Summary

Division Summary:	Protective Services - Gibsons & District Fire Protection			
Manager:	Matt Treit	Fire Chief:	Rob Michael	
Service Year:	2023	Function:	210	
Department:	Planning & Development	Status:	Final	

Service Overview:

The Gibsons & District Volunteer Fire Department (GDVFD) is a Sunshine Coast Regional District function and has been providing life and property protection to the West Howe Sound Fire Protection District since 1937. The fire department serves a population of approximately 12,000 including 4,758 in the Town of Gibsons (2021 census) and the fire protection district covers an area of roughly 22.7 km². Volunteer firefighters and officers are instrumental to the operation of the department. With a full complement of 45 members, their duties include 24/7 response to fire and rescue operations while also maintaining the operational readiness of all apparatus and equipment. There is operational support to the volunteer members with paid full-time staff consisting of the fire chief, deputy chief, assistant chief, fire prevention officer and fire inspector. The GDVFD has been designated as a full-service department in accordance with the British Columbia Structure Firefighter Minimum Training Standards.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
Community Resilience and climate change adaptation	Improve readiness to respond to climate-related emergencies.	Increase budget for fire department training.	Q2 2023	Taxation

Key Performance Indicators

Number of training hours completed by volunteer firefighters.

1. Number of emergency callouts attended in 2022 is 407
2. The average estimated response time to emergency incidents in 2022 is 08 minutes 45 seconds.
3. The GDVFD currently has 46 members:
 - a. 34 are fully certified as full service level firefighters according to the British Columbia Structure Firefighter Minimum Training Standards
 - b. 36 are trained to the interior level or higher
 - c. 36 are trained to the exterior level or higher.
4. Training hours completed by volunteer firefighters from January to December in 2022 were 4,072.

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Training budget	\$3,375	Taxation

Draft Budget Summary

Gibsons & District Fire Protection		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
210		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Tax Requisitions	1,473,240	1,473,239	1,517,917	1,572,544	1,590,097	1,608,094	1,591,258
	Government Transfers	-	50,000	-	-	-	-	-
	Other Revenue	250	-	-	-	-	-	-
	Total Revenues	1,473,490	1,523,239	1,517,917	1,572,544	1,590,097	1,608,094	1,591,258
Expenses								
	Administration	128,088	128,090	136,273	136,273	136,273	136,273	136,273
	Wages and Benefits	562,106	594,522	689,770	706,897	724,450	742,447	760,888
	Operating	390,207	414,134	371,954	371,954	371,954	371,954	371,954
	Debt Charges - Interest	7,180	4,934	8,938	6,816	4,630	2,439	3,461
	Amortization of Tangible Capital Assets	179,014	153,274	153,274	153,274	153,274	153,274	153,274
	Total Expenses	1,266,595	1,294,954	1,360,209	1,375,214	1,390,581	1,406,387	1,425,850
Other								
	Capital Expenditures (Excluding Wages)	58,532	1,171,148	16,100	-	-	-	-
	Proceeds from Long Term Debt	(398,456)	(585,000)	-	-	-	-	-
	Debt Principal Repayment	112,875	156,789	193,784	195,905	198,092	200,283	163,984
	Transfer to/(from) Reserves	171,758	(361,378)	101,098	154,699	154,698	154,698	154,698
	Transfer to/(from) Appropriated Surplus	250	-	-	-	-	-	-
	Transfer to/(from) Other Funds	398,456	-	-	-	-	-	-
	Unfunded Amortization	(179,014)	(153,274)	(153,274)	(153,274)	(153,274)	(153,274)	(153,274)
	Total Other	164,401	228,285	157,708	197,330	199,516	201,707	165,408
Gibsons & District Fire Protection (Surplus)/Deficit:		(42,494)	-	-	-	-	-	-

2022 FTE Approved FTE Count	4.90
2023 Approved FTE Count	5.10
FTE Change	0.20

SERVICE PLAN

Department Summary

Division Summary:	Protective Services - Roberts Creek Fire Protection			
Manager:	Matt Treit	Fire Chief:	Patrick Higgins	
Service Year:	2023	Function:	212	
Department:	Roberts Creek Fire Protection	Status:	Final	

Service Overview:

The Roberts Creek Volunteer Fire Department (RCVFD) is a Sunshine Coast Regional District function and has been providing life and property protection/conservation to Xwesam-Roberts Creek Fire Protection Area (Area D) since 1969. The fire department serves a population of approximately 3700 (2021 census) and the fire protection district covers an area of roughly 28.5 km². Fire and rescue services are provided primarily by volunteers. XRCFD maximum membership is 30; however, membership is commonly 15-20 responders. Volunteer members are responsible for 24/7 emergency response and weekly equipment checks. Operational support is provided by the Fire Chief (1.0 FTE) and Deputy Chief/Training Officer (0.5FTE). The Fire Chief is responsible for investigations while the Deputy Chief is responsible for Inspections. The XRCFD has been designated an interior department in accordance with the British Columbia Structure Firefighter Minimum Training Standards.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
<i>Community Resilience, and climate change adaptation</i>	<i>Improve responder's & the public's readiness to respond to fire & climate-related emergencies</i>	<i>Increase budget for fire department training.</i>	<i>Q3 2023</i>	<i>Taxation</i>

Key Performance Indicators

1. Number of emergency callouts attended in 2022 to date is **178**.
2. The average response time to emergency incidents in 2022 is **10** minutes.
3. We currently have **17 members**:
 - a. **5** are fully certified as full service level firefighters according to the British Columbia Structure Firefighter Minimum Training Standards
 - b. **6** are trained to the interior level
 - c. **4** are trained to the exterior level.
4. Training hours completed by volunteer firefighters from January to December in 2022 was **828**.

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Training Budget	\$4,500	Taxation

Draft Budget Summary

Roberts Creek Fire Protection		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
212		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Tax Requisitions	707,784	707,786	793,463	800,161	807,024	814,058	797,796
	Government Transfers	-	-	-	-	-	-	-
	Other Revenue	4,948	-	-	-	-	-	-
	Total Revenues	712,732	707,786	793,463	800,161	807,024	814,058	797,796
Expenses								
	Administration	69,024	69,024	77,656	77,656	77,656	77,656	77,656
	Wages and Benefits	222,485	244,964	268,901	275,598	282,461	289,496	296,708
	Operating	211,132	245,337	211,665	211,665	211,665	211,665	211,665
	Debt Charges - Interest	3,034	1,349	1,926	1,451	963	473	167
	Amortization of Tangible Capital Assets	79,937	70,700	70,700	70,700	70,700	70,700	70,700
	Total Expenses	585,612	631,374	630,848	637,070	643,445	649,990	656,896
Other								
	Capital Expenditures (Excluding Wages)	396,619	458,073	8,000	-	-	-	-
	Proceeds from Long Term Debt	(183,977)	-	-	-	-	-	-
	Debt Principal Repayment	22,277	25,041	43,315	43,791	44,279	44,768	21,600
	Transfer to/(from) Reserves	(243,621)	(336,002)	182,000	190,000	190,000	190,000	190,000
	Transfer to/(from) Appropriated Surplus	2,400	-	-	-	-	-	-
	Transfer to/(from) Other Funds	183,977	-	-	-	-	-	-
	Unfunded Amortization	(79,937)	(70,700)	(70,700)	(70,700)	(70,700)	(70,700)	(70,700)
	Total Other	97,738	76,412	162,615	163,091	163,579	164,068	140,900
Roberts Creek Fire Protection (Surplus)/Deficit:		(29,382)	-	-	-	-	-	-

2022 FTE Approved FTE Count 1.64

2023 Approved FTE Count 1.64

FTE Change 0

SERVICE PLAN

Department Summary

Division Summary: Protective Services - Halfmoon Bay Fire Department

Manager: Matt Treit

Fire Chief: Ryan Daley

Service Year: 2023

Function: 216

Department: Planning & Development

Status: Final

Service Overview:

The Halfmoon Bay Fire Department (HBFD) is a Sunshine Coast Regional District function and has been providing life and property protection to Halfmoon Bay since 1975. The fire department serves a population of approximately 3,000 (2021 census). Volunteer firefighters and officers are instrumental to the operation of the department. With a full complement of 32 members, their duties include 24/7 response to fire and rescue operations while also maintaining the operational readiness of all apparatus and equipment. There is operational support to the volunteer members with paid full time Fire Chief and part time Deputy Chief. The HBFD has been designated an Interior service department in accordance with the British Columbia Structure Firefighter Minimum Training Standards. Training and development is essential to these members being able to carry out their duties.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
Community Resilience and climate change adaptation	Improve readiness to respond to climate-related emergencies.	Increase budget for fire department training.	Q2 2023	Taxation

Key Performance Indicators

- Number of emergency callouts attended in 2022 to date is **163**.
- The average response time to emergency incidents in 2022 is **10** minutes.
- We currently have **30 members**:
 - 21** are fully certified to the interior level firefighter according to the British Columbia Structure Firefighter Minimum Training Standards (**10** are trained to full service which exceeds the minimum standard)
 - 9** are trained to the exterior level.
- Training hours completed by volunteer firefighters from January to December in 2022 was **2,360**.

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Training budget lift	\$13,800	Taxation

Draft Budget Summary

Halfmoon Bay Fire Protection		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
216		2022	2022	2023	2024	2025	2026	2027
Revenues								
Tax Requisitions		731,820	981,823	827,123	834,309	841,678	849,229	839,327
Government Transfers		-	-	-	-	-	-	-
User Fees & Service Charges		200	-	-	-	-	-	-
Investment Income		-	-	-	-	-	1,747	3,550
Other Revenue		48,912	-	-	-	-	-	-
Total Revenues		780,932	981,823	827,123	834,309	841,678	850,976	842,877
Expenses								
Administration		56,952	56,955	59,348	59,348	59,348	59,348	59,348
Wages and Benefits		223,914	267,255	288,655	295,842	303,210	310,760	318,501
Operating		268,113	500,991	205,817	205,817	205,817	205,817	205,817
Debt Charges - Interest		2,605	1,549	3,449	9,326	28,542	27,708	27,896
Amortization of Tangible Capital Assets		40,007	47,299	47,299	47,299	47,299	47,299	47,299
Total Expenses		591,591	874,049	604,568	617,632	644,216	650,932	658,861
Other								
Capital Expenditures (Excluding Wages)		543,087	978,548	623,200	-	-	-	-
Proceeds from Long Term Debt		(170,621)	(375,900)	(623,200)	-	-	-	-
Debt Principal Repayment		17,847	28,473	73,854	74,660	129,235	131,817	115,789
Transfer to/(from) Reserves		(172,868)	(476,048)	196,000	189,316	115,526	115,526	115,526
Transfer to/(from) Appropriated Surplus		-	-	-	-	-	-	-
Transfer to/(from) Other Funds		(49,500)	-	-	-	-	-	-
Unfunded Amortization		(40,007)	(47,299)	(47,299)	(47,299)	(47,299)	(47,299)	(47,299)
Total Other		127,938	107,774	222,555	216,677	197,462	200,044	184,016
Halfmoon Bay Fire Protection (Surplus)/Deficit:		(61,403)	-	-	-	-	-	-

2022 FTE Approved FTE Count	1.644
2023 Approved FTE Count	1.645
FTE Change	0.001

SERVICE PLAN

Department Summary

Division Summary:	Protective Services	Manager:	Matt Treit
Service Year:	2023	Function:	218
Department:	Egmont Fire Department	Status:	Draft

Service Overview:

The Egmont and District Volunteer Fire Department (EDVFD) was established in 2004 and serves the communities of Egmont, Earls Cove, Ruby Lake and North Sakinaw Lake. EDVFD provides Exterior Operations Fire and Rescue services under the Sunshine Coast Regional District to an estimated 350 homes. The department is always on call and has 18 members, who, in addition to responding to emergencies, commit a minimum of 2 hours a week to training and maintaining equipment. The EDVFD is funded for one paid halftime position that is split between the Fire Chief and Deputy Chief.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source/Resourcing Strategy
Community Resilience and climate change adaptation	Improve readiness to respond to climate-related emergencies.	Further improve training for firefighters.	Q2 2023	Taxation

Key Performance Indicators

1. Number of emergency callouts attended in 2022 to date is **XXX**.
2. The average response time to emergency incidents in 2022 is **XX.XX** minutes.
3. We currently have **XX members**:
 - a. **XX** are fully certified as full service level firefighters according to the British Columbia Structure Firefighter Minimum Training Standards
 - b. **XX** are trained to the interior level
 - c. **XX** are trained to the exterior level.
4. Training hours completed by volunteer firefighters from January to December in 2022 was **X,XXX**.

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
N/A		

Draft Budget Summary

Egmont Fire Protection	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
218	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	224,316	224,320	242,925	250,944	259,044	264,778	267,233
Government Transfers	-	-	-	-	-	-	-
Investment Income	2,688	2,690	2,932	3,184	3,445	3,717	-
Gain on Disposal of Tangible Assets	150	-	-	-	-	-	-
Other Revenue	-	11,500	-	-	-	-	-
Total Revenues	227,154	238,510	245,857	254,128	262,489	268,495	267,233
Expenses							
Administration	14,172	14,176	21,339	21,339	21,339	21,339	21,339
Wages and Benefits	65,576	114,962	121,287	124,306	127,406	130,580	133,834
Operating	43,423	81,943	82,060	82,060	82,060	82,060	82,060
Debt Charges - Interest	4,884	4,880	4,880	4,880	4,880	2,440	-
Amortization of Tangible Capital Assets	13,289	19,820	19,820	19,820	19,820	19,820	19,820
Total Expenses	141,344	235,781	249,386	252,405	255,505	256,239	257,053
Other							
Capital Expenditures (Excluding Wages)	-	14,000	-	-	-	-	-
Proceeds from Sale of TCA	(150)	-	-	-	-	-	-
Debt Principal Repayment	6,048	6,049	6,291	6,543	6,804	7,076	-
Transfer to/(from) Reserves	5,154	2,500	10,000	15,000	20,000	25,000	30,000
Transfer to/(from) Accumulated Surplus	150	-	-	-	-	-	-
Deficit Required Revenue	-	-	-	-	-	-	-
Unfunded Amortization	(13,289)	(19,820)	(19,820)	(19,820)	(19,820)	(19,820)	(19,820)
Total Other	(2,087)	2,729	(3,529)	1,723	6,984	12,256	10,180
Egmont Fire Protection (Surplus)/Deficit:	(87,897)	-	-	-	-	-	-

2022 FTE Approved FTE Count 0.644

2023 Approved FTE Count 0.630

FTE Change -0.014

SERVICE PLAN

Department Summary

Division Summary: Protective Services - Emergency Telephone-911 Manager: Matt Treit

Service Year: 2023

Function: 220

Department: Planning & Development

Status: Final

Service Overview: The service is focused on upgrading the infrastructure necessary to provide 911 service to all residents of the Sunshine Coast including those residents who live within the two independent Fire Improvement Areas. The focus is twofold: to upgrade the hardware and physical infrastructure associated with the 911 system, and to acquire more radio frequencies so that all the fire departments are able to better communicate with 911 dispatch and with each other.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Upgrade communication towers	Construct new radio tower at the Chapman water treatment plant.	Q3 2023	Reserves
	Acquire additional frequencies	Work with Innovation, Science and Economic Development Canada to acquire new radio frequencies	Q2 2023	Reserves
	Improve redundancy in communication	Upgrade antennas and repeaters	Q4 2023	Reserves

Key Performance Indicators

In 2023, staff will initiate measurement and reporting on:

1. Number of times fire department communication interferes with other fire department's communication
2. Number of times that communication from Ecomm is interrupted.
3. Number of times that fire departments are unable to use their radios for communication due to poor or an absence of service

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source

Draft Budget Summary

Emergency Telephone - 911	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
220	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	447,816	447,811	431,780	432,358	432,950	433,558	434,181
Other Revenue	15,000	-	5,400	5,400	5,400	5,400	5,400
Total Revenues	462,816	447,811	437,180	437,758	438,350	438,958	439,581
Expenses							
Administration	32,952	32,956	40,647	40,647	40,647	40,647	40,647
Wages and Benefits	43,367	45,554	23,115	23,693	24,285	24,893	25,516
Operating	236,791	275,013	263,618	263,618	263,618	263,618	263,618
Amortization of Tangible Capital Assets	61,908	67,536	67,536	67,536	67,536	67,536	67,536
Total Expenses	375,018	421,059	394,916	395,494	396,086	396,694	397,317
Other							
Capital Expenditures (Excluding Wages)	140,124	522,315	-	-	-	-	-
Transfer to/(from) Reserves	(31,172)	(428,027)	109,800	109,800	109,800	109,800	109,800
Transfer to/(from) Other Funds	124	-	-	-	-	-	-
Unfunded Amortization	(61,908)	(67,536)	(67,536)	(67,536)	(67,536)	(67,536)	(67,536)
Total Other	47,168	26,752	42,264	42,264	42,264	42,264	42,264
Emergency Telephone - 911 (Surplus)/Deficit:	(40,630)	-	-	-	-	-	-

2022 FTE Approved FTE Count	0.325
2023 Approved FTE Count	0.125
FTE Change	-0.20

SERVICE PLAN

Department Summary

Division Summary: Protective Services

Manager: Matt Treit

Service Year: 2023

Function: 222

Department: Sunshine Coast Emergency Program

Status: Final

Service Overview:

The Sunshine Coast Emergency Program (SCEP) is responsible for managing and coordinating a region-wide emergency program on behalf of the four local authorities. This service includes reviewing and maintaining the Sunshine Coast Emergency Response and Recovery Plan (ERRP); developing hazard specific strategies for the ERRP such as the Community Wildfire Protection Plan, Extreme Heat Emergency Plan, and Boil Water Advisory Plan. SCEP also ensures that the Emergency Operations Centre is in a state of readiness including establishing standard operating procedures and checklists; hosting quarterly meetings of the Sunshine Coast Emergency Response Committee, comprised of local partners, external agencies and stakeholders; coordinating and supporting the local volunteer Emergency Support Services Team (ESS); and providing community outreach and education for local emergency preparedness. SCEP also procures and maintains group lodging supplies in three storage containers in the event of an area-wide emergency. SCEP is the liaison to Emergency Management BC for events occurring on the Sunshine Coast. Additionally, other volunteer response teams such as Search & Rescue (SAR) Royal Canadian Marine Search & Rescue (RCMSAR), Emergency Communications Team (ECT) are supported by SCEP.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Strengthen ESS Team	Formalize (and compensate) ESS Director role/tasks	Q2 2023	Taxation
	Strengthen Foundation of Emergency Program	Review and update hazard, risk and vulnerability assessment; review and update emergency management bylaws	Q4 2023	Taxation

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
Community Resilience/ Climate Change Adaption	Reduce the impact of wildfires on local communities.	Continue and expand grant-funded FireSmart Program	Q2 2023	Grant funding
Community Resilience/ Climate Change Adaption	Further expand Emergency Program to deal with climate change	Develop an Extreme Heat Response Plan Develop Evacuation Plans for the Sunshine Coast	Q3 2023	Grant Funding

Key Performance Indicators

In 2023, staff will initiate measurement and reporting on:

1. Number of EOC activations (year-to-date)
2. Cumulative days of EOC activation (year-to-date)
3. Cumulative hours work in EOC (year-to-date) – SCRD staff and others
4. Number of members in ESS team
5. Number of properties receiving FireSmart evaluations (grant-funded program)
6. Number of FireSmart public engagement events (grant-funded program)
7. Completion of HRVA and EM bylaw updates
8. Completion of Heat Response and Evacuation Plans

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
HRVA update	\$50,000	Taxation
ESS program support	\$10,000	Taxation

Draft Budget Summary

Sunshine Coast Emergency Planning	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
222	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	400,140	400,140	419,772	425,396	431,153	437,061	443,114
Government Transfers	47,120	493,142	-	-	-	-	-
Other Revenue	11,480	-	-	-	-	-	-
Total Revenues	458,740	893,282	419,772	425,396	431,153	437,061	443,114
Expenses							
Administration	75,342	75,289	78,963	78,963	78,963	78,963	78,963
Wages and Benefits	240,418	185,754	224,837	230,461	236,218	242,126	248,179
Operating	126,603	605,474	90,972	90,972	90,972	90,972	90,972
Amortization of Tangible Capital Assets	8,256	6,833	6,833	6,833	6,833	6,833	6,833
Total Expenses	450,619	873,350	401,605	407,229	412,986	418,894	424,947
Other							
Transfer to/(from) Reserves	24,735	(17,858)	25,000	25,000	25,000	25,000	25,000
Transfer to/(from) Other Funds	130	-	-	-	-	-	-
Prior Year (Surplus)/Deficit	44,623	44,623	-	-	-	-	-
Unfunded Amortization	(8,256)	(6,833)	(6,833)	(6,833)	(6,833)	(6,833)	(6,833)
Total Other	61,232	19,932	18,167	18,167	18,167	18,167	18,167
Sunshine Coast Emergency Planning (Surplus)/Deficit:	53,111	-	-	-	-	-	-

2022 FTE Approved FTE Count 1.213

2023 Approved FTE Count 1.570

FTE Change 0.357

SERVICE PLAN

Department Summary

Division Summary:	Planning and Development	Manager:	Jonathan Jackson
Service Year:	2023	Function:	500 and 504
Department:	Planning and Development	Status:	Final

Service Overview:

[500] Regional Planning Services:

Provides regional growth management and development co-ordination services, such as assessing regional housing needs and responding to provincial referrals. Services associated with this function involve interjurisdictional planning.

[504] Rural Planning Services:

Facilitates the development and implementation of goals and policies for the growth and development of the Electoral Areas through Official Community Plans, Zoning Bylaws and other regulatory provisions, in accordance with the *Local Government Act*. An Electoral Areas Service Committee supports decision making on long range planning initiatives, and on many types of planning applications where approval authority has not been delegated to staff. Where opportunity exists, Advisory Planning Commissions also provide input on planning decisions. Community outreach, consultation with local First Nations, member municipal governments, provincial agencies, and other stakeholders such as the development community is key in advancing Rural Planning Services work.

[540] Hillside Industrial Park

Planning Division staff also provide service to [540] Hillside Industrial Park.

2023 Overview & Outlook

Rural Planning Services [504]

- Planning Enhancement Project 1 (PEP 1) – Development Approvals Process Review (DAPR):
 - Reviewing/updating application processing procedures to shorten timelines/provide improved predictability, reduce barriers, and encourage quality development submissions that contribute to key community building initiatives (i.e. updating fees and procedures bylaw and internal procedures manual).
 - Consider use of online tools to enhance self-service options (i.e. property report/mapping, customer service portals and webpages, how-to videos, etc.).
 - Evaluate and implement effective software management systems.
 - Consider staffing resource needs.
 - Ensure user fees for development planning services are monitored to reflect the average cost of providing the service.

- Planning Enhancement Project 2 (PEP 2) – OCP Renewal:
 - Renewal of all 7 SCRD OCPs, with the aim of policy harmonization,
 - Renewal of Development Permit Area policies contained within OCPs to meet current needs and fully utilize legislative powers.
 - Undertake and implement micro policy projects that supplement OCP Renewal and continue to enhance SCRD's long range planning initiatives (i.e. OCP Amendment Assessment Criteria Board Policy; housekeeping amendments to Bylaw 337 to better align with Bylaw 722)
- Development Planning Applications:
 - Continue to process development applications and provide professional planning services for public enquires (2022 volumes at year end are as follows: 95 planning applications and 2,660 enquires)
 - Seek to enhance the Development Planning procedures framework through PEP1 (DAPR).
 - In 2022 the number of enquiries and development applications has remained high creating a significant backlog, which was exacerbated by staffing vacancies/ turnover. With staffing vacancies now full and new employees receiving training, it is anticipated that the backlog in the planning enquiry cue will begin to lessen. Additionally, with the Development Approvals Process Review taking place in 2023, it is anticipated that a new Development Planning procedures framework will be developed to enhance customer service, processing times and the quality of planning applications received.




Regional Planning Services [500]



- Regional Planning
 - Finalize Regional Growth Baseline work and seek direction on next steps
 - Housing action plan implementation (final scope to be determined)
 - BC Timber Sales Operating Plan Referral
 - Subject to human resource allocation relative to core operational demands, collaborate with member municipalities and stakeholders, particularly around regional planning, growth, and policy coordination aligned with SCRD Strategic Plan. This could involve work in [504] Rural Planning, depending on topic/scope.

Hillside Industrial Park [540]

- Headlease renewal (proposed 2023 project)

Strategic Focus Areas:

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Planning Enhancement Project 1 (PEP 1): Development Application Process Review (DAPR)	Review application processing procedures to shorten timelines, provide improved predictability, reduce barriers, and encourage quality development submissions that contribute to key community building initiatives. The work will further evaluate staffing and technology resource needs, and seek to ensure fees that reflect the average cost of providing service.	Project scoping is anticipated to take place throughout Q1, 2023 and direction sought on next steps in Q2. This is a multi-year project, with renewed OCPs targeted for 2025, noting several implementation items will likely result thereafter.	UBCM Grant funding is provided for consultant services and approximately 0.4 FTE for staffing. It is anticipated that an additional 1.6 FTE will be allotted for this project in 2023 from existing staff allocation.
	Planning Enhancement Project 2 (PEP 2): OCP Renewal	Renew all 7 SCRD OCPs with the aim of policy harmonization and strengthening of Development Permit Areas. This project will involve significant consultation and involve several micro-policy projects	Project scoping is anticipated in Q1, 2023 and direction sought on next steps in Q2 or Q3. This is a multi-year project, with renewed OCPs targeted for 2025.	2.2 FTE will be allotted to this project in 2023 from existing allocation
	Development regulation and approval.	Timely, quality service to applicants while working to modernize our rural and regional planning frameworks. 2022 Stats: <ul style="list-style-type: none"> 95 development applications \$67,630 in application revenue 17 intergovernmental referrals 2,660 public enquiries received through in-person/online/email	Ongoing	4.49 FTE (3.49 from existing allocation and 1.0 from proposed new position).

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Regional growth	Complete regional baseline research strategy and report back to SCRD Board, seeking direction on next steps. Also continue to coordinate and respond to referrals from BCTS.	Working in coordination with SCREDO and collaboratively with other local governments and First Nations, complete report by Q1 2023	Supported by an existing budget initiative of 0.70 FTE from existing allocation
	Hillside Industrial Park Development Project	Continue to advance planning work for Hillside Industrial Park and undertake headlease renewal	This ongoing work will also be coordinated with PEP2 OCP Renewal work.	0.01 FTE from existing allocation + 0.2 temporary for headlease renewal.

Key Performance Indicators:

Planning & Development currently reports the following key performance indicators on a quarterly basis:

- Progress on key projects
- Development application statistics (by type and per electoral area)
- Development application revenue (by type and per electoral area)
- Provincial and local government referrals
- Public enquiries (phone, email, front counter)

In 2023, staff will research and implement additional performance indicators following the Development Approvals Process Review, using results of that process to inform design.

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
[500] SCRD/Public lands Comprehensive analysis	\$100,000	Taxation
[504] Service level maintenance	\$170,310	User fees
[540] Headlease renewal	\$250,000	Reserves

Budget Summary

Regional Planning	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
500	2022	2022	2023	2024	2025	2026	2027
Revenues							
Grants in Lieu of Taxes	3	-	-	-	-	-	-
Tax Requisitions	181,824	191,820	200,317	203,904	207,578	211,345	215,101
Government Transfers	13,239	86,001	-	-	-	-	-
User Fees & Service Charges	-	430	430	430	430	430	430
Other Revenue	39,625	-	-	-	-	-	-
Total Revenues	234,691	278,251	200,747	204,334	208,008	211,775	215,531
Expenses							
Administration	37,260	37,256	46,747	46,747	46,747	46,747	46,747
Wages and Benefits	114,594	134,399	143,405	146,992	150,666	154,433	158,189
Operating	96,700	146,056	10,595	10,595	10,595	10,595	10,595
Total Expenses	248,554	317,711	200,747	204,334	208,008	211,775	215,531
Other							
Transfer to/(from) Reserves	(37,951)	(39,460)	-	-	-	-	-
Total Other	(37,951)	(39,460)	-	-	-	-	-
Regional Planning (Surplus)/Deficit:	(24,088)	-	-	-	-	-	-

Rural Planning Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
504	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	1,035,444	1,150,441	1,421,454	1,465,435	1,465,013	1,285,476	1,157,736
Government Transfers	-	253,000	-	-	-	-	-
User Fees & Service Charges	88,425	60,196	60,196	60,196	60,196	60,196	60,196
Other Revenue	200	-	-	-	-	-	-
Total Revenues	1,124,069	1,463,637	1,481,650	1,525,631	1,525,209	1,345,672	1,217,932
Expenses							
Administration	208,560	208,561	217,852	217,852	217,852	217,852	217,852
Wages and Benefits	825,938	862,446	959,218	983,199	1,007,777	968,240	925,500
Operating	133,009	442,212	304,580	324,580	299,580	159,580	74,580
Amortization of Tangible Capital Assets	473	1,584	1,584	1,584	1,584	1,584	1,584
Total Expenses	1,167,980	1,514,803	1,483,234	1,527,215	1,526,793	1,347,256	1,219,516
Other							
Transfer to/(from) Reserves	(8,368)	(49,582)	-	-	-	-	-
Transfer to/(from) Other Funds	488	-	-	-	-	-	-
Unfunded Amortization	(473)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)
Total Other	(8,353)	(51,166)	(1,584)	(1,584)	(1,584)	(1,584)	(1,584)
Rural Planning Services (Surplus)/Deficit:	35,558	-	-	-	-	-	-

2022 FTE Approved FTE Count 8.58

2023 Approved FTE Count 8.84

FTE Change 0.26

Temporary FTE Increase in 2023 (DAPR Grant/Temp. Hillside) 0.60

SERVICE PLAN

Department Summary

Division Summary:	Building Inspection Services	Manager:	Brian Kennett
Service Year:	2023	Function:	520
Department:	Planning and Development	Status:	Final

Service Overview:

Building Inspection Services are provided for all Electoral Areas within the Sunshine Coast Regional District (SCRD), including islands under the authority of Islands Trust, as well as the shíshálh Nation Government District (sNGD). Services include issuing permits, conducting site inspections, monitoring construction and information sharing with both members of the public and other agencies for the purpose of regulating construction in the interest of the general public.

Permits are required for most types of new construction (e.g., housing, commercial and industrial buildings, and accessory structures), alterations to existing buildings and plumbing, and for changes in use of buildings. The purpose of the provision of the service is to administer and enforce provincial building regulations, SCRd and sNGD Bylaws, and provide a limited and interim spot-checking function for reasons of health, safety, and the protection of persons, property and the environment.

2023 Overview & Outlook

It is unknown whether construction activity in 2023 will remain as robust as in the previous two years, given the ongoing economic downturn. The decline in permit fees collected in Q4 of 2022 in comparison to Q4 of 2021 may be an indicator of a reduction in activity in 2023. The service is solely funded by permit fees and based on the balance of the operational reserve fund, no additional subsidization from taxation is currently anticipated for the Building Inspection Service for 2023.

In collaboration with all local governments of the lower Sunshine Coast, the SCRd implemented Step 1 of the BC Energy Step Code at the beginning of 2021. Consultation and information sharing with builders and homeowners continued through 2022, and will increase, based on the Province's scheduled implementation of Step 3 in 2023. In addition to the increase in energy efficiency requirements, an optional performance-based building carbon pollution standard is also being introduced which would require regional consultation in advance of possible implementation.

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Delivery of permitting and inspection services	Timely, reliable, professional and courteous service aligned with provincial and local regulations	Ongoing	Core service demands almost the entirety of the Division's resources. In 2022, revenues generated from building permit fees met projections.
	Building sector knowledge	Support professional development of staff and of the Coast's building sector through training, information sharing, and dialogue with builders, etc. Areas of focus include energy efficiency, alternative energy, and the reduction of greenhouse gas emissions.	Ongoing	Existing allocation.
	Renew service delivery model with sNGD	Review and improve communication, coordination and documentation of service delivery agreement	Ongoing	Existing allocation.
	Development Approval Processes Review	Grant-funded project to review processes and assess opportunities for streamlining/online services.	Q3 2023 completion	UBCM grant.

Key Performance Indicators:

Building Inspection Services currently reports the following key performance indicators on a quarterly basis.

Currently Reported: *Building Permit Revenue by Electoral Area, Building Permit Value of Construction*

Additional indicators have been identified and will be reported once the necessary processes and reporting tools have been developed and implemented.

In Development: *Average Building Permit Processing Time, Number of Dwelling Units Created vs. Units Lost, Number of Inspections Conducted, Number of Building Permits Issued.*

Proposed Initiatives for 2023:

Vehicle Replacement - To preemptively purchase a replacement vehicle to ensure the continued delivery of inspection services in addition to reducing corporate GHG emissions as well as operating and lifecycle costs.

Digital Plan Review Preparedness - To prepare and acquire the necessary hardware, software and training needed to conduct digital plan-reviews as the first step towards fulfilling the SCRD Board and Building Division's goal of transitioning from the acceptance of paper to digital building permit applications.

Project Name	Budget Request (\$)	Proposed Funding Source
Vehicle Replacement	\$60,000.00	Capital Reserve & Operational Reserve
Digital Plan Review Preparedness – Hardware, Software and Training	\$7,500.00	Operational Reserve & Base Budget

Budget Summary

Building Inspection Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
520	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	(924)	(927)	2,643	2,643	2,643	5,801	2,643
User Fees & Service Charges	929,847	913,734	940,160	958,499	977,297	993,406	1,016,310
Other Revenue	1,991	600	600	600	600	600	600
Total Revenues	930,914	913,407	943,403	961,742	980,540	999,807	1,019,553
Expenses							
Administration	139,440	139,434	146,162	146,162	146,162	146,162	146,162
Wages and Benefits	666,778	710,293	733,561	751,900	770,698	789,965	809,711
Operating	133,498	89,160	57,180	57,180	57,180	57,180	57,180
Amortization of Tangible Capital Assets	7,293	11,801	11,801	11,801	11,801	11,801	11,801
Total Expenses	947,009	950,688	948,704	967,043	985,841	1,005,108	1,024,854
Other							
Transfer to/(from) Reserves	5,444	(25,480)	6,000	6,000	6,000	6,000	6,000
Transfer to/(from) Other Funds	556	-	500	500	500	500	500
Unfunded Amortization	(7,293)	(11,801)	(11,801)	(11,801)	(11,801)	(11,801)	(11,801)
Total Other	(1,293)	(37,281)	(5,301)	(5,301)	(5,301)	(5,301)	(5,301)
Building Inspection Services (Surplus)/Deficit:	14,802	-	-	-	-	-	-

2022 FTE Approved FTE Count	6.886
2023 Approved FTE Count	7.15
FTE Change	0.264

SERVICE PLAN

Department Summary

Division Summary:	Public Transit	Manager:	Ahmad Kidwai
Service Year:	2023	Function:	310
Department:	Community Services	Status:	Final

Service Overview:

Public Transit operates a scheduled fixed route, Transit service and HandyDART service for seniors and special needs customers from Langdale to Secret Cove. The Sunshine Coast Transit System is operated under a cost share agreement with BC Transit and extends from Langdale to Halfmoon Bay. Specific functions such as the construction of bus bays / pullouts and bus stop maintenance are the sole responsibility of the SCR D.

The Transit Division operates bus services 22 hours per day (only closed from 02:00-04:00 hours) and 365 days a year with a current inventory of 14 conventional buses (31,678 hours of conventional service) and 3 HandyDART vehicles (3,563.16 hours of custom service). Services extend from Langdale to Halfmoon Bay. In partnership with BC Transit, Transit Services will continue to focus on increasing ridership and rebuilding customer confidence in public transit. Transit will continue to work closely with Human Resources on recruitment and retention strategies.

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Maintain service levels (core service)	Continue to provide Conventional and Custom transit services as per the Annual Operating Agreement with BC Transit Ongoing recruitment, orientation and training of Transit Drivers. Maintain enhanced cleaning and disinfecting of buses.	Ongoing	Base Operating Budget
	Operations Standards	In partnership with BC Transit, identify the gaps in service levels between current operations and the new BC Transit Operations Standards manual.	Ongoing	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Bus Shelter Program Development	<p>To develop a bus shelter program that includes:</p> <ul style="list-style-type: none"> current inventory and asset condition assessments standards for present and new bus shelters implementation plan (phased approach) budget implications (capital, operational, asset replacement) Identification of possible funding opportunities 	Q3-Q4	Base Operating Budget
	Custom Transit Services Review	In partnership with BC Transit, conduct a custom transit service review to inform future expansion recommendations.	Q2-Q4	Base Operating Budget
	Implementation of Electronic Fare System	Support BC Transit on introduction and implementation of new Electronic Fare System (UMO)	Q1/Q2	Base Operating Budget
	Mason Yard Expansion Planning	In partnership with BC Transit, complete the Mason Road Works Yard expansion study.	Q1-Q2	Carry Forward Funding
	Planning and coordination of minor and major projects	Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.	Ongoing	Base Operating Budget and Carry Forward Funding
	Youth Engagement / Ridership	Develop a strategy to increase youth ridership.	Q2-Q3	Base Operating Budget
	2023 Service Expansion <ul style="list-style-type: none"> Conventional Custom 	In partnership with BC Transit plan and implement expansion priorities for Route 90 and custom transit.	Q3-Q4	Budget Proposal

Key Performance Indicators:

- Monthly Transit Ridership
- Monthly Transit Revenue
- Transit on Time Performance
- Driver Recruitment

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Permanent Enhanced Cleaning Standards	\$103,714.90	Taxation
Service Level Base Budget (AOA)	\$578,671.00	Taxation, BCT Cost share, Operating Reserves
Supernumerary Compensation	\$53,908.00	Taxation

Draft Budget Summary

Public Transit	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
310	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	3,057,780	3,057,778	3,314,335	3,477,288	3,553,531	3,631,683	3,711,784
Government Transfers	2,100,102	1,967,344	2,040,132	2,126,873	2,126,873	2,126,873	2,126,873
User Fees & Service Charges	707,759	577,150	710,572	834,465	834,465	834,465	834,465
Gain on Disposal of Tangible Assets	198	-	-	-	-	-	-
Other Revenue	8,449	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenues	5,874,288	5,604,272	6,067,039	6,440,626	6,516,869	6,595,021	6,675,122
Expenses							
Administration	542,880	542,882	585,776	585,776	585,776	585,776	585,776
Wages and Benefits	2,984,678	2,946,064	2,915,019	3,053,905	3,130,148	3,208,300	3,288,401
Operating	1,977,918	2,515,965	2,630,161	2,802,645	2,802,645	2,802,645	2,802,645
Amortization of Tangible Capital Assets	15,526	34,605	34,605	34,605	34,605	34,605	34,605
Total Expenses	5,521,002	6,039,516	6,165,561	6,476,931	6,553,174	6,631,326	6,711,427
Other							
Capital Expenditures (Excluding Wages)	-	14,500	-	-	-	-	-
Proceeds from Sale of TCA	(305)	-	-	-	-	-	-
Transfer to/(from) Reserves	(387,259)	(415,139)	(66,122)	-	-	-	-
Transfer to/(from) Appropriated Surplus	-	-	-	-	-	-	-
Transfer to/(from) Other Funds	38	-	2,205	(1,700)	(1,700)	(1,700)	(1,700)
Transfer to/(from) Accumulated Surplus	305	-	-	-	-	-	-
Unfunded Amortization	(15,526)	(34,605)	(34,605)	(34,605)	(34,605)	(34,605)	(34,605)
Total Other	(402,747)	(435,244)	(98,522)	(36,305)	(36,305)	(36,305)	(36,305)
Public Transit (Surplus)/Deficit:	(756,033)	-	-	-	-	-	-

2022 FTE Approved FTE Count 31.942 FTE

2023 Approved FTE Count 31.299 FTE

Change 0.643 FTE

Proposed 2023 FTE Change 1.44 FTE Ongoing + 0.75 FTE Temporary

SERVICE PLAN

Department Summary

Division Summary:	Fleet (Maintenance Facility)	Manager:	Ahmad Kidwai
Service Year:	2023	Function:	312
Department:	Community Services	Status:	Final

Service Overview:

Located at the Mason Road Works Yard, the Maintenance Facility, otherwise known as Fleet, provides preventative maintenance and repairs to all SCRD fleet and mobile equipment (e.g., fire trucks, trucks, trailers, mowers, tractors, utility vehicles, buses, HandyDART vans, generators, and various other pieces of equipment with inventory totaling ~175 pieces).

Fleet also maintains a fuel system, provides fleet insurance coverage, repairs metal equipment, and performs some fabrication work for Parks and Works. Fleet generates revenue from other departments by working on vehicles at an hourly charge out rate. Recoveries come from BC Transit for maintenance of buses, and all parts and fuel are billed directly to the divisions. The charges paid by other departments result in Fleet being a revenue neutral division.

Fleet will continue to provide ongoing support for the migration to electric vehicles, including the procurement of vehicles and infrastructure as well as ongoing maintenance of same.

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Maintain services to both transit and corporate fleet / equipment	Conduct annual Commercial Vehicle Inspections Conduct annual fleet inspections on all BC Transit buses Annual servicing of all generators Preventative maintenance and scheduled maintenance of fleet vehicles and equipment	Ongoing	Base Operating Budget
	Fleet Rate Review	Conduct a fleet rate review and communicate recommended changes to impacted divisions	Q2-Q3	Base Operating Budget

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Standby / On Call Compensation	\$71,996	Taxation
Corporate Fleet Strategy	\$75,000	Operating Reserves with potential for grant

Budget Summary

Fleet Maintenance	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
312	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	-	-	-	-	-	-	-
Government Transfers	2,000	-	-	-	-	-	-
Investment Income	10,944	10,948	11,932	12,956	14,021	15,128	-
Internal Recoveries	1,641,424	1,586,994	1,695,670	1,719,005	1,736,853	1,745,218	1,731,851
Other Revenue	4,050	9,100	9,100	9,100	9,100	9,100	9,100
Total Revenues	1,658,418	1,607,042	1,716,702	1,741,061	1,759,974	1,769,446	1,740,951
Expenses							
Administration	49,680	49,679	55,673	55,673	55,673	55,673	55,673
Wages and Benefits	586,556	605,728	696,570	713,986	731,834	750,130	768,884
Operating	1,213,538	913,975	889,403	889,403	889,403	889,403	889,403
Debt Charges - Interest	19,860	20,777	24,502	24,385	23,214	12,083	550
Amortization of Tangible Capital Assets	32,924	36,607	36,607	36,607	36,607	36,607	36,607
Total Expenses	1,902,558	1,626,766	1,702,755	1,720,054	1,736,731	1,743,896	1,751,117
Other							
Capital Expenditures (Excluding Wages)	5,866	190,500	-	-	-	-	-
Proceeds from Long Term Debt	-	(162,000)	-	-	-	-	-
Debt Principal Repayment	24,612	41,696	50,554	57,614	59,850	62,157	26,441
Transfer to/(from) Reserves	(7,969)	(53,313)	(3,905)	-	-	-	-
Transfer to/(from) Other Funds	38	-	3,905	-	-	-	-
Unfunded Amortization	(32,924)	(36,607)	(36,607)	(36,607)	(36,607)	(36,607)	(36,607)
Total Other	(10,377)	(19,724)	13,947	21,007	23,243	25,550	(10,166)
Fleet Maintenance (Surplus)/Deficit:	233,763	-	-	-	-	-	-

2022 FTE Approved FTE Count 6.275 FTE

2023 Approved FTE Count 6.30 FTE

FTE Change 0.025 FTE

SERVICE PLAN

Department Summary

Division Summary:	Building Maintenance	Manager:	Allen van Velzen
Service Year:	2023	Function:	313
Department:	Community Services	Status:	Final

Service Overview:

Building Maintenance provides scheduled preventative maintenance services to 26 Regional District owned and operated buildings. Building Maintenance also provides on-request and emergency service to all other Regional District owned and operated buildings subject to staff resource capacity.

Core services for Building Maintenance include:

- Provide preventative maintenance services for 26 Regional District owned and operated buildings.
- Provide maintenance support upon request from other departments as capacity permits.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Preventative Maintenance	Plan, schedule, and complete routine scheduled preventative maintenance tasks at supported buildings.	Ongoing	Base Operating Budgets (Internal Recovery)
	Maintenance support as capacity permits	Prioritize and complete tickets received for support to complete emerging repairs and priority tasks.	Ongoing	Base Operating Budgets
	Development of Safety Procedures	Review work tasks to identify where additional safe work procedures are needed and develop procedures. Review and update existing safe work procedures.	Q1 – Q4	Base Operating Budgets (Internal Recovery)

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	PCB (Polychlorinated Biphenyls) Investigation and Removal Planning	Conduct audits of pre-1980 buildings to establish inventory of PCB containing equipment. Develop replacement and disposal plans for PCB equipment.	Q1 – Q2	Base Operating Budgets (Internal Recovery)
	Documentation of Service Levels	Establish Building Maintenance Service Levels.	Q1 – Q4	Base Operating Budget

Key Performance Indicators

- Building Maintenance Tickets (resolved and open)

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Planning for Increased Maintenance Role at SCRD Facilities	\$24,900	Internal Recovery

Draft Budget Summary

Building Maintenance Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
313	2022	2022	2023	2024	2025	2026	2027
Revenues							
Internal Recoveries	310,594	395,388	404,122	412,798	421,693	430,807	440,153
Total Revenues	310,594	395,388	404,122	412,798	421,693	430,807	440,153
Expenses							
Administration	11,448	11,445	12,609	12,609	12,609	12,609	12,609
Wages and Benefits	284,668	331,969	347,068	355,744	364,639	373,752	383,099
Operating	21,925	41,734	39,303	39,303	39,303	39,303	39,303
Debt Charges - Interest	81	209	219	165	110	55	110
Amortization of Tangible Capital Assets	-	7,019	7,019	7,019	7,019	7,019	7,019
Total Expenses	318,122	392,376	406,218	414,840	423,680	432,738	442,140
Other							
Capital Expenditures (Excluding Wages)	-	25,000	-	-	-	-	-
Proceeds from Long Term Debt	-	(25,000)	-	-	-	-	-
Debt Principal Repayment	8,070	11,906	4,923	4,977	5,032	5,088	5,032
Transfer to/(from) Reserves	(6)	(1,875)	(616)	-	-	-	-
Transfer to/(from) Other Funds	6	-	616	-	-	-	-
Unfunded Amortization	-	(7,019)	(7,019)	(7,019)	(7,019)	(7,019)	(7,019)
Total Other	8,070	3,012	(2,096)	(2,042)	(1,987)	(1,931)	(1,987)
Building Maintenance Services (Surplus)/Deficit:	15,598	-	-	-	-	-	-

2022 FTE Approved FTE Count	3.498 FTE
2023 Approved FTE Count	3.5 FTE
Proposed 2023 FTE Change (temporary)	0.002 FTE

SERVICE PLAN

Department Summary

Division Summary:	Ports	Manager:	Shelley Gagnon
Service Year:	2023	Function:	345 and 346
Department:	Community Services	Status:	Final

Service Overview:

Based on a referendum in 2000, the SCRD maintains and operates nine docks, including Hopkins, Halfmoon Bay, Vaucroft Beach, Gambier Harbour, Port Graves, Halkett Bay, Keats Landing, Eastbourne and West Bay, with a combined asset value of over \$10M.


Minor inspections on all nine ports are conducted (through contract) three times per year, along with scheduled minor repairs and maintenance.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Routine preventative maintenance and minor repairs	Completion of annual inspections/repairs (three times per year). Sustainable, cost-effective asset management and prevention of service interruptions.	Ongoing	Base Operating Budget
	Public information on ports/moorage	Provide timely, reliable information to residents and visitors about SCRD ports.	Ongoing	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Community cooperation and knowledge sharing	<p>Support an effective Ports Monitors Committee (POMO), and host meetings two times per year.</p> <p>Attend the Harbour Authority Association of BC (HAABC) meeting on a regular basis as deemed appropriate.</p> <p>Continue to build relations and work with local island and marine associations.</p>	Ongoing	Base Operating Budget
	Asset management	<p>Completion of major inspections for remaining four ports (five ports completed in 2022). This will identify priorities for repair and replacements needed to maintain the asset.</p> <p>New best practices have been initiated by the Shishalh Nation and the Ministry (MFLNR). Complete gap analysis between existing dock structures and new best practices.</p> <p>Develop a capital asset renewal plan.</p>	Q1-Q4	Base Operating Budget and Carry Forward funding
	Capital Maintenance Projects	<p>Planning, coordination and procurement of goods and services to complete capital projects carried forward from previous years.</p> <p>Ensure projects adhere to environmental regulations and limit service disruption where possible.</p>	2023	Carry Forward funding
	Facilitate and support the provision of public docks (New Brighton Dock)	In partnership with the Squamish Nation Marine Group, and Gambier Island Community Association, facilitate a community conversation regarding the New Brighton Dock and conduct any studies required in the process.	Q1-Q4	Carry Forward funding

Key Performance Indicators

- Inspections are completed as scheduled

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Ports Major Inspections	\$30,000	Operating Reserves

Draft Budget Summary

Ports Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
345	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	788,904	788,903	800,282	801,983	714,125	717,092	720,129
Gain on Disposal of Tangible Assets	(66)	-	-	-	-	-	-
Other Revenue	3,000	2,665	2,665	2,665	2,665	2,665	2,665
Total Revenues	791,838	791,568	802,947	804,648	716,790	719,757	722,794
Expenses							
Administration	38,964	38,969	39,418	39,418	39,418	39,418	39,418
Wages and Benefits	59,872	105,619	112,896	115,719	118,613	121,580	124,617
Operating	161,181	276,580	187,633	176,511	175,759	175,759	175,759
Debt Charges - Interest	-	-	-	-	-	-	-
Amortization of Tangible Capital Assets	117,644	78,722	78,722	78,722	78,722	78,722	78,722
Total Expenses	377,661	499,890	418,669	410,370	412,512	415,479	418,516
Other							
Capital Expenditures (Excluding Wages)	75	669,736	-	-	-	-	-
Proceeds from Sale of TCA	(2,500)	-	-	-	-	-	-
Debt Principal Repayment	90,000	90,000	90,000	90,000	-	-	-
Transfer to/(from) Reserves	385,429	(389,336)	373,000	383,000	383,000	383,000	383,000
Transfer to/(from) Accumulated Surplus	(66)	-	-	-	-	-	-
Unfunded Amortization	(117,644)	(78,722)	(78,722)	(78,722)	(78,722)	(78,722)	(78,722)
Total Other	355,294	291,678	384,278	394,278	304,278	304,278	304,278
Ports Services (Surplus)/Deficit:	(58,883)	-	-	-	-	-	-

Langdale Dock	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
346	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	33,372	33,368	33,494	33,494	33,494	33,494	33,494
Total Revenues	33,372	33,368	33,494	33,494	33,494	33,494	33,494
Expenses							
Administration	1,944	1,939	2,065	2,065	2,065	2,065	2,065
Operating	31,429	31,429	31,429	31,429	31,429	31,429	31,429
Total Expenses	33,373	33,368	33,494	33,494	33,494	33,494	33,494
Langdale Dock (Surplus)/Deficit:	1	-	-	-	-	-	-

2022 FTE Approved FTE Count	1.02 FTE
2023 Approved FTE Count	0.99 FTE
FTE Change	-0.03 FTE

SERVICE PLAN

Department Summary

Division Summary:	Cemetery Services	Manager:	Kevin Clarkson
Service Year:	2023	Function:	400
Department:	Community Services	Status:	Final

Service Overview:

SCRD operates, administers, and manages three community cemeteries: Seaview, Kleindale and Elphinstone. These properties vary considerably in their purpose, amenities, combined assets, and levels of use. SCRD provides direct services for plot sales, coordinating interments, as well as ongoing maintenance activities. Plot excavation services and some property maintenance duties are also conducted through contracted services.

Seaview Cemetery, located in Roberts Creek, is 2.3 hectares in size and contains approximately 1,800 interments including casket burials, in-ground cremations, and above-ground columbarium niches. As a sanctioned municipal cemetery, Seaview Cemetery provides an important public service for the Sunshine Coast.

Kleindale Cemetery, located in Madeira Park is not a sanctioned cemetery. Immediately following SCRD acquisition, Kleindale Cemetery was closed for cemetery service and is currently operated as a regular park-site property.

Elphinstone Cemetery is an open and sanctioned cemetery with a license to operate as such. Cemetery Services respects and honors any reservations that were acquired prior to SCRD acquisition of the property, but no new reservations or interments are currently admitted due to the requirement for site design, and re-development.


In addition to core services, strategic focus is placed on addressing key community needs for meaningful places of burial and commemoration. To better understand the capital, operating and spatial needs for the long-term fiscal, social and environmental sustainability of SCRD Cemetery Services over the next 25 years, the draft Cemetery Master Plan project was completed in 2022. The draft plan includes an analysis of current services and infrastructure, identifies, and prioritizes challenges and needs, provides recommendations for future service delivery and presents a guide for implementing the recommendations. Given the pace at which demographics, interment trends and memorialization patterns are changing, the 2022 draft Cemetery Master Plan provides a comprehensive analysis and a strategic roadmap for service sustainability over the long term. At the request of the Board, 2023 will see targeted community engagement regarding the draft Cemetery Master Plan, in efforts to further align community visions and aspirations with identified priorities and service requirements.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Ongoing cemetery park maintenance	Complete ongoing maintenance and repairs to the cemetery grounds, signage, landscaping, pruning, headstone installations, maintenance of fencing, columbaria and other assets.	Ongoing	Base Operating Budget
	Delivery of cemetery services to the public	Coordinating all plot and niche sales, administration, counter service, updating of public facing materials and communications, accounting and responding to customer inquiries. Initiate a public education plan to begin to address informal grave adornments at Seaview Cemetery.	Ongoing Q2	Base Operating Budget
	Business Process/Customer service Improvements	Review services software (Stone Orchard) and incorporate efficiencies. Perform an in-depth analysis of plot inventory, plots sold, and plots not yet claimed. Improve cost tracking. Analyze timesheet coding and payroll allocations to fully capture associated servicing costs. Conduct an analysis of internal operating costs.	Q1-Q4	Base Operating Budget
	Ensuring regulatory compliance	Adherence to the Cemetery Act. Mandated reporting and compliance inspections by Consumer Protection BC.	Ongoing	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Asset Management Planning & Service Level Documentation	<p>Finalize detailed asset registry for equipment, machinery, and assets.</p> <p>Work with Finance on asset retirement obligations.</p> <p>Define and document service levels.</p>	Q1-Q4	Base Operating Budget
	Fees and Charges Review	Review all service fees and charges.	Q3-Q4	Base Operating Budget
	Review and update Cemetery Bylaw and Procedures	<p>Review and update Cemetery Bylaw as well as operational procedures.</p> <p>Review work tasks to identify where additional safe work procedures are needed and develop procedures. Review and update existing safe work procedures.</p>	Q4	Base Operating Budget

Key Performance Indicators

- Burials: Plots Sold & Number of Interments
- Cremations: Plots Sold, Niches Sold, Interments and Inurnments (Niche)
- Number of plots and niches available for sale

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Seaview Cemetery Expansion – Phase 1	\$585,600 (one-time) \$4,000.00 (one-time) \$15,130 (ongoing)	Short-term loan / taxation / operating reserve
Solid Waste Bylaw Implementation	\$86,633.00 (one-time) \$16,068.00 (ongoing)	Taxation
Parks Permanent FTE Lift – Parks Operations Technician	\$92,272.00 (ongoing)	Taxation

Draft Budget Summary

Cemetery	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
400	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	110,076	110,079	123,318	125,396	127,524	129,706	131,942
User Fees & Service Charges	66,066	61,134	61,134	61,134	61,134	61,134	61,134
Total Revenues	176,142	171,213	184,452	186,530	188,658	190,840	193,076
Expenses							
Administration	16,704	16,707	20,773	20,773	20,773	20,773	20,773
Wages and Benefits	48,598	73,794	83,063	85,141	87,269	89,451	91,687
Operating	96,492	87,712	62,616	62,616	62,616	62,616	62,616
Amortization of Tangible Capital Assets	3,795	3,198	3,198	3,198	3,198	3,198	3,198
Total Expenses	165,589	181,411	169,650	171,728	173,856	176,038	178,274
Other							
Capital Expenditures (Excluding Wages)	-	-	-	-	-	-	-
Transfer to/(from) Reserves	(7,001)	(7,000)	18,000	18,000	18,000	18,000	18,000
Unfunded Amortization	(3,795)	(3,198)	(3,198)	(3,198)	(3,198)	(3,198)	(3,198)
Total Other	(10,796)	(10,198)	14,802	14,802	14,802	14,802	14,802
Cemetery (Surplus)/Deficit:	(21,349)	-	-	-	-	-	-

2022 FTE Approved FTE Count 0.831 FTE

2023 Approved FTE Count 0.89 FTE

FTE Change 0.059 FTE

Proposed 2023- 2024 FTE Change 0.095 FTE

SERVICE PLAN

Department Summary

Division Summary:	Community Recreation Facilities	Manager:	Graeme Donn & Allen van Velzen
Service Year:	2023	Function:	615
Department:	Community Services	Status:	Final

Service Overview:

Formally, [613] Facility Services is combined with [614] Recreation Services as [615] Community Recreation Facilities.

[613] Facility Services is a service established for the purpose of providing for the construction, capital improvements, operation, and maintenance of the Gibsons and District Aquatic Centre, Gibsons and Area Community Centre, Sunshine Coast Arena, and Sechelt Aquatic Centre. Staff also provide similar coordinated service to the [626] Pender Harbour Aquatic and Fitness Centre(budgeted separately).

Core services provided by Facility Services include:

- Operation, preventative maintenance and janitorial at Gibsons and Area Community Center and Sunshine Coast Arena.
- Operation and preventative maintenance at Gibsons and District Aquatic Facility and Sechelt Aquatic Centre.
- Planning and coordination of capital renewal projects at the four recreation facilities.
- Contract management of maintenance service agreements at the four recreation facilities.
- Procurement of goods and services related to the operation and maintenance at the four recreation facilities.

[614] Recreation Services is a service established for providing Recreation Facilities and Recreational Programming for the community and surrounding region. Recreation is a major contributor to residents' quality of life, enhances physical, mental and social well-being, promotes healthy living and resiliency, and provides opportunities for social connectedness.

Core services provided by Community Recreation Facilities include:

- Provision of essential community spaces and places (operations of two pools, two arenas and two fitness centres along with ancillary spaces and meeting rooms).
 - Delivery of accessible aquatic, fitness, arenas and general recreation programming and services.
 - Facility rentals, use and partnerships with community groups.
 - Engage in continuous review and enhancement of customer services and business processes.
-

2023 Overview

[613] Facility Services Strategic Focus Area



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Facility operation and preventative maintenance	Ensure safe, regulation-compliant operation of facilities. Prevent breakdowns/service interruptions. Maximize useful life of community assets.	Ongoing	Base Operating Budget
	Planning and coordination of capital projects	Planning, coordination and procurement of goods and services to complete capital renewal projects and one time capital projects. Plan, procure services, schedule and complete 38 new capital projects for 2023. Provide project management and oversight. Plan and coordinate the SAC sprinkler system replacement to occur in two phases, during annual facility maintenance, starting in 2023, completion in 2024.	Ongoing	Annual capital funding: some projects funded through one-time initiatives Carry Forward One Time Funding and Q4 2022 additional One Time Funding Request
	Annual Facility Maintenance	Plan, schedule, and complete annual maintenance at recreation facilities.	Q1 – Q3	Base Operating Budget
	Development and Ongoing Review of Safety Procedures	Review work tasks to identify where additional safe work procedures are needed and develop procedures. Review and update existing safe work procedures.	Q1 – Q4	Base Operating Budget
	Climate Adaptation Internal Project	Work with Sustainable Development to collaborate on vulnerability mapping, risk analysis and adaptive design work.	Q1 – Q2	Base Operating Budget
	Asset Retirement Obligations	Work with Finance to identify asset retirement obligations.	Ongoing	Base Operating Budget


Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Asset Management Software Planning	Work with Asset Management to determine asset management software requirements for recreation facilities.	Q1 – Q4	Base Operating Budget
	Training and Development Program Implementation	Implement program to enhance staff skills, knowledge, and experience.	Q1 – Q4 2024	Carry Forward Funding
	Documentation of Service Levels	Establish Facility Services Service Levels	Q1 – Q4	Base Operating Budget

[613] Key Performance Indicators

- Facility Energy Consumption
- Facility Water Consumption
- Equipment Failures Impacting Service Levels

[614] Community Recreation Services Strategic Focus Area

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source/Resourcing Strategy
	Provide public access to Arena, Aquatic, and Fitness facilities	Return the facilities to traditional operating hours and service levels (staffing dependent).	Ongoing	Base Operating Budget
	Program Delivery	<p>Delivery of accessible recreation programs in Aquatics, Arenas, Fitness and General Recreation (staffing and contractor instructor dependent).</p> <p>Improve programming processes and offerings based on findings from the 2022 Programming Review (scheduled for completion in Q1 2023).</p>	Ongoing	Base Operating Budget
	Community group partnership/space rental	Support community recreation priorities through providing facility space/services.	Ongoing	Base Operating Budget
	Business Process/Customer Service Improvements	Continue to develop and review policies and procedures.	Ongoing	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source/Resourcing Strategy
	Provision of support for Parks	Continue to provide facility booking services and Dakota Ridge pass set up and sales for Parks Division.	Ongoing	Base Operating Budget
	Annual Review and Implementation of the Programming Equipment Asset Management Plan	Continue to refine and implement the Programming Asset Management Plan	Ongoing	Base Operating Budget
	Planning for Recreation Management Software Transition	<p>Document business needs to be addressed through recreation software.</p> <p>Through a public procurement process, retain a vendor for recreation software.</p> <p>Develop business plan for support requirements of transitioning to a new recreation software product, if required.</p>	Ongoing	Budget Approval Pending
	LIFE program Review (Financial Assistance program)	Complete a review of the Leisure Involvement For Everyone program, including a community engagement process. If changes are recommended, bring forward for Board consideration.	Q1-Q3	Base Operating Budget
	Staff Recruitment, Training and Development	<p>Continue to recruit staff to address shortages, provide opportunities for training and development, and for staff to strengthen their skills and abilities as it relates to their career.</p> <p>Strengthen the provision of aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff.</p>	Ongoing	Base Operating Budget
	Documentation of Service Levels	Establishment of Recreation Service Levels.	Q1-Q4	Base Operating Budget

Key Performance Indicators

- # of Admissions
- # of Facility bookings
- # of Registered programs offered and enrollment
- Marketing tactics

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Health and Safety Equipment	\$21,500 (one-time)	Taxation
Base Budget Increase for Snow and Ice Control at Gibsons and Area Community Center and Gibsons and District Aquatic Facility	\$23,500 (ongoing)	Taxation
Viability of Alternate Water Source for Sunshine Coast Arena Ice Operations	\$10,000 (one-time)	Taxation
Aquatic Instructor Ongoing Operating Base Budget Lift	\$15,000 (one time) \$40,483 (ongoing)	Taxation

Draft Budget Summary

Community Recreation Facilities	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
615	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	5,584,927	5,755,320	6,201,634	6,403,787	6,567,535	6,681,793	6,799,084
Frontage & Parcel Taxes	1,700,204	1,698,073	1,698,073	1,698,073	1,698,073	118,005	-
User Fees & Service Charges	1,395,353	1,757,406	1,757,406	1,757,406	1,757,406	1,757,406	1,757,406
Investment Income	437,383	437,317	474,870	513,598	563,225	95,335	30,013
Other Revenue	15,658	17,858	17,858	17,858	17,858	17,858	17,858
Total Revenues	9,133,525	9,665,974	10,149,841	10,390,722	10,604,097	8,670,397	8,604,361
Expenses							
Administration	926,520	926,509	1,023,471	1,023,471	1,023,471	1,023,471	1,023,471
Wages and Benefits	3,545,192	3,643,073	3,757,362	3,851,272	3,926,696	4,024,835	4,125,438
Operating	1,666,319	2,017,273	1,872,183	1,883,677	1,885,089	1,876,626	1,874,740
Debt Charges - Interest	924,660	930,476	928,730	1,117,104	1,115,697	225,173	159,261
Amortization of Tangible Capital Assets	977,136	951,368	951,368	951,368	951,368	951,368	951,368
Total Expenses	8,039,827	8,468,699	8,533,114	8,826,892	8,902,321	8,101,473	8,134,278
Other							
Capital Expenditures (Excluding Wages)	291,563	3,499,512	5,077,897	-	-	-	-
Proceeds from Long Term Debt	-	(1,733,192)	(4,264,100)	-	-	-	-
Debt Principal Repayment	1,210,728	1,317,257	1,307,574	1,944,559	2,145,205	987,770	870,357
Transfer to/(from) Reserves	518,285	(910,407)	446,724	570,639	507,939	532,522	551,094
Transfer to/(from) Appropriated Surplus	-	(26,500)	-	-	-	-	-
Transfer to/(from) Other Funds	(12,042)	1,973	-	-	-	-	-
Unfunded Amortization	(977,136)	(951,368)	(951,368)	(951,368)	(951,368)	(951,368)	(951,368)
Total Other	1,031,398	1,197,275	1,616,727	1,563,830	1,701,776	568,924	470,083
Community Recreation Facilities (Surplus)/Deficit:	(62,300)	-	-	-	-	-	-

[613]

2022 FTE Approved FTE Count	13.39 FTE
2023 Approved FTE Count	13.45 FTE
FTE Change	0.06 FTE

[614]

2022 FTE Approved FTE Count	28.48
2023 Approved FTE Count	28.45
FTE Change	N/A

SERVICE PLAN

Department Summary

Division Summary:	Pender Harbour Aquatic & Fitness Centre	Manager:	Graeme Donn
Service Year:	2023	Function:	625
Department:	Community Services	Status:	Final

Service Overview:

This service provides and maintains an aquatic and fitness facility for residents of Electoral Area A, the Pender Harbour Aquatic and Fitness Centre (PHAFC). The pool and fitness centre is located within the Pender Harbour High School and is operated by the SCRD through an agreement with the SD46. Recreation is a major contributor to residents' quality of life, enhances physical, mental and social well-being, promotes healthy living and resiliency and provides opportunities for social connectedness.

Core services for the Pender Harbour Aquatic & Fitness Centre include:

- Provision of essential community spaces and places (operations of a pool and fitness centre).
- Delivery of accessible aquatic and recreation programming and services.
- Facility rentals, use and partnerships with community groups.
- Engage in continuous review and enhancement of customer services and business processes.
- Operational and preventative maintenance support.
- Capital project support.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Facility operation and preventative maintenance	Ensure safe, regulation-compliant operation of facility. Prevent breakdowns/service interruptions. Maximize useful life of community assets.	Ongoing	Base Operating Budget
	Annual Facility Maintenance	Plan, schedule and complete annual maintenance at recreation facilities.	Q3	Projects funded through one-time initiatives, some through Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Provide public access to Aquatic, and Fitness facilities	Return the facilities to traditional operating hours and service levels (staffing dependent).	Ongoing	Base Operating Budget
	Program Delivery	<p>Delivery of accessible recreation programs in Aquatics, Fitness and General Recreation (staffing and contract instructor dependent).</p> <p>Improve programming processes and offerings based on findings from the 2022 Programming Review (scheduled for completion in Q1 2023).</p>	Ongoing	Base Operating Budget
	Community group partnership/space rental	Support community recreation priorities through providing facility space/services.	Ongoing	Base Operating Budget
	Business Process/Customer service Improvements	Continue to develop and review policies and procedures.	Ongoing	Base Operating Budget
	Planning for Recreation Management Software Transition	<p>Document business needs to be addressed through recreation software.</p> <p>Through a public procurement process, retain a vendor for recreation software.</p> <p>Develop business plan for support requirements of transitioning to a new recreation software product, if required.</p>	Ongoing	Budget Approval Pending
	LIFE program Review (Financial Assistance program)	Complete a review of the Leisure Involvement For Everyone program, including a community engagement process. If changes are recommended, bring forward for Board consideration.	Q1-Q3	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Staff Recruitment, Training and Development	Continue to recruit staff to address shortages, provide opportunities for training and development, and for staff to strengthen their skills and abilities as it relates to their career. Strengthen the provision of aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff.	Ongoing	Base Operating Budget
	Documentation of Service Levels	Establish Recreation Service Levels	Q1-Q4	Base Operating Budget
	Pender Harbour Aquatic Society	Continue to meet with the Pender Harbour Aquatic Society on a regular basis. This group provides valuable feedback and support for the continued operations of PHAFC.	Ongoing	Base Operating Budget

Key Performance Indicators

- Facility Energy Consumption
- Equipment Failures Impacting Service Levels
- # of Admissions
- # of Facility bookings
- # of Registered programs offered and enrollment
- Marketing tactics

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Aquatic Instructor Ongoing	\$33,362	Ongoing Operating
Operating Base Budget Lift	\$7,500	One Time Operating

Budget Summary

Pender Harbour Pool	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
625	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	594,732	594,736	578,951	589,432	600,182	611,195	622,486
Frontage & Parcel Taxes	48,505	48,519	48,519	48,519	48,519	48,519	48,519
User Fees & Service Charges	56,730	90,100	90,100	90,100	90,100	90,100	90,100
Investment Income	17,460	17,462	19,323	21,258	23,270	25,363	27,539
Other Revenue	250	-	-	-	-	-	-
Total Revenues	717,677	750,817	736,893	749,309	762,071	775,177	788,644
Expenses							
Administration	58,968	58,965	67,226	67,226	67,226	67,226	67,226
Wages and Benefits	365,800	444,474	419,386	429,867	440,617	451,630	462,921
Operating	144,988	198,326	157,439	157,439	157,439	157,439	157,439
Debt Charges - Interest	19,464	19,466	19,466	19,466	19,466	19,466	19,466
Amortization of Tangible Capital Assets	94,226	97,998	97,998	97,998	97,998	97,998	97,998
Total Expenses	683,446	819,229	761,515	771,996	782,746	793,759	805,050
Other							
Capital Expenditures (Excluding Wages)	-	24,437	10,000	10,000	10,000	10,000	10,000
Debt Principal Repayment	46,512	46,515	48,376	50,311	52,323	54,416	56,592
Transfer to/(from) Reserves	4,351	(39,616)	15,000	15,000	15,000	15,000	15,000
Transfer to/(from) Appropriated Surplus	-	(1,750)	-	-	-	-	-
Unfunded Amortization	(94,226)	(97,998)	(97,998)	(97,998)	(97,998)	(97,998)	(97,998)
Total Other	(43,363)	(68,412)	(24,622)	(22,687)	(20,675)	(18,582)	(16,406)
Pender Harbour Pool (Surplus)/Deficit:	(77,594)	-	-	-	-	-	-

2022 FTE Approved FTE Count 4.965

2023 Approved FTE Count 4.57

FTE Change -0.395

SERVICE PLAN

Department Summary

Division Summary:	Joint Use Agreement – School District	Manager:	Graeme Donn
Service Year:	2023	Function:	630
Department:	Community Services	Status:	Final

Service Overview:

[630] Joint Use is a service established for providing community use of publicly funded facilities. This is a mutually beneficial agreement where the School District can access SCRD facilities at no cost, and additional staffing related to the School District's use is paid for at cost recovery. In reciprocity, SCRD staff can access School District facilities for programming at no cost, and additional staffing related to the SCRD's use is also paid for at cost recovery.

The Joint Use Agreement (JUA) is a principle-based agreement that focus on collaboration and cooperation. The spirit of the agreement is fully supported by both partners. It is through the Joint Use Agreement that facilities like arenas, pools and other SCRD facilities are booked for SD46 curricular and extra curricular activities mainly during the school day, and school facilities are made available to the SCRD after school hours for programming purposes.



The JUA is managed by a Joint Use Steering Committee, which meets up to two times per year, and is comprised of representatives from each of the parties. The Steering Committee maintains a strategic leadership role, advocating the principles of the agreement and recommending policy changes to the Superintendent of the school district and the SCRD Board. The Agreement is then administered and implemented by SCRD and SD46 Staff.

Utilizing this agreement brings SCRD recreational opportunities into neighborhoods and local communities. Recreation is a major contributor to residents' quality of life, enhances physical, mental and social well-being, promotes healthy living and resiliency, and provides opportunities for social connectedness.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Provide School District access to SCRD facilities	Provide access to recreation facilities School District groups/activities as staffing permits	Ongoing	Operating?
	Restart SCRD's access to School District facilities	Resume recreation programming in school District facilities for community benefit	Q4	Operating?

Key Performance Indicators

- SCRD use of SD46 facilities (total hours used per year)
 - Gymnasiums
 - Classrooms/ancillary spaces
 - Sports fields
- SD46 use of SCRD facilities (total hours used per year)
 - Arenas
 - Courts
 - Multipurpose rooms
 - Weight room
 - Sports fields
 - Community Halls

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
JUA Combined Budget Proposal	\$44,270	Ongoing Operating

Draft Budget Summary

School Facilities - Joint Use	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
630	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	2,712	2,715	3,374	3,450	3,526	3,607	3,688
Total Revenues	2,712	2,715	3,374	3,450	3,526	3,607	3,688
Expenses							
Administration	276	280	336	336	336	336	336
Wages and Benefits	4,027	2,385	3,038	3,114	3,190	3,271	3,352
Operating	20,733	50	-	-	-	-	-
Total Expenses	25,036	2,715	3,374	3,450	3,526	3,607	3,688
School Facilities - Joint Use (Surplus)/Deficit:	22,324	-	-	-	-	-	-

2022 FTE Approved FTE Count 0.015

2023 Approved FTE Count 0.020

FTE Change +0.005

SERVICE PLAN

Department Summary

Division Summary:	Parks Services	Manager:	Kevin Clarkson
Service Year:	2023	Function:	650
Department:	Community Services	Status:	Final

Service Overview:

From Gambier Island to Egmont, SCRD Parks Services currently operates and maintain over 1,500 hectares of parkland with over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails and 30 kms of bicycle/walking paths, along with other parks infrastructure such as benches, tables, bridges, garbage receptacles and permanent washroom facilities. SCRD Parks also works collaboratively with a variety of community partners to help extend service-related benefits throughout the region. These properties, associated assets and combined community services collectively represent a significant public asset portfolio, and a highly recognizable form of regional taxpayer investment.

The Parks Services Division provides the following core services:

- Establishing and delivering a diverse and connected system of community and regional parks that provide residents and visitors meaningful park experiences while also serving to protect the region's biodiversity, varied ecosystems and landscapes
 - Instituting a regional trails system that connects communities and provides viable alternative transportation and recreation options
 - Managing the parks system as a whole and as part of a network of parks, trails and associated amenities
 - Managing for responsible public use, conserving, and restoring parklands so that they retain their ecological and cultural integrity
 - Providing a range of inclusive, compatible, and accessible outdoor visitor experiences and activities, for people of all ages and abilities, throughout the parks and trails system that foster enjoyment of appreciation and respect for the region's natural environment
 - Providing, operating and maintaining the necessary facilities and services for safe and enjoyable community use
 - Practicing and facilitating stewardship of recreational, ecological and cultural values through the use of best management practices and targeted protection and enhancement actions
 - Providing responsible, cost effective and accountable services which assist in the development and retention of a safe, vibrant, and healthy community and contribute to the enjoyment, education and inspiration of residents and visitors
-


2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Continue to provide day to day core services	<p>Administration, renewal and extension of various licenses, leases, agreements, and contracts.</p> <p>Incorporating adaptive environmental and climate resiliency principles into operational practices.</p>	Ongoing	Base Operating Budget
	Parks and Trails maintenance	<p>Provide, seven day a week operation May through August and five day a week operations September through April.</p> <p>Conduct regular inspections at all properties and managed assets.</p> <p>Plan and complete routine, remedial, and preventative maintenance tasks in all parks.</p> <p>Adhere and adapt to water conservation, cultural and environmental legislation.</p> <p>Ongoing targeted Hazard Tree Assessment and mitigation projects, including hazard tree mitigation following significant storm/wind events.</p> <p>Targeted wildfire risk prevention, fuel load dispersal.</p> <p>Integrated pest and invasive/noxious species management and mitigation.</p>	Ongoing	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Campground Operations (Katherine Lake)	<p>Ongoing management of campground contracted operations and water system operations agreements.</p> <p>Conduct seasonal startup/shut down tasks.</p> <p>Ongoing asset repair and maintenance including road maintenance.</p> <p>Continual monitoring and adapting to campground streamflow and surface drainage patterns.</p>	Ongoing	Base Operating Budget
	Playground Maintenance	<p>Regular playground safety inspections.</p> <p>Ongoing asset repair and maintenance.</p> <p>Seasonal start-up, operation and shut down of water park and children's play area.</p>	Ongoing	Base Operating Budget
	Sports Fields Maintenance	<p>Ongoing adaptive turf maintenance practices (i.e. aeration, coring, fertilizing and drainage/vegetation management).</p> <p>Repair and maintenance of irrigation systems.</p> <p>Coordinated support for sport field bookings.</p> <p>Baseball diamond fringe upkeep and resurfacing at Connor Parker and Cliff Gilker Park.</p>	Ongoing	Base Operating Budget
	Management and Maintenance of Community Halls	<p>Ensuring safe, regulation-compliant operation of community halls.</p> <p>Completion of annual preventative maintenance tasks.</p> <p>Coordinated support for facility rentals and bookings.</p>	Ongoing	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Planning and coordination of Capital and Operational Projects	Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.	Ongoing	Base Operating Budget and Carry Forward funding
	Asset Management Plan Implementation & Park Service Level Planning	<p>Planning, coordination and procurement of goods and services to complete capital renewal projects.</p> <p>Continued refinement of the capital renewal plan and regular updates of asset registry as required.</p> <p>Document inventory of parks according to Parks Classification System.</p> <p>Define and document service levels for all classifications of parkland. Ensure consistent application of classification system and service levels.</p>	Ongoing	Annual Capital Funding
	Flood Recovery Projects	<p>Complete flood recovery projects including restoring major infrastructure and assets to pre-event condition with consideration of mitigation strategies.</p> <ul style="list-style-type: none"> - Mahan Trail Repair - Suncoaster Sign Repair - Cliff Gilker Park - Chaster Park Pedestrian Bridge - Roberts Creek Multi-use Path 	Q1-Q4	Carry Forward Funding
	Review and update Parks related Bylaws and Procedures	<p>Review and update Parks Bylaw.</p> <p>Review work tasks to identify where additional safe work procedures are needed and develop procedures. Review and update existing safe work procedures.</p>	Q2-Q4	Base Operating Budget

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Park Signs Standards/Regional Sign Strategy and priority repairs	Complete sign inventory, condition analysis, plan and implement standards for the different classifications of parks signs. Include considerations for integration of First Nations history/language as well as interpretative signage. Address priorities for sign repairs and replacements.	Q1-Q4	Base Operating Budget
	Engaging with the Community	Pursue and support community stewardship and partnership opportunities for parks/trails and related community projects.	Ongoing	Base Operating Budget

Key Performance Indicators

- # of Community hall bookings
- # of Sports field bookings
- Katherine Lake Campground usage statistics (in Q3 and Q4)
- Number of community park improvement project requests
- Number of development referrals
- Annually:
 - Number of km of trails
 - Acres of parkland

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Rosemary Lane-Keats Island Erosion Mitigation	\$60,000.00 (one-time) \$4,500.00 (ongoing)	Taxation
DL 1313 – Land Tenure Acquisition & Parks Planning	\$21,500.00 (one-time)	Taxation
Sunshine Coast Sports Fields Strategy	\$18,800.00 (one-time)	Taxation
Solid Waste Bylaw Implementation	\$86,633.00 (one-time) \$16,068.00 (ongoing)	Taxation
Parks Permanent FTE Lift – Parks Operations Technician	\$92,272.00 (ongoing)	Taxation
Not Recommended: <i>Egmont Park Capital Asset Replacement</i>	\$175,440.00 (one-time) \$2,651.00 (ongoing)	Taxation
Not Recommended: <i>Katherine Lake Park & Campground Management Plan</i>	\$75,000.00 (one-time)	Taxation

Budget Summary

Regional Solid Waste	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
350	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	3,517,093	3,593,433	4,466,304	4,496,633	4,122,108	4,154,522	4,066,827
User Fees & Service Charges	2,806,258	2,795,919	2,850,766	2,844,016	2,823,766	2,823,766	2,823,766
Investment Income	56	-	-	-	-	-	-
Gain on Disposal of Tangible Assets	(1,750)	-	-	-	-	-	-
Other Revenue	479,682	360,601	272,121	272,121	272,121	272,121	272,121
Total Revenues	6,801,339	6,749,953	7,589,191	7,612,770	7,217,995	7,250,409	7,162,714
Expenses							
Administration	605,088	605,086	661,126	661,126	661,126	661,126	661,126
Wages and Benefits	1,255,441	1,332,486	1,415,340	1,449,677	1,485,233	1,521,686	1,433,992
Operating	3,401,810	4,391,326	4,231,804	4,214,296	3,763,716	3,759,676	3,759,676
Debt Charges - Interest	-	745	1,250	948	638	326	638
Amortization of Tangible Capital Assets	78,755	54,261	54,261	54,261	54,261	54,261	54,261
Total Expenses	5,341,094	6,383,904	6,363,781	6,380,308	5,964,974	5,997,075	5,909,693
Other							
Capital Expenditures (Excluding Wages)	86,272	2,947,916	-	-	-	-	-
Proceeds from Sale of TCA	(775)	-	-	-	-	-	-
Proceeds from Long Term Debt	(1,563,198)	(1,853,316)	-	-	-	-	-
Debt Principal Repayment	156,318	309,974	350,801	351,103	351,412	351,725	351,412
Transfer to/(from) Reserves	(121,659)	(766,086)	28,870	35,620	55,870	55,870	55,870
Transfer to/(from) Other Funds	1,559,011	1,577,368	-	-	-	-	-
Transfer to/(from) Accumulated Surplus	(1,750)	-	-	-	-	-	-
Prior Year (Surplus)/Deficit	(195,547)	(195,546)	-	-	-	-	-
Unfunded Amortization	(78,755)	(54,261)	(54,261)	(54,261)	(54,261)	(54,261)	(54,261)
Transfer (to)/from Unfunded Liability	900,000	(1,600,000)	900,000	900,000	900,000	900,000	900,000
Total Other	739,917	366,049	1,225,410	1,232,462	1,253,021	1,253,334	1,253,021
Regional Solid Waste (Surplus)/Deficit:	(720,328)	-	-	-	-	-	-

2022 FTE Approved FTE Count	11.018 FTE
2023 Approved FTE Count	10.794 FTE
Change	0.224 FTE
Proposed 2023/24 FTE Change	0.69 FTE

SERVICE PLAN

Department Summary

Division Summary:	Bicycle/Walking Paths	Manager:	Kevin Clarkson
Service Year:	2023	Function:	665/67
Department:	Community Services	Status:	Final

Service Overview:

There are approximately 33.4 km of SCRD active transportation infrastructure (ATI), which consist of paved lanes built on rural roads, sections of paved lanes on road shoulders and along Highway 101, as well as approximately 3 kms of a separated paved lane adjacent to Highway 101 (Roberts Creek Multi-Use Trail). Additionally, some path sections are not paved but have been constructed under the Bicycle and Walking Paths function, such as the Lily Lake/Tyner Park multi-use trail. In general, most multi-use paths (ATI) are attached to the road edge and are located on the non-ditch side of the road, though in some cases they are on both sides. SCRD holds agreements, permits and licenses with the BC Ministry of Transportation and Infrastructure (BC MOTI) that specify responsibilities for ongoing operations and maintenance of the infrastructure.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Maintenance and operations of infrastructure	Ensure safe, regulation-compliant operation all infrastructure and assets. Conduct regular inspections and address minor repairs as required, including vegetation trimming, brushing and removal, and drainage maintenance.	Ongoing	Base Operating Budget
	Planning and coordination of major projects	Planning, coordination and procurement of goods and services to complete major and minor projects including projects carried forward from previous years.	Ongoing	Base Operating Budget

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Lower Road Retaining Wall Budget Increase	\$526,771.00 (one-time) \$801.00 (ongoing)	Gas tax and taxation
Not Recommended: Bicycle and Walking Paths Expansion Priorities	\$294,000.00 (one-time)	Gas tax

Draft Budget Summary

Bicycle & Walking Paths	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
665	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	51,756	51,752	45,087	45,479	45,880	46,295	46,716
Total Revenues	51,756	51,752	45,087	45,479	45,880	46,295	46,716
Expenses							
Administration	17,964	17,967	11,657	11,657	11,657	11,657	11,657
Wages and Benefits	9,907	16,027	15,722	16,114	16,515	16,930	17,351
Operating	4,150	82,758	7,708	7,708	7,708	7,708	7,708
Amortization of Tangible Capital Assets	77,743	99,607	99,607	99,607	99,607	99,607	99,607
Total Expenses	109,764	216,359	134,694	135,086	135,487	135,902	136,323
Other							
Transfer to/(from) Reserves	9,085	(65,000)	10,000	10,000	10,000	10,000	10,000
Unfunded Amortization	(77,743)	(99,607)	(99,607)	(99,607)	(99,607)	(99,607)	(99,607)
Total Other	(68,658)	(164,607)	(89,607)	(89,607)	(89,607)	(89,607)	(89,607)
Bicycle & Walking Paths (Surplus)/Deficit:	(10,650)	-	-	-	-	-	-

Area A Bicycle & Walking Paths	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
667	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	14,580	14,580	14,045	14,243	14,447	14,657	14,869
Total Revenues	14,580	14,580	14,045	14,243	14,447	14,657	14,869
Expenses							
Administration	1,848	1,852	1,879	1,879	1,879	1,879	1,879
Wages and Benefits	1,553	8,478	7,966	8,164	8,368	8,578	8,790
Operating	-	4,250	4,200	4,200	4,200	4,200	4,200
Amortization of Tangible Capital Assets	5,819	6,231	6,231	6,231	6,231	6,231	6,231
Total Expenses	9,220	20,811	20,276	20,474	20,678	20,888	21,100
Other							
Unfunded Amortization	(5,819)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)
Total Other	(5,819)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)	(6,231)
Area A Bicycle & Walking Paths (Surplus)/Deficit:	(11,179)	-	-	-	-	-	-

2022 FTE Approved FTE Count (Combined)	0.21 FTE
2023 Total Approved FTE Count	0.20 FTE
FTE Change	0.01 FTE
Proposed FTE Change 2023/2024	0.10 FTE

SERVICE PLAN

Department Summary

Division Summary:	Dakota Ridge	Manager:	Kevin Clarkson
Service Year:	2023	Function:	680
Department:	Community Services	Status:	Final

Service Overview:

Dakota Ridge (DR) Winter Recreation Area offers over 20 kms of groomed cross-country ski trails (both classic and skate), 4 kms of groomed snowshoe trails, 3 kms of wilderness snowshoe trails, a family-friendly sledding area, visitor facilities like a public warming hut, as well as all associated infrastructure and equipment, service buildings, and equipment/work sheds. The recreation area is on crown land and operated under a partnership agreement with the Ministry of Forests Lands Natural Resource Operations and Rural Development (BC FLNRORD). The SCRD also has a Forest Service Road Maintenance agreement with BC FLNRORD to use and maintain the unpaved 14 km access road to the facility, which is plowed and maintained through contracted services.

The success of winter seasonal operations relies on partnerships and close coordination between staff, volunteers and contracted service providers. DR provides residents and visitors seasonal recreational opportunities and is open from approximately mid-December to the end of March annually, weather permitting. In addition to daily individual visitation, many user groups and organizations regularly utilize the facility for events and training during the winter season. Examples include local school programs, the Dakota Nordics Ski Club Jackrabbits program and the Dakota Ridge Loppet (community ski race).



Volunteers are a critical component of operations and contribute a significant amount of time by acting as trail hosts/greeters and assisting with trail grooming. During the winter season, parks staff maintain the facility (trail grooming, minor repairs and maintenance) on Tuesdays and Fridays. Further, parks staff is responsible for annual planning and administration, pass sales, volunteer mobilization, and trail and asset maintenance.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Ongoing Operations	<p>Ensure safe, regulation-compliant operation of entire facility, related equipment and assets.</p> <p>Conduct ongoing trail maintenance and management.</p>	Ongoing	Base Operating Budget

		General facility operations, and equipment maintenance. Intergovernmental liaison for agreements/permits/leases and communications		
	Customer Service	Ticket sales and accounting, and marketing and promotions of service. Regular public communications and updates.	Ongoing	Base Operating Budget
	Volunteer Management and Support	Continued focus on volunteer recruitment, training, coordination, and retention. Provide technical and safety training and risk management.	Ongoing	Base Operating Budget
	Seasonal Access Road Management	Annual maintenance to repair upper road sections and improve drainage (contracted services) including: <ul style="list-style-type: none">• Road plowing and maintenance• Brushing, trimming and vegetation maintenance	Ongoing	Base Operating Budget
	Asset Management Plan Implementation & Service Level Planning	Complete asset registry for Dakota Ridge assets and develop long term capital plan. Define and document service levels for all classifications of parkland.	Q2-Q3	Base Operating Budget
	Planning and coordination of Capital and Operational Projects	Planning, coordination and procurement of goods and services to complete capital and operational projects including projects carried forward from previous years.	Q2-Q4	Base Operating Budget and Carry Forward funding

Key Performance Indicators

Dakota Ridge – (Q1 and Q4)

- Season pass sales
- Number of operating days in the season
- Number of volunteers (trail hosts, groomers, work party)

Proposed Initiatives for 2023:

Draft Budget Summary

Dakota Ridge Recreation Service Area	Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
680	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	204,348	204,351	201,757	203,787	205,866	208,002	210,188
User Fees & Service Charges	53,784	38,000	38,000	38,000	38,000	38,000	38,000
Other Revenue	3,000	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenues	261,132	244,351	241,757	243,787	245,866	248,002	250,188
Expenses							
Administration	27,864	27,863	30,153	30,153	30,153	30,153	30,153
Wages and Benefits	50,887	85,506	81,236	83,266	85,345	87,481	89,667
Operating	125,287	134,982	130,368	130,368	130,368	130,368	130,368
Amortization of Tangible Capital Assets	42,140	45,966	45,966	45,966	45,966	45,966	45,966
Total Expenses	246,178	294,317	287,723	289,753	291,832	293,968	296,154
Other							
Capital Expenditures (Excluding Wages)	-	51,500	-	-	-	-	-
Transfer to/(from) Reserves	(1,808)	(55,500)	-	-	-	-	-
Unfunded Amortization	(42,140)	(45,966)	(45,966)	(45,966)	(45,966)	(45,966)	(45,966)
Total Other	(43,948)	(49,966)	(45,966)	(45,966)	(45,966)	(45,966)	(45,966)
Dakota Ridge Recreation Service Area (Surplus)/Deficit:	(58,902)	-	-	-	-	-	-

2022 FTE Approved FTE Count	0.865 FTE
2023 Approved FTE Count	0.77 FTE
FTE Change	-0.095 FTE
Proposed 2023 FTE Change	0.09 FTE

SERVICE PLAN

Department Summary

Division Summary: Regional Solid Waste

Manager: Marc Sole

Service Year: 2023

Function: 350, 351, 352

Department: Infrastructure Services

Status: Final



Service Overview:





The SCRD's Regional Solid Waste Division provides solid waste management for the Sunshine Coast. This includes operating the Sechelt Landfill and the Pender Harbour Transfer Station (PHTS), oversight of three closed landfills and three recycling depots, food waste drop-off program at PHTS, and the green waste recycling program. It also comprises solid waste programs including the annual Islands Clean Up, Backroad Trash Bash, Waste Reduction Initiatives Program (WRIP), and the Home Composter Rebate and Good Samaritan Program. Regional Solid Waste coordinates future solid waste planning, including a waste composition study, updating the SCRD Solid Waste Management Plan, and investigating future waste disposal options. These services and programs are funded through User Fees and Taxation.



2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
 	Deliver ongoing core solid waste services	<ul style="list-style-type: none"> Operation and oversight of waste disposal sites and programs. Ensure appropriate regulatory agreements, leases and licenses are up to date for sites; including access roads. Provide disposal opportunities for remote communities. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	Taxation and User Fees

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	To achieve sustainable solid waste management	<ul style="list-style-type: none"> Update Solid Waste Management Plan with future waste disposal strategies. 	Q1 2025	Taxation
 	Improve solid waste diversion rates	<ul style="list-style-type: none"> Ensure regulations facilitate increased diversion. Continue to implement diversion initiatives (e.g., Pender Harbour Share Shed, textile recycling, styrofoam). Continue to provide robust solid waste programs serving a broad population. Determine areas of opportunity for enhanced diversion through completion of a Waste Composition Study. Continue to engage with regional and provincial partners to determine new initiatives and options for innovation. 	Ongoing Ongoing Ongoing Ongoing	Taxation
	Increase awareness of waste management issues and promote waste reduction through education	<ul style="list-style-type: none"> Provide outreach on annual programs (Backroad Trash Bash, Islands Clean Up, Composter Rebate, WRIP). Provide public with accurate and current information (Recollect, website). Attend events for community outreach. 	Ongoing	Taxation

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Provide services in a safe manner	<ul style="list-style-type: none"> Plan and complete regular safety inspections of sites. Ensure compliance with safety regulations. Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation
	Secure a long-term waste disposal option	<ul style="list-style-type: none"> Confirm the feasibility of extending the useful life of the Sechelt Landfill. Confirm waste disposal options for after the Sechelt Landfill has reached its maximum capacity. 	Q4 2024 Q4 2023	Taxation

Key Performance Indicators (review for suggestions - <http://mbncanada.ca/>)

- Annual diversion rate (%)
- Annual per capita/household disposal (kg)
- Total tonnage landfilled at Sechelt Landfill
- Total annual tonnage food waste, green waste
- Total cost of solid waste disposal per tonne
- Total cost of solid waste diversion per tonne
- Landfill Capacity
- Participation numbers in Solid Waste Programs

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Islands Clean Up (Additional Funding – Base Budget)	35,000	Taxation
Future Waste Disposal Options Analysis – Phase 2 (Additional Funding)	75,000	Taxation
Green Waste Program (increased tonnages)	140,000	Taxation

Project Name	Budget Request (\$)	Proposed Funding Source
Pender Harbour Transfer Station Upgrades (Phase 2)	765,000	Taxation 84,822.12 MFA Short-Term Loan 680,177.88
Sechelt Landfill Power System Replacement	87,000	Taxation 9,632 Short-Term Loan 77,368
Sechelt Landfill Interim Power Supply	38,500	Taxation
Sechelt Landfill Site Operations	375,000	Taxation
Sechelt Landfill Aggregates	32,000	Taxation
Sechelt Landfill – Extending Useful Life	50,000	Taxation
Biocover Feasibility Pilot Phase 2 (Additional Funding)	136,000	Operating Revenue
Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)	80,000	User Fees 365 - 5%, 366 - 10%, 350 - 15%, 370 - 70%

Budget Summary

Regional Solid Waste	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
350	2022	2022	2023	2024	2025	2026	2027
Revenues							
Tax Requisitions	3,517,093	3,593,433	4,466,304	4,496,633	4,122,108	4,154,522	4,066,827
User Fees & Service Charges	2,806,258	2,795,919	2,850,766	2,844,016	2,823,766	2,823,766	2,823,766
Investment Income	56	-	-	-	-	-	-
Gain on Disposal of Tangible Assets	(1,750)	-	-	-	-	-	-
Other Revenue	479,682	360,601	272,121	272,121	272,121	272,121	272,121
Total Revenues	6,801,339	6,749,953	7,589,191	7,612,770	7,217,995	7,250,409	7,162,714
Expenses							
Administration	605,088	605,086	661,126	661,126	661,126	661,126	661,126
Wages and Benefits	1,255,441	1,332,486	1,415,340	1,449,677	1,485,233	1,521,686	1,433,992
Operating	3,401,810	4,391,326	4,231,804	4,214,296	3,763,716	3,759,676	3,759,676
Debt Charges - Interest	-	745	1,250	948	638	326	638
Amortization of Tangible Capital Assets	78,755	54,261	54,261	54,261	54,261	54,261	54,261
Total Expenses	5,341,094	6,383,904	6,363,781	6,380,308	5,964,974	5,997,075	5,909,693
Other							
Capital Expenditures (Excluding Wages)	86,272	2,947,916	-	-	-	-	-
Proceeds from Sale of TCA	(775)	-	-	-	-	-	-
Proceeds from Long Term Debt	(1,563,198)	(1,853,316)	-	-	-	-	-
Debt Principal Repayment	156,318	309,974	350,801	351,103	351,412	351,725	351,412
Transfer to/(from) Reserves	(121,659)	(766,086)	28,870	35,620	55,870	55,870	55,870
Transfer to/(from) Other Funds	1,559,011	1,577,368	-	-	-	-	-
Transfer to/(from) Accumulated Surplus	(1,750)	-	-	-	-	-	-
Prior Year (Surplus)/Deficit	(195,547)	(195,546)	-	-	-	-	-
Unfunded Amortization	(78,755)	(54,261)	(54,261)	(54,261)	(54,261)	(54,261)	(54,261)
Transfer (to)/from Unfunded Liability	900,000	(1,600,000)	900,000	900,000	900,000	900,000	900,000
Total Other	739,917	366,049	1,225,410	1,232,462	1,253,021	1,253,334	1,253,021
Regional Solid Waste (Surplus)/Deficit:	(720,328)	-	-	-	-	-	-

2022 FTE Approved FTE Count	13.45
2023 Approved FTE Count	13.65
FTE Change	0.20
2023 Proposed Changed	0.15

SERVICE PLAN

Department Summary

Division Summary: Regional Solid Waste – Refuse Collection Manager: Marc Sole

Service Year: 2023

Function: 355

Department: Infrastructure

Status: Final

Service Overview:



Regional Solid Waste provides weekly food waste collection and every other week garbage collection services to eligible residents in Halfmoon Bay, Roberts Creek, Elphinstone and West Howe Sound. One 77-litre can of garbage and one 45-litre green bin of food waste is collected through the program. Food waste is delivered to Salish Soils for composting. Garbage is delivered to Sechelt Landfill.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Deliver ongoing regional residential solid waste refuse collection services	<ul style="list-style-type: none"> Oversight of service providers, hosting quarterly meetings, and troubleshooting issues as they occur. Work with service providers to determine and improve severe weather plans, and service disruption recovery plans. Ensure customers have access to replacement green bins when required. 	<p>Ongoing</p> <p>Q1 2023</p> <p>Ongoing</p>	User fees

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Improve solid waste diversion rates	<ul style="list-style-type: none"> Promote high compliance with green bin program. Ensure regulations facilitate increased diversion. Use education and outreach to increase diversion. 	Ongoing	User fees
	Provide accurate and current information regarding refuse collection service	<ul style="list-style-type: none"> Effective use of Recollect app, website and social media platforms to inform the public of service level changes. 	Ongoing	User Fees

Key Performance Indicators (review for suggestions - <http://mbncanada.ca/>)

- Residential curbside collection annual tonnages (garbage and food waste).
- Total cost for Garbage collection per tonne.
- Numbers of monthly residential collection missed pickups.

Proposed Initiatives for 2023:

N/A

Draft Budget Summary

Refuse Collection	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
355	2022	2022	2023	2024	2025	2026	2027
Revenues							
User Fees & Service Charges	1,169,751	1,164,830	1,228,640	1,230,012	1,231,418	1,232,857	1,234,333
Other Revenue	-	-	-	-	-	-	-
Total Revenues	1,169,751	1,164,830	1,228,640	1,230,012	1,231,418	1,232,857	1,234,333
Expenses							
Administration	97,392	97,394	104,167	104,167	104,167	104,167	104,167
Wages and Benefits	15,722	55,269	54,811	56,183	57,589	59,028	60,504
Operating	877,435	1,012,167	1,069,662	1,069,662	1,069,662	1,069,662	1,069,662
Amortization of Tangible Capital Assets	8,877	-	-	-	-	-	-
Total Expenses	999,426	1,164,830	1,228,640	1,230,012	1,231,418	1,232,857	1,234,333
Other							
Transfer to/(from) Reserves	-	-	-	-	-	-	-
Unfunded Amortization	(8,877)	-	-	-	-	-	-
Total Other	(8,877)	-	-	-	-	-	-
Refuse Collection (Surplus)/Deficit:	(179,202)	-	-	-	-	-	-

2022 FTE Approved FTE Count 0.55

2023 Approved FTE Count 0.55

FTE Change Nil

SERVICE PLAN

Department Summary

Division Summary:	North Pender Harbour Water Service	Manager:	Shane Walkey
Service Year:	2023	Function:	365
Department:	Infrastructure	Status:	Final

Service Overview:


North Pender Harbour Water Service was established to provide water services to the North Pender Harbour Area within a portion of Electoral Area A and a portion of Kalpilin, shíshálh Nation Government District. The main water source of the North Pender Harbour water system is Garden Bay Lake. Water is pumped from a deep lake intake into the Garden Bay Pump Station where it is treated with Ultraviolet (UV) light, chlorinated, and then pumped to the Garden Bay reservoir. From the Garden Bay reservoir, the water is gravity fed throughout the distribution system. A second reservoir, Daniel Point reservoir, is fed from the water system through the Daniel Point pumps. There are 75+ fire hydrants, two reservoirs and two pump stations in this water service area.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Delivery of ongoing core water services to the public	<ul style="list-style-type: none"> Daily operations and management of water treatment and distribution system. 	ongoing	Taxation and User Fees
	Improve asset management practices	<ul style="list-style-type: none"> Maintain and upgrade aging infrastructure to realize full life of assets. Ongoing watermain replacement. Plan for end of life replacement. Provide water system redundancy by looping watermains. Dam safety upgrades. Review water rate structure. Generators 	Ongoing	Capital Reserves, Gas Tax, User Fees

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Provide service in a safe manner	<ul style="list-style-type: none"> Plan and complete regular site safety inspections. Ensure compliance with safety regulations. Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation and User Fees

Key Performance Indicators

- Per capita water use
- Total water supplied (millions of litres)
- Total number of water users subscribed to the Monthly Water Use Update
- Total cost of treatment/distribution of drinking water per megalitres of drinking water treated (from MBNcanada)
- Total cost of distribution drinking water per km of water distribution pipe relative to number of water pumping stations operated (from MBNcanada)
- Sample results to meet drinking water guidelines

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Garden Bay Treatment Plan Improvements – Preliminary/Pre-design Work	200,000	Operating Reserves
Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)	80,000	User Fees 365 – 5%, 366 – 10%, 350 – 15%, 370 – 70%
Review of SCRD Subdivision Servicing Bylaw No. 320	40,000	User Fees 365 - 5%, 366 - 10%, 370 - 85%
Water Rate Structure Review - Phase 2	60,000	User Fees 365 – 5%, 366 – 10%, 370 – 85%
Water Strategy Implementation - Development Water System Action Plans	87,000	User Fees 365 – 5%, 366 – 10%, 370 – 85%

Budget Summary

North Pender Harbour Water Service		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
365		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	266,340	266,681	294,007	294,007	294,007	294,007	294,007
	User Fees & Service Charges	457,691	434,337	531,695	531,695	531,695	531,695	531,695
	Total Revenues	724,031	701,018	825,702	825,702	825,702	825,702	825,702
Expenses								
	Administration	60,936	60,938	58,502	58,502	58,502	58,502	58,502
	Wages and Benefits	222,797	258,676	304,941	311,866	319,658	327,655	335,843
	Operating	171,508	262,887	127,586	127,586	127,586	127,586	127,586
	Debt Charges - Interest	9,149	8,772	8,026	7,279	6,528	5,850	5,250
	Amortization of Tangible Capital Assets	148,760	130,468	130,468	130,468	130,468	130,468	130,468
	Total Expenses	613,150	721,741	629,523	635,701	642,742	650,061	657,649
Other								
	Capital Expenditures (Excluding Wages)	41,654	1,038,686	21,000	21,000	21,000	21,000	21,000
	Proceeds from Long Term Debt	-	-	-	-	-	-	-
	Debt Principal Repayment	31,725	33,249	33,396	33,542	33,374	20,000	20,000
	Transfer to/(from) Reserves	178,332	(52,190)	272,251	265,927	259,054	265,109	257,521
	Transfer to/(from) Other Funds	(19,834)	(910,000)	-	-	-	-	-
	Unfunded Amortization	(148,760)	(130,468)	(130,468)	(130,468)	(130,468)	(130,468)	(130,468)
	Total Other	83,117	(20,723)	196,179	190,001	182,960	175,641	168,053
North Pender Harbour Water Service (Surplus)/Deficit:		(27,764)	-	-	-	-	-	-

2022 FTE Approved FTE Count	2.627
2023 Approved FTE Count	2.887
FTE Change	0.26
2023 Proposed	0.05

SERVICE PLAN

Department Summary

Division Summary:	South Pender Harbour Water Service	Manager:	Shane Walkey
Service Year:	2023	Function:	366
Department:	Infrastructure	Status:	Final

Service Overview:



Electoral Area A service was established to provide potable water services to the South Pender Harbour Area. The treatment process at the South Pender Harbour Water Treatment Plant is a Dissolved Air Flotation (DAF) System which treats water from McNeill lake and distributes the water to Salalus (Madeira Park) and area. The South Pender Harbour Water Distribution System is a network of 60+ fire hydrants, ductile, asbestos concrete, and plastic pipes ranging in sizes from 1 inch to 8 inches. The water system is fed mostly by gravity from the high elevation of the treatment plant.

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Delivery of ongoing core water services to the public	<ul style="list-style-type: none"> Daily operation and management of water treatment and distribution system. 	Ongoing	Taxation
	Improve asset management practices	<ul style="list-style-type: none"> Maintain and upgrade aging infrastructure to realize full life of assets Ongoing watermain replacement Water system redundancy by looping water mains. Plan for end of life replacement Dam safety upgrades Review water rate structure Upgrade some stations with generators 	2023/2024 Ongoing	Taxation / Reserves / Grants

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Provide service in a safe manner	<ul style="list-style-type: none"> Plan and complete regular site safety inspections Ensure compliance with safety regulations Onboard and train new staff on safety policies and procedures 	Ongoing	Taxation
	Ensure high quality drinking water	<ul style="list-style-type: none"> Ensure processes meet or exceed regulatory requirements 	Ongoing	Taxation

Key Performance Indicators

- Per capita water use
- Total water supplied (millions of litres)
- Total number of water users subscribed to the Monthly Water Use Update
- Total cost of treatment/distribution of drinking water per megalitres of drinking water treated (from MBNcanada)
- Total cost of distribution drinking water per km of water distribution pipe relative to number of water pumping stations operated (from MBNcanada)
- Sample results to meet drinking water guidelines

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Dam Safety upgrades to McNeil Lake Dam – New	78,750	Gas Tax
Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)	80,000	User Fees 365 – 5%, 366 – 10%, 350 – 15%, 370 – 70%
Review of SCRD Subdivision Servicing Bylaw No. 320	40,000	User Fees 365 - 5%, 366 - 10%, 370 - 85%
Water Rate Structure Review - Phase 2	60,000	User Fees 365 – 5%, 366 – 10%, 370 – 85%
Water Strategy Implementation - Development Water System Action Plans	87,000	User Fees 365 – 5%, 366 – 10%, 370 – 85%

Draft Budget Summary

South Pender Harbour Water Service		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
366		2022	2022	2023	2024	2025	2026	2027
Revenues								
Frontage & Parcel Taxes		416,820	438,004	471,010	471,010	471,010	471,010	471,010
Government Transfers		13,945	40,674	-	-	-	-	-
User Fees & Service Charges		758,288	778,365	850,023	850,023	850,023	850,023	850,023
Investment Income		13,764	13,763	16,056	18,441	20,291	23,500	26,182
Other Revenue		18,820	-	-	-	-	-	-
Total Revenues		1,221,637	1,270,806	1,337,089	1,339,474	1,341,324	1,344,533	1,347,215
Expenses								
Administration		101,268	101,263	109,783	109,783	109,783	109,783	109,783
Wages and Benefits		405,529	433,868	499,975	511,543	524,330	537,442	550,878
Operating		243,270	501,141	258,393	258,393	258,393	258,393	258,393
Debt Charges - Interest		51,455	51,611	51,181	50,078	49,001	47,925	47,201
Amortization of Tangible Capital Assets		301,807	299,383	299,383	299,383	299,383	299,383	299,383
Total Expenses		1,103,329	1,387,266	1,218,715	1,229,180	1,240,890	1,252,926	1,265,638
Other								
Capital Expenditures (Excluding Wages)		73,569	1,378,242	25,000	25,000	25,000	25,000	25,000
Proceeds from Long Term Debt		-	(80,000)	-	-	-	-	-
Debt Principal Repayment		93,052	97,547	110,917	107,870	109,897	113,283	115,788
Transfer to/(from) Reserves		275,110	(506,017)	281,840	276,807	264,920	252,707	240,172
Transfer to/(from) Other Funds		(40,351)	(706,849)	-	-	-	-	-
Unfunded Amortization		(301,807)	(299,383)	(299,383)	(299,383)	(299,383)	(299,383)	(299,383)
Total Other		99,573	(116,460)	118,374	110,294	100,434	91,607	81,577
South Pender Harbour Water Service (Surplus)/Deficit:		(18,735)	-	-	-	-	-	-

2022 FTE Approved FTE Count	4.385
2023 Approved FTE Count	4.743
FTE Change	0.358
2023 Proposed Change	0.10

SERVICE PLAN

Department Summary

Division Summary: Regional Water Service

Manager: Shane Walkey
Stephen Misiurak
Mia Edbrooke

Service Year: 2023

Function: 370

Department: Infrastructure Department

Status: Final

Service Overview:





Regional Water Services provides potable water to more than 24,000 people in all Electoral Areas, the District of Sechelt, Squamish Nation and the shíshálh Nation Government District. Water is also provided for fire protection, industrial use, and irrigation purposes. Bulk treated water is supplied and received from the Town of Gibsons and raw untreated water to construction aggregates. Regional Water Service is developing new water supply sources to better meet community water demand. As well, Regional Water is involved in initiatives to promote water conservation and long-term planning to increase water security.



2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Deliver ongoing core water services to the public	<ul style="list-style-type: none"> Daily operations and management of water treatment and distribution system. 	Ongoing	Taxation and User Fees
	Increase and diversify water supply sources	<ul style="list-style-type: none"> Complete feasibility studies for long-term source options (i.e., surface, groundwater). Complete Church Road Well Field Project. Advance potential water supply projects (Langdale Well Field expansion, Gray Creek Water Treatment upgrades, Eastbourne groundwater investigation). 		Capital Reserves, Gas Tax, User Fees

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Improve Asset Management Practices	<ul style="list-style-type: none"> • Maintain and upgrade to aging infrastructure to realize full life of assets. • Ongoing watermain replacement. • Plan for end of life replacement. • Dam safety upgrades. • Provide water system redundancy by looping watermains and increasing watermains. • Review water rate structure. • Generators 	Ongoing	Taxation
	Provide services in a safe manner	<ul style="list-style-type: none"> • Plan and complete regular site safety inspections. • Ensure compliance with safety regulations. • Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation
	Use drinking water efficiently	<ul style="list-style-type: none"> • Install a water meter on every service connection. • Continue year-round leak resolution program. • Continue rainwater harvesting rebates. 	Q4 2024 Ongoing	Taxation
	Ensure high quality drinking water	<ul style="list-style-type: none"> • Ensure processes meet or exceed regulatory requirements. • Complete infrastructure upgrades (Chapman Creek Water Treatment Plant UV upgrade, Chaster Well). • Protect drinking water sources (e.g. Chaster Well Protection Plan). 	Ongoing	Taxation

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Increase water use awareness	<ul style="list-style-type: none"> Enhance monthly water use updates. Improve information available to the public around water conservation, infrastructure investment and User Fees. 	Q2 2023 Ongoing	Taxation
	Long-term planning for increased water security for SCRD water users	<ul style="list-style-type: none"> Development of SCRD Water Strategy to set direction and priorities for drinking water projects and initiatives. Completion of action plans to implement the strategy. 	Q2 2023 Q2 2024	Operational Reserves

Key Performance Indicators

- Per capita water use
- Number of days at Stage 4 Water Conservation Regulations
- Total water supplied (millions of litres)
- Total number of water users subscribed to the Monthly Water Use Update
- Total cost of treatment/distribution of drinking water per megalitres of drinking water treated (from MBNcanada)
- Total cost of distribution drinking water per km of water distribution pipe relative to number of water pumping stations operated (from MBNcanada)
- Sample results to meet drinking water guidelines

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Church Road Well Field Project (Base Budget Increase)	112,196	User Fees
Chapman Siphon Removal	100,000	User Fees
SNGD-Zone Metering	250,000	Capital Reserves
Chapman Creek Water Treatment Plant UV Upgrade – (Phase 2 Construction)	1,905,950	211,329.06 Parcel Tax 1,694,620.94 Short-Term Loan
Chapman Creek Water Treatment Plant Chlorine Gas Decommissioning	65,000	User Fees

Project Name	Budget Request (\$)	Proposed Funding Source
Dam Safety Upgrades to Chapman and Edwards Lakes Construction Cost Increases	322,000	Capital Reserves
Egmont Water Treatment Plant – Feasibility Study and Preliminary Development	275,000	75,000 User Fees 200,000 Capital Reserves
Chaster Well Upgrades – Well Protection Plan Phase 2 – Additional Funding	78,500	Capital Reserves
Church Road Well Field – Compliance Monitoring	200,000	User Fees
Chapman Creek Water Treatment Plant Mechanical Equipment Upgrades	135,000	Capital Reserves
Exposed Watermain Rehabilitation Chapman Intake Line - New Project	220,000	Capital Reserves
Generator(s) Purchase for Various Sites	375,000	Gas Tax
Pneumatic Boring Tool	57,200	12,684.48 Parcel Tax 44,515.52 Short-Term Loan
Eastbourne Groundwater Supply Expansion – Phase 2	1,200,000	753,000 Gas Tax 447,000 Capital Reserves
Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)	80,000	User Fees 365-5%, 366 – 10%, 350 – 15%, 370 – 70%
Water Services - Review of SCRD Subdivision Servicing Bylaw No. 320	40,000	User Fees 365 - 5%, 366 - 10%, 370 - 85%
Water Services - Water Rate Structure Review - Phase 2	60,000	User Fees 365 – 5%, 366 – 10%, 370 – 85%
Water Services - Water Strategy Implementation - Development Water System Action Plans	87,000	User Fees 365 – 5%, 366 – 10%, 370 – 85%

Budget Summary

Regional Water Services	Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
370	2022	2022	2023	2024	2025	2026	2027
Revenues							
Frontage & Parcel Taxes	3,556,306	3,725,505	4,361,164	4,361,164	4,361,164	4,361,164	4,361,164
Government Transfers	38,205	40,330	-	-	-	-	-
User Fees & Service Charges	6,664,525	6,441,973	7,782,962	7,782,962	7,782,962	7,782,962	7,782,962
Investment Income	70,668	70,666	76,692	82,900	95,567	25,933	31,448
Developer Contributions	367,935	544,500	-	-	-	-	-
Gain on Disposal of Tangible Assets	(149)	-	-	-	-	-	-
Internal Recoveries	12,160	-	-	-	-	-	-
Other Revenue	176,633	65,800	65,800	65,800	65,800	65,800	65,800
Total Revenues	10,886,283	10,888,774	12,286,618	12,292,826	12,305,493	12,235,859	12,241,374
Expenses							
Administration	981,120	981,120	1,075,825	1,075,825	1,075,825	1,075,825	1,075,825
Wages and Benefits	3,743,406	3,818,173	4,072,345	4,160,461	4,264,160	4,370,466	4,479,420
Operating	2,116,654	4,560,617	1,698,172	1,698,172	1,698,172	1,698,172	1,698,172
Debt Charges - Interest	34,711	256,788	367,272	540,999	715,118	683,631	685,454
Amortization of Tangible Capital Assets	1,595,243	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900	1,647,900
Total Expenses	8,471,134	11,264,598	8,861,514	9,123,357	9,401,175	9,475,994	9,586,771
Other							
Capital Expenditures (Excluding Wages)	10,658,256	26,165,756	1,565,599	1,565,599	1,565,599	1,565,599	1,565,599
Proceeds from Sale of TCA	(1,851)	-	-	-	-	-	-
Proceeds from Long Term Debt	(6,198,334)	(17,128,000)	-	-	-	-	-
Debt Principal Repayment	284,118	329,465	473,754	630,521	998,000	770,989	750,449
Transfer to/(from) Reserves	194,337	(8,671,935)	3,024,815	2,621,249	1,988,619	2,071,177	1,986,455
Transfer to/(from) Other Funds	58,699	576,790	8,836	-	-	-	-
Transfer to/(from) Accumulated Surplus	(149)	-	-	-	-	-	-
Unfunded Amortization	(1,595,243)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)	(1,647,900)
Total Other	3,399,833	(375,824)	3,425,104	3,169,469	2,904,318	2,759,865	2,654,603
Regional Water Services (Surplus)/Deficit:	984,684	-	-	-	-	-	-

2022 FTE Approved FTE Count 37.26

2023 Approved FTE Count 37.342

FTE Change 0.082

2023 Proposed Increase 0.70

SERVICE PLAN

Department Summary

Division Summary:	Wastewater Services	Manager:	Shane Walkey Stephen Misiurak
Service Year:	2023	Function:	381-395
Department:	Infrastructure Department	Status:	Final

Service Overview:

The Sunshine Coast Regional District's (SCRD's) Wastewater Services is responsible for operations, maintenance, and upgrades to 15 wastewater systems according to facility specific operations, asset management and maintenance plans and regulatory standards. Each facility may consist of a collection system, treatment plant and effluent disposal infrastructure.

The 15 SCR D owned and operated wastewater systems are:

Area A	Area B	Area D/E/F
<ul style="list-style-type: none"> • Greaves Road • Lee Bay • Canoe Road • Merrill Crescent • Lily Lake • Painted Boat • Sakinaw Ridge 	<ul style="list-style-type: none"> • Jolly Roger • Secret Cove • Square Bay • Curran Road 	<ul style="list-style-type: none"> • Roberts Creek Co-housing • Woodcreek Park • Sunnyside • Langdale

The SCR D also operates the following three systems:


- Malibu Camp
- Pender Landing
- YMCA

2023 Overview

Strategic Focus Areas:



Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Deliver ongoing core wastewater services to the public	<ul style="list-style-type: none"> Daily operations and management of wastewater treatment facilities and systems. 	Ongoing	Taxation
	Improve Asset Management Practices	<ul style="list-style-type: none"> Upgrade infrastructure as needed and compliance with regulatory standards. Maintenance of infrastructure to realize full life of assets. 	2023/2024	Taxation / Reserves / Grants
	Sustainable Service Delivery	<ul style="list-style-type: none"> Ongoing plant adjustments to achieve the best effluent quality for the least disposal and waste 	Ongoing	Taxation
	Improve treatment processes for best end result	<ul style="list-style-type: none"> Ensure processes follow manufacturers required maintenance plans and specifications. Align processes with changing regulatory framework. Ensure compliance with legislative requirements. Ensure disposal of wastewater is in accordance with federal and provincial regulations. 	Ongoing	Taxation
	Provide services in a safe manner	<ul style="list-style-type: none"> Plan and complete regular site safety inspections. Ensure compliance with safety regulations. Onboard and train new staff on safety policies and procedures. 	Ongoing	Taxation

Link to Strategic Focus Area	Objective	Strategies	Timeline	Funding Source / Resourcing Strategy
	Support the public in becoming informed	<ul style="list-style-type: none"> • Outreach with users. • Provide information to public regarding sewage treatment best practices. • Provide information to the public. 	Ongoing	Taxation

Key Performance Indicators

- (Wastewater KPIs from MBNC)
- Fecal, BOD and TSS sample results
- Percentage of wastewater to have bypassed treatment
- Megalitres of treated wastewater
- Cost of treated megalitre relative to number of wastewater treatment plants
- Compliance with regulations

Proposed Initiatives for 2023:

Project Name	Budget Request (\$)	Proposed Funding Source
Square Bay Collection System - Planning for System Upgrade	15,000	10,000 Grant 5,000 Operating Reserves
Square Bay Collection System - Infiltration Reduction (Phase 1 and 2)	5,000	User Fees
Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)	80,000	User Fees 365 – 5%, 366 – 10%, 350 – 15%, 370 – 70%
Wastewater Treatment Plants (Various) - Pumpout Costs	22,235	User Fees
Secret Cove / Jolly Roger Wastewater Treatment Plants - Outfall Maintenance Phase 1	22,000	Operating Reserves
Sunnyside Wastewater Treatment Plant – Feasibility and Planning Study	7,500	Operating Reserves
Jolly Roger Wastewater Treatment Plant – Feasibility and Planning Study	12,500	Operating Reserves
Secret Cove Wastewater Treatment Plant – Feasibility and Planning Study	12,500	Operating Reserves

Draft Budget Summary

Woodcreek Park Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
382		2022	2022	2023	2024	2025	2026	2027
Revenues								
Frontage & Parcel Taxes		29,196	29,200	32,850	32,850	32,850	32,850	32,850
Government Transfers		10,347	769,000	-	-	-	-	-
User Fees & Service Charges		48,853	48,054	57,119	57,119	57,119	57,119	57,119
Total Revenues		88,396	846,254	89,969	89,969	89,969	89,969	89,969
Expenses								
Administration		5,016	5,019	5,268	5,268	5,268	5,268	5,268
Wages and Benefits		32,502	26,002	26,806	27,461	28,151	28,856	29,574
Operating		19,851	50,362	22,315	25,947	25,155	24,347	24,347
Debt Charges - Interest		73	43	31	19	7	-	-
Amortization of Tangible Capital Assets		8,217	8,959	8,959	8,959	8,959	8,959	8,959
Total Expenses		65,659	90,385	63,379	67,654	67,540	67,430	68,148
Other								
Capital Expenditures (Excluding Wages)		10,347	968,591	-	-	-	-	-
Proceeds from Long Term Debt		-	(99,591)	-	-	-	-	-
Debt Principal Repayment		948	1,070	1,082	21,094	21,081	20,000	20,000
Transfer to/(from) Reserves		20,225	(95,740)	34,467	10,180	10,307	11,498	10,780
Transfer to/(from) Other Funds		(996)	(9,502)	-	-	-	-	-
Unfunded Amortization		(8,217)	(8,959)	(8,959)	(8,959)	(8,959)	(8,959)	(8,959)
Total Other		22,307	755,869	26,590	22,315	22,429	22,539	21,821
Woodcreek Park Waste Water Plant (Surplus)/Deficit:		(430)	-	-	-	-	-	-

Greaves Rd Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
381		2022	2022	2023	2024	2025	2026	2027
Revenues								
Frontage & Parcel Taxes		2,400	2,400	2,700	3,000	3,300	3,600	3,900
Government Transfers		-	-	-	-	-	-	-
User Fees & Service Charges		2,436	2,439	3,139	3,139	3,139	3,139	3,139
Total Revenues		4,836	4,839	5,839	6,139	6,439	6,739	7,039
Expenses								
Administration		204	207	400	400	400	400	400
Wages and Benefits		2,751	1,942	2,004	2,052	2,104	2,158	2,209
Operating		3,318	7,652	752	752	752	752	752
Debt Charges - Interest		7	5	4	3	1	-	-
Total Expenses		6,280	9,806	3,160	3,207	3,257	3,310	3,361
Other								
Debt Principal Repayment		108	124	125	126	125	-	-
Transfer to/(from) Reserves		(3,250)	(5,091)	2,554	2,806	3,057	3,429	3,678
Total Other		(3,142)	(4,967)	2,679	2,932	3,182	3,429	3,678
Greaves Rd Waste Water Plant (Surplus)/Deficit:		(1,698)	-	-	-	-	-	-

Sunnyside Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
383		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	3,324	3,322	4,422	5,522	6,622	7,722	8,822
	User Fees & Service Charges	5,964	5,962	6,141	6,325	6,325	6,325	6,325
	Total Revenues	9,288	9,284	10,563	11,847	12,947	14,047	15,147
Expenses								
	Administration	288	289	393	393	393	393	393
	Wages and Benefits	1,851	2,136	2,203	2,259	2,313	2,371	2,430
	Operating	2,622	6,378	478	478	478	478	478
	Debt Charges - Interest	7	5	4	3	1	-	-
	Total Expenses	4,768	8,808	3,078	3,133	3,185	3,242	3,301
Other								
	Debt Principal Repayment	108	124	125	125	125	-	-
	Transfer to/(from) Reserves	4,356	352	7,360	8,588	9,637	10,805	11,846
	Total Other	4,464	476	7,485	8,714	9,762	10,805	11,846
Sunnyside Waste Water Plant (Surplus)/Deficit:		(56)	-	-	-	-	-	-

Jolly Roger Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
384		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	4,716	4,864	6,464	8,064	9,664	11,264	12,864
	User Fees & Service Charges	26,153	25,809	30,583	30,583	30,583	30,583	30,583
	Total Revenues	30,869	30,673	37,047	38,647	40,247	41,847	43,447
Expenses								
	Administration	2,220	2,224	2,491	2,491	2,491	2,491	2,491
	Wages and Benefits	11,348	12,097	12,471	12,780	13,096	13,426	13,761
	Operating	12,910	19,587	13,750	13,750	13,750	13,750	13,750
	Debt Charges - Interest	37	22	16	10	4	-	-
	Amortization of Tangible Capital Assets	1,188	1,293	1,293	1,293	1,293	1,293	1,293
	Total Expenses	27,703	35,223	30,021	30,324	30,634	30,960	31,295
Other								
	Capital Expenditures (Excluding Wages)	2,351	6,269	-	-	-	-	-
	Debt Principal Repayment	474	535	541	547	540	-	-
	Transfer to/(from) Reserves	213	(7,400)	7,778	9,069	10,366	12,180	13,445
	Transfer to/(from) Other Funds	(2,351)	(2,661)	-	-	-	-	-
	Unfunded Amortization	(1,188)	(1,293)	(1,293)	(1,293)	(1,293)	(1,293)	(1,293)
	Total Other	(501)	(4,550)	7,026	8,323	9,613	10,887	12,152
Jolly Roger Waste Water Plant (Surplus)/Deficit:		(3,667)	-	-	-	-	-	-

Secret Cove Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
385		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	4,560	5,168	8,568	11,968	15,368	18,768	22,168
	User Fees & Service Charges	24,758	24,856	27,355	27,355	27,355	27,355	27,355
	Total Revenues	29,318	30,024	35,923	39,323	42,723	46,123	49,523
Expenses								
	Administration	2,052	2,046	2,289	2,289	2,289	2,289	2,289
	Wages and Benefits	14,955	12,233	12,615	12,925	13,247	13,579	13,917
	Operating	12,685	17,101	11,264	11,264	11,264	11,264	11,264
	Debt Charges - Interest	37	22	16	10	4	-	-
	Amortization of Tangible Capital Assets	1,265	1,381	1,381	1,381	1,381	1,381	1,381
	Total Expenses	30,994	32,783	27,565	27,869	28,185	28,513	28,851
Other								
	Capital Expenditures (Excluding Wages)	2,404	6,727	-	-	-	-	-
	Debt Principal Repayment	474	535	541	547	540	-	-
	Transfer to/(from) Reserves	2,088	(5,655)	9,198	12,288	15,379	18,991	22,053
	Transfer to/(from) Other Funds	(2,404)	(2,985)	-	-	-	-	-
	Unfunded Amortization	(1,265)	(1,381)	(1,381)	(1,381)	(1,381)	(1,381)	(1,381)
	Total Other	1,297	(2,759)	8,358	11,454	14,538	17,610	20,672
Secret Cove Waste Water Plant (Surplus)/Deficit:		2,973	-	-	-	-	-	-
Lee Bay Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
386		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	35,552	36,158	44,856	53,756	62,656	71,556	80,456
	User Fees & Service Charges	58,932	57,057	57,057	57,057	57,057	57,057	57,057
	Total Revenues	94,484	93,215	101,913	110,813	119,713	128,613	137,513
Expenses								
	Administration	4,500	4,504	4,997	4,997	4,997	4,997	4,997
	Wages and Benefits	25,040	21,782	19,881	20,364	20,874	21,394	21,930
	Operating	34,520	46,890	30,543	30,543	30,543	30,543	30,543
	Debt Charges - Interest	37	22	16	10	4	-	-
	Amortization of Tangible Capital Assets	8,151	1,397	1,397	1,397	1,397	1,397	1,397
	Total Expenses	72,248	74,595	56,834	57,311	57,815	58,331	58,867
Other								
	Debt Principal Repayment	474	535	541	547	540	-	-
	Transfer to/(from) Reserves	33,325	19,482	45,935	54,352	62,755	71,679	80,043
	Unfunded Amortization	(8,151)	(1,397)	(1,397)	(1,397)	(1,397)	(1,397)	(1,397)
	Total Other	25,648	18,620	45,079	53,502	61,898	70,282	78,646
Lee Bay Waste Water Plant (Surplus)/Deficit:		3,412	-	-	-	-	-	-

Square Bay Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
387		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Tax Requisitions	-	-	-	-	-	-	-
	Frontage & Parcel Taxes	20,220	20,220	24,831	29,481	34,131	38,781	44,361
	User Fees & Service Charges	67,125	67,224	108,886	108,886	108,886	108,886	108,886
	Investment Income	636	635	966	1,308	1,660	2,022	2,395
	Other Revenue	-	-	-	-	-	-	-
	Total Revenues	87,981	88,079	134,683	139,675	144,677	149,689	155,642
Expenses								
	Administration	8,388	8,387	8,817	8,817	8,817	8,817	8,817
	Wages and Benefits	48,615	45,492	46,869	48,021	49,221	50,452	51,713
	Operating	40,267	51,151	28,677	28,677	28,677	28,677	28,677
	Debt Charges - Interest	7,520	7,491	7,479	7,467	7,455	7,448	7,448
	Amortization of Tangible Capital Assets	39,127	9,070	9,070	9,070	9,070	9,070	9,070
	Total Expenses	143,917	121,591	100,912	102,052	103,240	104,464	105,725
Other								
	Capital Expenditures (Excluding Wages)	591	14,677	-	-	-	-	-
	Debt Principal Repayment	12,000	12,125	12,468	12,822	13,161	12,443	12,816
	Transfer to/(from) Reserves	(17,165)	(51,244)	30,373	33,871	37,346	41,852	46,171
	Transfer to/(from) Other Funds	-	-	-	-	-	-	-
	Transfer to/(from) Accumulated Surplus	-	-	-	-	-	-	-
	Unfunded Amortization	(39,127)	(9,070)	(9,070)	(9,070)	(9,070)	(9,070)	(9,070)
	Total Other	(43,701)	(33,512)	33,771	37,623	41,437	45,225	49,917
Square Bay Waste Water Plant (Surplus)/Deficit:		12,235	-	-	-	-	-	-
Langdale Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
388		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	15,996	16,000	18,000	18,000	18,000	18,000	18,000
	User Fees & Service Charges	46,691	45,057	57,089	57,089	57,089	57,089	57,089
	Total Revenues	62,687	61,057	75,089	75,089	75,089	75,089	75,089
Expenses								
	Administration	4,176	4,170	4,534	4,534	4,534	4,534	4,534
	Wages and Benefits	17,630	24,612	22,278	22,824	23,395	23,982	24,580
	Operating	16,135	49,051	22,217	22,217	22,217	22,217	22,217
	Debt Charges - Interest	37	626	1,026	772	514	260	260
	Amortization of Tangible Capital Assets	3,454	3,764	3,764	3,764	3,764	3,764	3,764
	Total Expenses	41,432	82,223	53,819	54,111	54,424	54,757	55,355
Other								
	Capital Expenditures (Excluding Wages)	-	261,000	-	-	-	-	-
	Proceeds from Long Term Debt	-	(100,000)	-	-	-	-	-
	Debt Principal Repayment	474	10,535	20,541	20,547	20,540	20,000	20,000
	Transfer to/(from) Reserves	(2,936)	(62,937)	4,493	4,195	3,889	4,096	3,498
	Transfer to/(from) Other Funds	-	(126,000)	-	-	-	-	-
	Unfunded Amortization	(3,454)	(3,764)	(3,764)	(3,764)	(3,764)	(3,764)	(3,764)
	Total Other	(5,916)	(21,166)	21,270	20,978	20,665	20,332	19,734
Langdale Waste Water Plant (Surplus)/Deficit:		(27,171)	-	-	-	-	-	-

Canoe Rd Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
389		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	4,248	4,243	4,743	5,243	5,743	6,243	6,743
	User Fees & Service Charges	6,083	5,912	5,912	5,912	5,912	5,912	5,912
	Total Revenues	10,331	10,155	10,655	11,155	11,655	12,155	12,655
Expenses								
	Administration	492	492	645	645	645	645	645
	Wages and Benefits	2,715	2,863	2,945	3,020	3,095	3,171	3,251
	Operating	1,443	2,706	770	723	701	701	701
	Debt Charges - Interest	7	5	4	3	1	-	-
	Amortization of Tangible Capital Assets	1,617	-	-	-	-	-	-
	Total Expenses	6,274	6,066	4,364	4,391	4,442	4,517	4,597
Other								
	Debt Principal Repayment	3,997	4,014	4,015	3,673	125	-	-
	Transfer to/(from) Reserves	84	75	2,276	3,091	7,088	7,638	8,058
	Unfunded Amortization	(1,617)	-	-	-	-	-	-
	Total Other	2,464	4,089	6,291	6,764	7,213	7,638	8,058
Canoe Rd Waste Water Plant (Surplus)/Deficit:		(1,593)	-	-	-	-	-	-
Merrill Crescent Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
390		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	5,604	5,600	6,300	7,000	7,700	8,400	9,100
	Government Transfers	-	-	-	-	-	-	-
	User Fees & Service Charges	27,873	27,276	27,276	27,276	27,276	27,276	27,276
	Other Revenue	-	-	-	-	-	-	-
	Total Revenues	33,477	32,876	33,576	34,276	34,976	35,676	36,376
Expenses								
	Administration	1,836	1,834	2,105	2,105	2,105	2,105	2,105
	Wages and Benefits	9,288	11,483	9,324	9,555	9,792	10,036	10,286
	Operating	5,212	10,659	8,750	8,716	8,699	8,699	8,699
	Debt Charges - Interest	37	22	16	10	4	-	-
	Amortization of Tangible Capital Assets	1,881	557	557	557	557	557	557
	Total Expenses	18,254	24,555	20,752	20,943	21,157	21,397	21,647
Other								
	Debt Principal Repayment	3,382	3,445	3,451	3,200	540	-	-
	Transfer to/(from) Reserves	5,436	5,433	9,930	10,690	13,836	14,836	15,286
	Unfunded Amortization	(1,881)	(557)	(557)	(557)	(557)	(557)	(557)
	Total Other	6,937	8,321	12,824	13,333	13,819	14,279	14,729
Merrill Crescent Waste Water Plant (Surplus)/Deficit:		(8,286)	-	-	-	-	-	-

Curran Rd Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
391		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	18,008	17,710	21,210	24,710	28,210	31,710	35,210
	User Fees & Service Charges	36,739	36,503	39,434	39,434	39,434	39,434	39,434
	Other Revenue	-	-	-	-	-	-	-
	Total Revenues	54,747	54,213	60,644	64,144	67,644	71,144	74,644
Expenses								
	Administration	3,144	3,147	3,843	3,843	3,843	3,843	3,843
	Wages and Benefits	17,562	16,930	17,446	17,875	18,322	18,780	19,248
	Operating	20,350	18,904	16,417	16,417	16,417	16,417	16,417
	Debt Charges - Interest	37	22	16	10	4	-	-
	Amortization of Tangible Capital Assets	5,742	3,324	3,324	3,324	3,324	3,324	3,324
	Total Expenses	46,835	42,327	41,046	41,469	41,910	42,364	42,832
Other								
	Capital Expenditures (Excluding Wages)	-	-	-	-	-	-	-
	Debt Principal Repayment	474	535	541	547	540	-	-
	Transfer to/(from) Reserves	14,676	14,675	22,381	25,452	28,518	32,104	35,136
	Transfer to/(from) Other Funds	-	-	-	-	-	-	-
	Unfunded Amortization	(5,742)	(3,324)	(3,324)	(3,324)	(3,324)	(3,324)	(3,324)
	Total Other	9,408	11,886	19,598	22,675	25,734	28,780	31,812
Curran Rd Waste Water Plant (Surplus)/Deficit:		1,496	-	-	-	-	-	-
Roberts Creek Co-Housing Treatment Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
392		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	12,396	12,400	13,950	13,950	13,950	13,950	13,950
	User Fees & Service Charges	27,166	27,701	62,355	62,355	62,355	62,355	62,355
	Other Revenue	24,000	15,000	-	-	-	-	-
	Total Revenues	63,562	55,101	76,305	76,305	76,305	76,305	76,305
Expenses								
	Administration	3,300	3,302	3,706	3,706	3,706	3,706	3,706
	Wages and Benefits	19,036	22,743	23,433	24,009	24,610	25,227	25,858
	Operating	19,786	14,432	12,551	12,551	12,551	12,551	12,551
	Debt Charges - Interest	74	43	31	19	7	-	-
	Amortization of Tangible Capital Assets	4,367	4,766	4,766	4,766	4,766	4,766	4,766
	Total Expenses	46,563	45,286	44,487	45,051	45,640	46,250	46,881
Other								
	Capital Expenditures (Excluding Wages)	21,892	15,000	-	-	-	-	-
	Debt Principal Repayment	948	1,070	1,082	1,094	1,081	-	-
	Transfer to/(from) Reserves	(1,480)	(1,489)	35,502	34,926	34,350	34,821	34,190
	Transfer to/(from) Appropriated Surplus	14,225	-	-	-	-	-	-
	Transfer to/(from) Other Funds	(14,225)	-	-	-	-	-	-
	Unfunded Amortization	(4,367)	(4,766)	(4,766)	(4,766)	(4,766)	(4,766)	(4,766)
	Total Other	16,993	9,815	31,818	31,254	30,665	30,055	29,424
Roberts Creek Co-Housing Treatment Plant (Surplus)/Deficit:		(6)	-	-	-	-	-	-

Lillies Lake Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
393		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	5,916	5,712	7,112	8,512	9,912	11,312	12,712
	User Fees & Service Charges	20,140	19,933	27,799	27,799	27,799	27,799	27,799
	Total Revenues	26,056	25,645	34,911	36,311	37,711	39,111	40,511
Expenses								
	Administration	2,544	2,538	2,731	2,731	2,731	2,731	2,731
	Wages and Benefits	14,020	13,607	14,025	14,371	14,726	15,097	15,475
	Operating	13,480	16,724	10,877	10,877	10,877	10,877	10,877
	Debt Charges - Interest	37	22	16	10	4	-	-
	Amortization of Tangible Capital Assets	4,455	4,860	4,860	4,860	4,860	4,860	4,860
	Total Expenses	34,536	37,751	32,509	32,849	33,198	33,565	33,943
Other								
	Capital Expenditures (Excluding Wages)	3,824	35,000	-	-	-	-	-
	Debt Principal Repayment	474	535	541	547	540	-	-
	Transfer to/(from) Reserves	(10,005)	(42,781)	6,721	7,775	8,833	10,406	11,428
	Unfunded Amortization	(4,455)	(4,860)	(4,860)	(4,860)	(4,860)	(4,860)	(4,860)
	Total Other	(10,162)	(12,106)	2,402	3,462	4,513	5,546	6,568
Lillies Lake Waste Water Plant (Surplus)/Deficit:		(1,682)	-	-	-	-	-	-
Painted Boat Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan; Forecast Budget			
394		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	9,660	10,268	10,912	12,462	14,012	15,562	17,112
	User Fees & Service Charges	21,312	23,650	22,477	22,477	22,477	22,477	22,477
	Total Revenues	30,972	33,918	33,389	34,939	36,489	38,039	39,589
Expenses								
	Administration	2,244	2,246	2,438	2,438	2,438	2,438	2,438
	Wages and Benefits	14,261	10,395	10,727	10,987	11,262	11,547	11,833
	Operating	5,104	10,016	8,176	8,176	8,176	8,176	8,176
	Debt Charges - Interest	37	22	16	10	4	-	-
	Amortization of Tangible Capital Assets	6,622	7,220	7,220	7,220	7,220	7,220	7,220
	Total Expenses	28,268	29,899	28,577	28,831	29,100	29,381	29,667
Other								
	Capital Expenditures (Excluding Wages)	9,346	7,500	-	-	-	-	-
	Debt Principal Repayment	474	535	541	547	540	-	-
	Transfer to/(from) Reserves	4,400	3,204	11,491	12,781	14,069	15,878	17,142
	Unfunded Amortization	(6,622)	(7,220)	(7,220)	(7,220)	(7,220)	(7,220)	(7,220)
	Total Other	7,598	4,019	4,812	6,108	7,389	8,658	9,922
Painted Boat Waste Water Plant (Surplus)/Deficit:		4,894	-	-	-	-	-	-

Sakinaw Ridge Waste Water Plant		Actuals	Amended Budget	Round 1 Budget	Financial Plan: Forecast Budget			
395		2022	2022	2023	2024	2025	2026	2027
Revenues								
	Frontage & Parcel Taxes	24,516	24,513	25,003	25,003	25,003	25,003	25,003
	User Fees & Service Charges	13,793	13,236	14,560	14,560	14,560	14,560	14,560
	Total Revenues	38,309	37,749	39,563	39,563	39,563	39,563	39,563
Expenses								
	Administration	4,404	4,406	4,720	4,720	4,720	4,720	4,720
	Wages and Benefits	11,632	20,087	16,989	17,409	17,841	18,290	18,749
	Operating	6,205	16,158	14,325	14,325	14,325	14,325	14,325
	Debt Charges - Interest	73	43	31	19	7	-	-
	Amortization of Tangible Capital Assets	14,784	16,127	16,127	16,127	16,127	16,127	16,127
	Total Expenses	37,098	56,821	52,192	52,600	53,020	53,462	53,921
Other								
	Debt Principal Repayment	947	1,069	1,081	1,093	1,080	-	-
	Transfer to/(from) Reserves	(4,010)	(4,014)	2,417	1,997	1,590	2,228	1,769
	Transfer to/(from) Accumulated Surplus	-	-	-	-	-	-	-
	Unfunded Amortization	(14,784)	(16,127)	(16,127)	(16,127)	(16,127)	(16,127)	(16,127)
	Total Other	(17,847)	(19,072)	(12,629)	(13,037)	(13,457)	(13,899)	(14,358)
Sakinaw Ridge Waste Water Plant (Surplus)/Deficit:		(19,058)	-	-	-	-	-	-

2022 FTE Approved FTE Count 2.357

2023 Approved FTE Count 2.357

FTE Change 0.00

2023 Proposed Increase 0.00

ANNEX AA

[illegible]

Function Mo.		Stipend	Project Title	Description	Carry Forward Amount	Service Participants	Location(s) of Work / Proposal	Category	Proj #	Amount	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved Proj # (to be hidden)	NA Adapt (to be hidden)	Amount (to be hidden)	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Total Budget Taxation	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals			
COMMUNITY SERVICES																																								
27	310		Public Transit - Building Improvements - Increased Safety (see additional approved in 2022)	Increased Safety and Security at Mason Road site (e.g. Security system, CCTV and improved external lighting). Requested a Privacy Impact Assessment (PIA) be completed for CCTV and security system on April 6, 2021. June 4 update: waiting for PIA to be completed for CCTV. Update August 12 - Quotes received for light pole installation. Will be unable to complete all the projects within the approved budget, but will move forward with the most critical first (external parking lot lighting). Work anticipated to be completed in September 2021. CCTV and security project to be carried forward to 2022, additional budget request approved and included in 2022 Budget. Mar 22 update: Additional budget approved in March 2022. Project to commence in Q2. May 9 update: Light post installed, lights on back order until August. PIA for CCTV 50% complete. 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. Nov 24: No change. New manager on board, and will prioritize in Q1 2023	\$6,000	B, D, E, F, DoS, SNGD, ToG	Sechelt																																	
28	310		Public Transit - Security System and CCTV	The budget approved in 2021 for this project included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements Increased Safety) Mar 22 update: Additional budget approved in March 2022. Project to commence in Q2. April 8 Update: Light post installed on March 1st. Lights on back order until mid April. May 9 update: Light post installed, lights on back order until August. PIA for CCTV 50% complete. 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. Nov 24: No change. New manager on board, and will prioritize in Q1 2023.	\$3,250	B, D, E, F, DoS, SNGD, ToG	Sechelt																																	
29	310		Public Transit - Permanent Enhanced Cleaning Standards (1.4 FTE)	In response to the global pandemic, BC Transit required enhanced cleaning standards including the requirement to disinfect buses every day. In 2021 and 2022, one-time operating funding was approved to support the additional wages required to fulfill this commitment to BC Transit. In 2022, these enhanced cleaning standards were built into the Annual Operating Agreement with BC Transit and is now a permanent cleaning standard that needs to be built into the base budget. The project requests ongoing base budget lift to support the additional wages (~ 49 hours/week).		B, D, E, F, DoS, SNGD, ToG	B, D, E, F, DoS, SNGD, ToG	NON DISC	1	\$103,757	1	1-Taxation	Taxation \$51,900 and BCT \$51,857	1,400			0	\$0.00	0.000	15.11	\$15,677.68	0.123	11.5	\$11,932.06	0.094	8.93	\$9,265.50	0.073	14.29	\$14,826.88	0.116	33.44	\$34,696.34	0.272	14.53	\$15,075.89	0.118	2.19	\$2,272.28	0.018
30	310		Public Transit - Supernumerary Compensation (Base Budget) (0.75 FTE Temporary)	The transit division provides a daily call out list to the 3rd party. This list outlines what drivers/employees to call for coverage and in the order required through the collective agreement based on seniority. Frequently, the 3rd party is unable to secure a driver, which results in management working outside of normal business hours to find an available driver. Transit is proposing a one year pilot to trial a new process that would include a driver on call, with the intended outcome of minimizing the number of hours management is required to work over and above their normal business hours and lead to less disruption to their home life/better work life balance.		B, D, E, F, DoS, SNGD, ToG	B, D, E, F, DoS, SNGD, ToG	DISC	3	\$53,908	1	1-Taxation	2023 Prorated for 9 months \$40,431 - One-Time to be reviewed at end of year	0,750			0	\$0.00	0.000	15.11	\$8,145.50	0.064	11.5	\$6,199.42	0.049	8.93	\$4,813.98	0.038	14.29	\$7,703.45	0.060	33.44	\$18,026.84	0.142	14.53	\$7,832.83	0.061	2.19	\$1,180.59	0.009
31	310		Public Transit - Service Level Base Budget Increase	A staff report will be brought forward to a subsequent Board meeting that will outline the base budget increases required within the Annual Operating Agreement with BC Transit to maintain service levels, to address internal non-shared costs like fleet maintenance and support services, and to address the 2023 proposed service expansion approved in principle by the Board.		B, D, E, F, DoS, SNGD, ToG	B, D, E, F, DoS, SNGD, ToG	NON DISC	2	\$578,671	1	1-Taxation	Combination of Taxation \$162,354, Operating Reserves \$300,000, BCT AOA \$354,296, and Fares \$75,625				0	\$0.00	0.000	15.11	\$87,437.19	0.686	11.5	\$66,547.17	0.522	8.93	\$51,675.32	0.406	14.29	\$82,692.09	0.649	33.44	\$193,507.58	1.519	14.53	\$84,080.90	0.660	2.19	\$12,672.89	0.099
32	312		Fleet Maintenance - Garage Hoist Replacement	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 ALI certification standards. Jul 14 update: RFP to be completed in August. In discussion with BC Transit for possible financial contribution towards the hoist through the annual operating agreement. Sep 22 update: RFP closed and looking to award before end of September. Nov 24: Contract awarded. Hoist ordered, but will take up to 6 months to receive. Project completion estimated for end of Q3 2023. Budget increased by Resolution 247/22 #9.	\$162,000	All	Sechelt																																	

	Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Locations of Work / Proposal	Category	Page #	Amount	Funding Source Code	Funding Source	Additional Funding Source (if Other description)	FTE Request	Approved/Fixt # (to be hidden)	H# Adjust (to be hidden)	Amount (to be hidden)	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost			
88	310 / 312 / 370 / 650		Various - Mason Rd Lease Renewal and Site Plan Implementation (0.20 FTE Temporary Project Manager)	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. Jul 14: Working collaboratively with BC Transit to complete a transit expansion plan for Mason yards. RFP issued. Work will include considerations for long term site planning for parks and utilities. 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 \$42500) Nov 24: 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.	\$42,300	All	Sechelt																																	
89	400 / 650		Community Parks and Cemeteries - Solid Waste Bylaw Implementation (0.03 FTE)	A revised Solid Waste Bylaw was adopted that provided thresholds for the percentage of food waste and food soiled papers permitted in landfill waste disposal effective 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).		All	Regional	NON DISC	1	\$102,701	1	1-Taxation	Prorated 2023 Funding = \$94,667 One-time [400] = \$6,660 [650] = \$79,973 On-going base budget [400] = \$100 [650] = \$7,934	0.030			0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000
90	400 / 650 / 665 / 680		Various Community Services - Parks Operation Technician (1.0 FTE)	In 2022, a budget for a one year term Parks position was approved to help increase capacity and address backlog. This budget proposal requests that this position become a permanent FTE. This position will support increasing operational service requirements associated with a noticeable increase in project demands, universal park usage, community expectations and maintaining service levels. Climate patterns are changing as well, directly impacting natural asset and risk management requirements. This position can also provide support to one time projects like the cemetery expansion and the retaining wall (as well as future projects).		All	Regional	DISC	1	\$92,272	1	1-Taxation	2023 Prorated for 9 months \$69,204 (split 70% [650], 10% [665], 10% [680], 10% [400])	1.000			0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000
91	616 / 625 / 650 / 680		Various Community Services (All and Area A) - Planning for Recreation Management Software Transition	The contract for the recreation software used for all revenue transactions in Recreation, Pender Harbour Aquatic and Fitness Center, Parks and Dakota Ridge expires in early 2025 (admissions, rentals, point of sales). It is recommended that a feasibility study be conducted to assess and document the business needs that would inform the potential RFP for a new Recreation software service provider in 2024.		All	All	DISC										\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000			
92	665 / 667	Change	Bicycle and Walking Paths (All and Area A) - Expansion Priorities	In 2014/15, several different sections of Bicycle/Walking pathway projects were started. Numerous challenges were encountered along the way that led to these projects being put on hold. Staff reviewed these projects and identified six pathway segments that are in alignment with approved planning documents. These include: Area A - Garden Bay Road (~3250m from Pool Rd to Falconbridge Rd, requires retaining wall); Egmont Road (~1230m from Waugh Lake to Egmont); Area B - Redroofs Rd (~150m from Minnie Rd to O'Brien Rd, requires retaining wall); Area D - Lower Road (~3555m remaining sections); Area E - Gower Point Rd (~115m from Secret Beach to Gibsons electoral boundary, requires retaining wall); Area F - Marine Drive Ph 2 (~1310m both sides of road). This proposal recommends engaging an engineer to develop detailed designs for pathway development and cost estimates to inform 2024 budget proposal for actual construction. Estimated capital construction for all segments is \$7M with associated ongoing operating cost.		A, B, D, E, F	A, B, D, E, F	Not Rec	2	\$294,000	5	5-Other (Debt, Grant, Fees, etc.)	Gas Tax Area A [667] - \$64,000 Area B [665] - \$30,000 Area D [665] - \$80,000 Area E [665] - \$30,000 Area F [665] - \$60,000				\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000	\$0.00	0.000		
			SUBTOTAL CS		\$ 8,576,921.55					\$ 3,139,616.88			\$ 411		- \$ -		\$139,682.97	5.332	\$208,299.13	7.952	\$157,116.06	5.999	\$123,175.36	4.703	\$196,152.06	7.450	\$286,053.29	10.921	\$123,531.40	4.716	\$18,732.20	0.715								

	Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Locations of Work / Proposal	Category	Px#	Amount	Funding Source Code	Funding Source	Additional Funding Source (Other description)	FTE Request	Approver/Px# if to be hidden	Hk Adjust if to be hidden	Amount (to be hidden)	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Ratio %	Budget Item Cost	% of Budget Proposals					
248	365 / 366 / 370		Water Services - Water Rate Structure Review - Phase 2	The SCRD develop a new rate structure, with the assistance of a consultant, based on the outcome of Phase 1 and conduct a legal review of the revised bylaw. There may be additional public engagement, further to Phase 1 of this project. This work will be run in parallel with the broader Bylaw 422 update (to which there is \$20K allocated).		A, B, D, E, F, F Islands and DoS, SInGD	Regional	DISC	3	\$60,000	2	2-User Fees	365-5%, 366-10%, 370-85%					\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%						
249	365 / 366 / 370		Water Services - Water Strategy Implementation - Development of Water System Action Plans	Develop Water System Action plans with the assistance of a consultant. Staff would benefit from consultant support to compile the technical studies/findings/recommendations together to address the needs of each water system. Strategic Objective: -Implement the Water Strategy via the Water System Action Plans for each SCRD Water Systems to ensure all SCRD water users have safe and reliable drinking water now and in the future. -Staff will use the Action Plans to guide their capital planning and work plans.		A, B, D, E, F, F Islands and DoS, SInGD	Regional	DISC	4	\$87,000	2	2-User Fees	365-5%, 366-10%, 370-85%					\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%						
250	381 - 395		Wastewater Treatment Plants (Various) - Pumpout Costs	The SCRD 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.		All	Various	NON DISC	3	\$19,435	2	2-User Fees	[382] Woodcreek Park - \$2,964.60 [385] Secret Cove - \$1,317.60 [386] Lee Bay - \$3,952.80 [387] Square Bay - \$3,952.80 [388] Langdale - \$3,952.80 [391] Curran Rd - \$1,976.40 [393] Lilies Lake - \$329.40 [395] Painted Boat - \$988.20					\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%			
251	383 / 384 / 385 / 388 / 393		Wastewater Treatment Plants (Various) - Outstanding Right of Way	Wastewater plants and collection lines often cross private property to allow for correct alignment. Infrastructure on private land needs to be maintained and operated by the SCRD and need legal Statutory Right of Way (SROW) or easements are required. Through the Asset Management Plan development and further investigation of a number of wastewater plants and collection systems have been identified as missing these documents for various reasons. All outstanding ROW issues have ben identified and staff will be communicating with property owners. Square Bay removed as per Board direction. Resolution of other ROWs is on hold due to staff vacancies	\$20,000	A, B, E, F	A, B, E, F	unsc																																
252	384 - 385		Secret Cove / Jolly Roger Wastewater Treatment Plants - Outfall Maintenance Phase 1	The Secret Cove and Jolly Roger Wastewater treatment Plants operate under a permit issued by the Ministry of the Environment. A condition of the permit is that the treatment plants ocean outfall be inspected once every 5 years. The last time the outfall for Secret Cove and Jolly Roger was inspected was December of 2017. On September 2, 2022 the outfall for the WWTTP's floated to the surface, the SCRD hired a local dive team to re-sink the outfall as an emergency. Approximately 2.5 weeks later the outfall floated to the service again. The SCRD hired a dive team to re-sink the outfall and complete an inspection. The dive team noted that the outfall had anchors that needed replacement and that the outfalls current anchoring spacing isn't as per installation specifications.		B	B	unsc	4	\$22,000	4	4-Reserves	[384] Jolly Roger - \$11,000 Operating Reserves [385] Secret Cove – \$11,000 Operating Reserves						\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%					
			SUBTOTAL ISC		\$ 26,668,132.37					\$ 7,398,530.68			1,000	-	\$ -			\$57,152.00	2.182		\$48,792.00	1.863		\$37,128.00	1.417		\$28,842.00	1.101		\$46,132.00	1.781		\$107,958.00	4.122		\$46,930.00	1.792		\$7,068.00	0.270
			Net Cost of Budget Proposals		\$ 38,638,828.55					\$ 12,737,622.93			16,355	-	\$ -			\$297,431.86	11.353		\$342,364.87	13.071		\$259,608.59	9.911		\$202,796.34	7.742		\$332,504.50	12.694		\$527,533.52	20.140		\$229,504.35	8.724		\$38,244.98	1.460
			TOTALS:																																					
					\$ 2,619,346.33				1	1-Taxation								\$ 2,892,247			\$ 4,076,382			\$ 3,203,955			\$ 2,452,232			\$ 3,916,289			\$ 4,587,654			\$ 2,934,150			\$ 386,301	
					\$ 773,630.60				2	2-User Fees								\$28,922.47			\$40,763.82			\$32,039.55			\$24,522.32			\$39,162.69			\$45,876.54			\$29,241.50			\$3,863.01	
					\$ 550,478.00				3	3-Support Services																														
					\$ 2,840,600.00				4	4-Reserves								10.284%			8.399%			8.103%			8.270%			8.490%			11.499%			7.788%			9.900%	
					\$ 5,953,568.00				5	5-Other (Debt, Grant, Fees, etc.)								Area A		Area B			Area D			Area E			Area F			DOS			ToG			SIGD		
					\$ 12,737,622.93					TOTAL OF ALL PROJECTS																														

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Sherry Reid, Corporate Officer
Dean McKinley, Chief Administrative Officer

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [110] GENERAL GOVERNMENT

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [110] General Government be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[110] – Legislative Services Assistant (0.5 FTE temporary casual to permanent)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	2023 prorated (9 months) - \$18,750
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	FTE Lift for Legislative Services Assistant (0.5 casual to 0.4 permanent lift) - pilot to permanent. In 2020, a 0.5 FTE lift was approved for Legislative Services. The approved lift was for temporary support through to the end of 2022 to then be re-evaluated to determine whether an ongoing need

		existed. To complete increasing work plans a permanent 0.4 lift is requested.
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$25,000 annual ongoing

2	<i>Function Number – Project Name:</i>	[110] – Corporate Review - Organizational
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	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 current staffing is sufficient in consideration of such things as the size of the community, the size of the organization, the SCRD's overall budget and the services that the SCRD is currently providing.
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBC – based on the results of the review

3	<i>Function Number – Project Name:</i>	[110 / 117] – Electronic Document Records Management System (EDRMS) Conversion (0.6 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional

<i>2023 Funding Required:</i>	<p>2023 total \$127,000, as follows:</p> <p>\$45,000 - Records Management Software (one time)</p> <p>\$40,000 - Consulting Services for implementation and training (one time)</p> <p>\$12,000 – Annual maintenance software support (estimate for year one)</p> <p>\$36,000 - 0.6 lift for Records Technician (funding required is pro-rated 9 months in year-one to \$27,000)</p>
<i>Funding Source(s):</i>	Operating Reserves - \$85,000; Support Services - \$12,000 and Taxation - \$36,000 (prorated for 2023 – 9 months to \$27,000)
<i>Asset Management Plan Implications:</i>	n/a
<i>Rationale / Service Impacts:</i>	<p>Retire SCRD's current on-premises Electronic Document Records Management System (Content Server) and replace it with a modernized cloud-based solution configured to manage both physical and electronic records in the Teams / SharePoint cloud environment.</p> <p>Deliver a change management and sustainment solution to support the implementation of managing records in SharePoint that includes training, communications, policy and procedure framework, and solution support.</p>
<i>Climate Action Impact</i>	n/a
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>\$133,000 Total</p> <p>\$12,000 estimated for annual maintenance / support fee for Records Management software</p> <p>\$36,000 annual for Records Technician lift</p>

4	<i>Function Number – Project Name:</i>	***NEW [110] – Consulting Services - 2023 – 2026 Strategic Planning
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>The Strategic Plan provides the vehicle by which the Board agrees on the vision, mission and values, as well as the medium and short-term goals and objectives of the organization.</p> <p>The goal is to have:</p> <ol style="list-style-type: none"> 1) a clear and concise plan which outlines measurable and easily understood targets 2) a clear and concise model for reporting out where measured progress is the focus 3) a short public report card which summarizes goals, objectives, and targets in an attractive, plain language format.
	<i>Climate Action Impact</i>	TBC
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a

5	<i>Function Number – Project Name:</i>	***NEW [110] – Organizational Policy and Bylaw Review (Temporary 1.0 FTE for two years)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	<p>2023 Total: \$79,400 (funding required is pro-rated to 9 months)</p> <p>Amount includes 24% for benefits and \$5,000 overhead for software licenses, or other equipment associated with the position.</p>
	<i>Funding Source(s):</i>	Taxation

	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>An organization-wide comprehensive review, assessment, and update of SCRD operational policies and related bylaws is needed to ensure operational efficiencies, legislative and regulatory compliance, and alignment with organizational priorities established by the Board.</p> <p>Policies and related bylaws must be relied on by staff to provide guidance with respect to delegated authority and to also provide legislative guidance when implementing Board directives.</p> <p>It has been over a decade since a comprehensive organization-wide review has been conducted. Since that time there has been significant changes in provincial legislation that has imposed new requirements and responsibilities on local governments as well as enabled new authorities. A review of SCRD's operational policies and related bylaws is needed to ensure legislative and regulatory compliance with new rules as well as to implement processes that facilitate new authorities granted under the legislation and to reflect changes in SCRD practices.</p> <p>A temporary full-time resource is being requested to coordinate this organization-wide initiative that will benefit policy work in all SCRD departments. Work undertaken will include:</p> <ul style="list-style-type: none"> • development of a corporate policy framework and review process • research to document/verify legislative changes • assessment of organizational policy needs • identification of policy gaps/ recommendations for changes and improvements • revision of existing operational policies to ensure alignment with SCRD bylaws and related documents • development of a corporate policy register/manual • creation of policy templates <p>The request is for a temporary two-year position to be re-evaluated at the end of 2024 to determine whether an ongoing need for this work exists.</p>

	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Total in 2024: \$99,200 inclusive of benefits

Financial Implications

Five-Year Vehicle Replacement Reserve Plan					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 45,458	\$ 45,458	\$ 45,458	\$ 45,458	\$ 45,458
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 45,458	\$ 45,458	\$ 45,458	\$ 45,458	\$ 45,458

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 458,285.00	\$ 313,285	\$ 313,285	\$ 313,285	\$ 313,285
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Organization Review	\$ (30,000.00)				
EDRMS	\$ (85,000.00)				
Strategic Plan Development	\$ (30,000.00)				
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 313,285	\$ 313,285	\$ 313,285	\$ 313,285	\$ 313,285

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

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

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [112/113] CORPORATE FINANCE / FINANCE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [112/113] Corporate Finance / Finance be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	Function Number – Project Name:	***NEW [112/113] – Financial Analyst (1.0 FTE)
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	2023 - \$61,658 (prorated 7 months)
	Funding Source(s):	Support Services
	Asset Management Plan Implications:	None
	Rationale / Service Impacts:	The Financial Services division is separated into two sections of responsibility. The majority supports the daily financial operations of the SCRD such as accounts payable, accounts receivable, payroll, audit, financial reporting as well as utility billing. The other section supports treasury (debt, investments, and cash flow) grants,

	<p>financial analysis, capital accounting, new accounting standards, and the budget.</p> <p>The budget for the SCRD has grown from a combined total of \$56.4M in 2019 to \$94.9M in 2022, a 68% increase in just 3 years. As the budget grows so do the number of ongoing projects and overall staff levels in the various functions which require more ongoing support from finance.</p> <p>In addition to the growing workload, there are also many financial undertakings planned such as fees and charges reviews, expanding long-range financial planning (asset management/capital plans), a water rates study, and a landfill analysis will require additional finance support/management. Therefore, additional resources in the financial planning section are required to meet the corporate demand.</p> <p>The current FTE count for all Financial Services is 11.7 and was from 11.4 for the prior 5 years. The slight increase in resources approved in 2021 has been helpful, however, the demands for services and financial expertise continues to increase, resulting in several staff working excessive additional hours. Risk of retention and burnout are a concern.</p> <p>Also of note - although there has been a significant increase in transactional information that needs to be processed, there continues to be effort spent on improving operational processes and efficiency that has resulted in additional capacity being gained which has mitigated the need for more resources in some areas of the service. However, with new initiatives such as water meter billing, more resources in operations are likely needed in the next 2 years.</p>
<i>Climate Action Impact</i>	N/A
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024-2027 salary \$78,000 benefits \$27,700 for a total of \$105,700 per year

2	<i>Function Number – Project Name:</i>	***NEW [112/113] – Reduction/Rate Stabilization
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	2023 - (\$50,000) Reduction
	<i>Funding Source(s):</i>	From Operational Reserves and Reduction
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>Financial Services operational reserves (see table below) have been building over the last three years as a result of ongoing staff vacancies. In 2022, the Board approved using \$70,000 to reserves to decrease support service costs.</p> <p>As part of year-end review and as part of the final carry-forward projects, staff will be recommending reducing a project from \$100,000 to \$25,000 for the implementation of the new Public Sector Accounting Standards (ARO) as we have been able to do work using in house professional staff. Therefore, these funds would be returned to the reserve.</p> <p>As part of the Board's Financial Sustainability Policy, Operational Reserves can be used as a 'rate stabilization' fund to mitigate increases. Therefore, it is proposed to use an amount for the next 5 years which would offset increases to support service costs for Financial Services.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024-\$50,000-Rate Stabilization from OP Reserves
		2025-2027-\$40,000 Rate Stabilization from OP Reserves

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 558,189	\$ 583,189	\$ 383,189	\$ 343,189	\$ 303,189
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2022 Cancel Carry-Forward (ARO Implementation)	\$ 75,000				
2023 Budget Proposals	\$ (50,000)	\$ (50,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)
2024-Software Update		-\$ 150,000			
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 583,189	\$ 383,189	\$ 343,189	\$ 303,189	\$ 263,189

Reviewed by:			
Manager	X - L. Smith	Finance	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Gerry Parker, Senior Manager, Human Resources

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [115] HUMAN RESOURCES

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [115] Human Resources be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[115] – Human Resources Advisor (1.0 FTE) and Human Resources Assistant (0.40 FTE)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	HR Advisor (1.0 FTE): 2023 pro-rated at 7 months \$78,750. HR Assistant (0.4 FTE): 2023 pro-rated at 8 months \$23,733.
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	n/a

	<i>Rationale / Service Impacts:</i>	Ongoing and incremental recruitment needs, associated job description redesign, reclassification, creation of advertisements, development of selection criteria / interview questions, testing methodology, and all other elements of talent acquisition (especially in difficult to fill roles) has increased substantially over the past number of years. That produced more scheduled orientation, on-boarding, benefit administration, claims management, documentation administration and ongoing training and development needs.
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Will follow exempt salary grid process. 2024 Totals: HR Advisor (1.0 FTE) - \$108,000 per annum salary plus \$27,000 benefits and overhead for \$135,000 HR Assistant (0.4 FTE) - \$28,400 per annum plus \$7,200 benefits and overhead for \$35,600 per annum

2	<i>Function Number – Project Name:</i>	[115] – LinkedIn Annual Recruiter Package - Online Tool License Purchase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$12,000
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	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. An incremental lift of about \$12k for purposes of a “LinkedIn Recruiter” package is viewed as vital to

		ongoing talent acquisition. Package was purchased and successfully piloted in 2021, producing over 125 incremental contacts for difficult to fill positions.
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2023 one-time cost to be reviewed in 2024 for program effectiveness.

3	<i>Function Number – Project Name:</i>	***NEW [115] – Discontinue Ongoing Contribution to Reserve and Rate Stabilization
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	2023-(\$-30,000) Reduction
	<i>Funding Source(s):</i>	-\$10,000 Discontinue annual contribution and use -\$20,000 as a rate stabilization from Operational Reserves (Support Service Reduction)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>The HR operational reserves (see table below) have been building over the last few years and it has been determined a base of \$200-150K would likely be a sufficient reserve for the service at this time.</p> <p>As part of the Board's Financial Sustainability Policy, Operational Reserves can be used as a 'rate stabilization' fund to mitigate increases. Therefore, it is proposed to use an amount for the next 5 years which would offset increases to support service costs for Human Resources which would decrease the Support Service costs.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024-2027- Discontinue the annual contribution of \$10,000 to Reserves and a further \$20,000-Rate Stabilization from OP Reserves.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 313,580	\$ 293,580	\$ 273,580	\$ 253,580	\$ 233,580
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)
Contribution to Reserve					
Closing Balance in Reserve	\$ 293,580	\$ 273,580	\$ 253,580	\$ 233,580	\$ 213,580

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR [116] PURCHASING AND RISK MANAGEMENT**

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [116] Purchasing and Risk Management be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	Business Continuity Management Program (BCMP)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$18,000
	<i>Funding Source(s):</i>	Support Services (possible grant)
	<i>Asset Management Plan Implications:</i>	A BCMP will help support asset governance
	<i>Rationale / Service Impacts:</i>	BCMP is addressed under a new legislation, expected to be released spring 2023 for Emergency Program.

		<p>Under this new act it is being proposed that there is a requirement for Local Authorities to standardized programs and plans preparedness. This standardizing includes having business continuity plans.</p> <p>We are also exploring with Municipal Insurance Association of BC (MIA) to possibly use a grant towards this project.</p>
	<i>Climate Action Impact</i>	Supports Climate Action as part of the Business Continuity Plan (BCP). Identify scenarios for planning such as fire, flood, pandemic, and denial of access;
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Having a BCP allows organizations to build and improve our resilience in responding quickly to an interruption. Business continuity saves money, time, and company reputation. An extended outage risks financial, personal and reputation loss.

2	<i>Function Number – Project Name:</i>	***NEW Procurement Buyer Support 0.3 FTE casual
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	2023 portion-\$27,810 pro-rated \$20,165 annual salary, \$6,645 for benefits and WCB and \$1,000 for software and office equipment.
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	The proposed 0.3 FTE casual position will perform purchasing tasks supporting the increased service requirements in purchasing and risk division work plans as other divisions projects grow and staff increase in their capacity. This growth is resulting in Purchasing becoming a point of congestion for project implementation timelines.

		<p>The Purchasing and Risk division has not expanded since 2016 and the SCRD corporate workplan has continued to grow. The volume of purchasing solicitations alone has seen an 193% increase from 2016 to 2022.</p> <p>A 0.3 FTE causal for the Purchasing and Risk division will serve to relieve some of the pressures on the division, holiday coverages as well as provide much needed support to meet increasing requirements and important projects can continue to move forward and completed.</p> <p>Higher Workload can result in professional staff leaving, expose the organization to greater legal and reputation risk when procurement services does not the time or capacity to focus on the proper development of Solicitations which can result into mistakes happening.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2024 onward-\$28,303</p> <p>\$21,058 annual salary, \$6,645 for benefits and WCB and \$600 for annual software</p>

Financial Implications

This Function has no Reserve Plans.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) - January 23-25, 2023

AUTHOR: David Nelson, Manger, Information Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [117] INFORMATION TECHNOLOGY

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [117] INFORMATION TECHNOLOGY be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

NON - DISCRETIONARY

1	<i>Function Number – Project Name:</i>	***NEW [117] – Cybersecurity Analyst- 1.0 FTE
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	\$99,906 consisting of: Salary \$71,250, Benefits \$23,156 (prorated for 9 months) and One-time expenses \$5,500 (IT equipment, forensic software)
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	Significant benefits to the availability and useability of all Information Services assets.
	<i>Rationale / Service Impacts:</i>	This ongoing position will design, develop, and administer a formal cybersecurity resilience program for the SCRD following applicable industry standards and evolving best practices.

		<p>This role will implement the cybersecurity recommendations resulting from the SCRD's 2022 cyber incident which were provided by the cyber security consultants that the SCRD engaged. These include Critical Security Controls following best practices of the Center for Internet Security (CIS).</p> <p>This position will also build some capacity within the division as existing staff are trying to tend to initiatives that strengthen cybersecurity within the organization such as training and awareness.</p> <p>The work to enhance cybersecurity protection for the SCRD will likely result in future budget asks for hardware, software and or services.</p>
	<i>Climate Action Impact</i>	<i>n/a</i>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024 and ongoing (1 FTE): Salary \$95,000 Benefits \$30,875, following collective agreement wage increases.

2	<i>Function Number – Project Name:</i>	[117] – Information Technology - Cyber Security Insurance
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	2023 (10 months): Premiums Total \$50,000
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	Significant benefits to the availability and useability of all Information Services assets, by ensuring adequate resourcing respond to cybersecurity incidents.
	<i>Rationale / Service Impacts:</i>	Previously the SCRD self-insured against potential losses from cyber risks. A 2022 cybersecurity incident resulted in extraordinary spending of \$85,000 to engage cybersecurity consultants and staff overtime to respond, contain, and mitigate effects of the data breach. Cyber security insurance will outsource and mitigate some of the increasing global cyber risks. While the objectives of the other 2023 function 117 budget proposal (Cybersecurity Analyst) are multifaceted hardening of the SCRD's cybersecurity stance to avoid

		repeat incidents, insurance provides additional protection against the ever-evolving cyber threat landscape.
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024 and ongoing: Premiums Total \$60,000

Financial Implications

Five-Year Capital Reserve Plan					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$402,157	\$412,157	\$422,157	\$432,157	\$ 442,157
Budgeted contributions	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2023 Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$412,157	\$422,157	\$432,157	\$442,157	\$ 452,157

Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 149,100.00	\$ 149,100	\$ 149,100	\$ 149,100	\$ 149,100
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 149,100	\$ 149,100	\$ 149,100	\$ 149,100	\$ 149,100

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

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

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [155] FEASIBILITY (AREA F)

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [155] Feasibility (Area F) be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[155] – Connected Coast Connectivity Feasibility Study
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area F, and Area F Islands
	<i>2023 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Funding is required to initiate a feasibility study for the proposal of establishing a new service for Area F (Island-Gambier and Keats-tbd) high speed internet which is the result of a proposal from a project called 'Connected Coast'. Preliminary costs to conduct the feasibility study include work to

		<p>define the service, public consultation, community survey, meetings and possibly costs associated with an Alternative Approval Process (AAP) to secure elector approval.</p> <p>The costs are funded through a temporary feasibility function through taxation. If the service is ultimately established, the costs incurred as part of the feasibility are deemed to be a cost of the service and would be recovered as such. This means the feasibility service participants would be credited and the new service participants would be charged the feasibility costs and any new costs of the service going forward.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBC – based on the results of the study

Financial Implications

There are no Reserves for this Function.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [200] BYLAW ENFORCEMENT

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [200] Bylaw Enforcement be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[200] – Bylaw Officer (1.0 FTE), plus environmental training
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, Islands, sNGD
	<i>2023 Funding Required:</i>	Hours 35 hrs/week x 52 weeks = 1,820 hours Wage 1820 x \$35.14/hour \$63,954.80 Benefits 63,954.80 x 0.3249 \$20,778.91 Enviro Training \$15,000.00 2023 - Bylaw Officer pro-rated at 0.6 FTE \$50,840.23 2023 Total (Pro-rated plus Enviro Training) \$65,840.23
	<i>Funding Source(s):</i>	Taxation

	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	<p>There has been a significant increase in the number of bylaw files associated with environmental issues such as tree cutting and works conducted within riparian areas. In addition to the increase in the number of these files, they are generally quite complex and require more staff time. The current bylaw staff does not have the capacity to deal with these files in addition to the other bylaw and animal control files in a timely way.</p> <p>Along with a staffing complement lift, environmental training will be provided to all Bylaw Enforcement Officers to enhance team capacity and respond to infraction trends.</p>
	<i>Climate Action Impact</i>	With the changing climate, the importance of enforcing environmental bylaws is only increasing in importance.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This will be a permanent position with the associated costs on an ongoing basis.</p> <p>Hours 35 hrs/week x 52 weeks = 1,820 hours Wage 1820 x \$35.14/hour \$63,954.80 Benefits 63,954.80 x 0.3249 \$20,778.91</p> <p>Enviro Training \$15,000.00</p> <p>Total for 2024 onward \$99,733.71</p>

2	<i>Function Number – Project Name:</i>	[200] – Bylaw Enforcement Base Budget Increase
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, Islands, sNGD
	<i>2023 Funding Required:</i>	\$18,200
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	The operating budget for the Bylaw Enforcement Division is not meeting the current demands of the department. The current budget amounts were set

		in when the FTE was 2.0 and prior to the recent inflationary increases. Lifts to budget for training, uniforms and core office supplies are required. The current FTE is 3.0 with the intention to increase that to 4.0 in 2023.
	<i>Climate Action Impact</i>	None anticipated.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This will be a permanent increase with the associated costs on an ongoing basis.

Financial Implications

Five-Year Capital Reserve Plan					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 17,543	\$ 17,543	\$ 17,543	\$ 17,543	\$ 17,543
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 17,543	\$ 17,543	\$ 17,543	\$ 17,543	\$ 17,543

Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 197,792.00	\$ 217,792	\$ 217,792	\$ 217,792	\$ 217,792
2022 Operating Surplus	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 217,792	\$ 217,792	\$ 217,792	\$ 217,792	\$ 217,792

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Matt Treit, Manager, Protective Services
Rob Michael, Fire Chief

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [210] GIBSONS AND DISTRICT FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [210] Gibsons and District Fire Protection be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

1	<i>Function Number – Project Name:</i>	[210] – Training budget (Base Budget Increase)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and Town of Gibsons
	<i>2023 Funding Required:</i>	\$3,375 for Gibsons Total between 210, 212 and 216- \$21,675
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	In accordance with the SCRD Fire Department Strategic Plan (Dave Mitchell & Associates 2018), it is recommended to increase the funding for training to 80% of the recommendation contained within the report.

		<p>Recommended \$1,000-\$2,000 per year per member based on service level of department (exterior, interior, full). (Current \$1,500 per year per member)</p> <p>Additionally, the province has updated the BC Structural Firefighter Minimum Training Standards for all recognized fire departments. Efforts are ongoing to meet or exceed these minimum training standards.</p>
	<i>Climate Action Impact</i>	Better trained firefighters lead to more efficient operations, limiting the negative impacts of emergency events on the climate.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing assessment of training requirements and upcoming honoraria review may lead to future budget proposals related to this item.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Prior yr. closing balance	\$ 518,185	\$739,585	\$ 96,185	-\$289,915	-\$ 83,715
Budgeted contributions	\$ 237,500	\$237,500	\$275,000	\$275,000	\$275,000
Future capital renewal needs	-\$ 16,100	-\$880,900	-\$661,100	-\$ 68,800	-\$411,200
Forecasted closing balance	\$ 739,585	\$ 96,185	-\$289,915	-\$ 83,715	-\$219,915

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 200,423.00	\$ 200,423	\$ 200,423	\$ 200,423	\$ 200,423
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 200,423	\$ 200,423	\$ 200,423	\$ 200,423	\$ 200,423

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Matt Treit, Manager, Protective Services
Patrick Higgins, Fire Chief

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [212] ROBERTS CREEK FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [212] Roberts Creek Fire Protection be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[212] – Training Budget (Base Budget Increase)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area D
	<i>2023 Funding Required:</i>	\$4,500 for Roberts Creek Total between 210, 212 and 216 - \$21,675
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	In accordance with the SCRD Fire Department Strategic Plan (Dave Mitchell & Associates 2018), it is recommended to increase the funding for training to 80% of the recommendation contained within the report.

		Recommended \$1,500 per year per member (Current \$1,000 per year per member) Additionally, the province has updated the BC Structural Firefighter Minimum Training Standards for all recognized fire departments. Efforts are ongoing to meet or exceed these minimum training standards.
	<i>Climate Action Impact</i>	Conservation is a priority of our service. Once that is achieved, a line can be drawn to positive climate impacts.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing assessment of training requirements and an upcoming honoraria review may lead to future budget proposals related to this item.

Financial Implications

Five-Year Capital Reserve Plan					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Prior yr. closing balance	\$ 399,520	\$ 548,720	\$ 548,220	\$ 439,320	\$576,820
Budgeted contributions	\$ 157,000	\$ 157,000	\$ 157,000	\$ 157,000	\$157,000
Budgeted renewal fund					
Future capital renewal needs	-\$ 7,800	-\$ 157,500	-\$ 265,900	-\$ 19,500	\$ -
Forecasted closing balance	\$ 548,720	\$ 548,220	\$ 439,320	\$ 576,820	\$733,820

Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 105,370.00	\$ 105,370	\$ 105,370	\$ 105,370	\$ 105,370
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 105,370	\$ 105,370	\$ 105,370	\$ 105,370	\$ 105,370

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Matt Treit, Manager, Protective Services
Ryan Daley, Fire Chief

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [216] HALFMOON BAY FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [216] Halfmoon Bay Fire Protection be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[216] – Training Budget (Base Budget Increase)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2023 Funding Required:</i>	\$13,800 for Halfmoon Bay Total between 210, 212 and 216- \$21,675
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	In accordance with the SCRD Fire Department Strategic Plan (Dave Mitchell & Associates 2018), it is recommended to increase the funding for training to 80% of the recommendation contained within the report.

		Recommended \$1,500 per year per member (Current \$625 per year per member.) Additionally, the province has updated the BC Structural Firefighter Minimum Training Standards for all recognized fire departments. Efforts are ongoing to meet or exceed these minimum training standards.
	<i>Climate Action Impact</i>	Better trained firefighters lead to more efficient operations, limiting the negative impacts of emergency events on the climate.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing assessment of training requirements and an upcoming honoraria review may lead to future budget proposals related to this item.

Financial Implications**Five-Year Capital Reserve Plan (or longer, if applicable)**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Prior yr. closing balance	\$ 316,625	\$ 617,332	\$ 774,748	\$ 872,974	\$ 856,800
Cancelled carryforwards	\$ 104,707				
Budgeted contributions	\$ 196,000	\$ 189,316	\$ 115,526	\$ 115,526	\$ 115,526
Future capital renewal needs	\$ -	-\$ 31,900	-\$ 17,300	-\$ 131,700	-\$ 869,400
Forecasted closing balance	\$ 617,332	\$ 774,748	\$ 872,974	\$ 856,800	\$ 102,926

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 65,224.00	\$ 65,224	\$ 65,224	\$ 65,224	\$ 65,224
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 65,224	\$ 65,224	\$ 65,224	\$ 65,224	\$ 65,224

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR [222] SUNSHINE COAST EMERGENCY PLANNING**

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [222] Sunshine Coast Emergency Planning be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[222] – FireSmart 2.0
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	\$370,000
	<i>Funding Source(s):</i>	Contingent-UBCM grant funding
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	As part of the SCRD's Community Resiliency Investment (CRI) grant application, protective services is proposing to hire up to 4.5 FTE as part of the FireSmart program.

		This proposal is contingent on a successful grant application.
	<i>Climate Action Impact</i>	The FireSmart program is designed to reduce the impact of wildfires on local communities, adapting to a climate-associated risk
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing support of the FireSmart program will be contingent on future grant funding or Board decision.

2	<i>Function Number – Project Name:</i>	[222] Emergency Support Services (ESS) Director Exempt, casual position (0.114 FTE)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	2023 Prorated 9 months at \$7,409.50 – (\$4,199.52 wages, \$209.98 benefits and \$3,000 overhead base budget increase for training / mileage, etc.)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	<p>The ESS Director role is an important, high-demand position, requiring service at unscheduled hours.</p> <p>Coordination and capacity for this important program would be increased by establishing the role as a partially compensated position or through a contracted arrangement (both models possible).</p>
	<i>Climate Action Impact</i>	None
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024 and on \$9,879.33 (\$4,000 overhead plus \$5,879.33 salary and benefits).

3	<i>Function Number – Project Name:</i>	[222] – Hazard, Risk and Vulnerability Analysis (HRVA) Update
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None.
	<i>Rationale / Service Impacts:</i>	An HRVA examines the likelihood and consequence of various hazards which could impact the Sunshine Coast. The HRVA forms the basis for the development of the Emergency Response and Recovery Plan. Our current HRVA was completed in 2005 thus making it 18 years old as of 2023.
	<i>Climate Action Impact</i>	The changing environment has introduced new hazards to our community which will need to be evaluated.
4	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The HRVA should be updated every five years. Once this major revision has been completed, future updates should be able to be completed in-house. 2024 onward-Fund \$10,000 per year to contribute to operating reserves for this item. In 2028 we would have another HRVA review to do which would be budgeted and funded.

4	<i>Function Number – Project Name:</i>	***NEW [222] – Extreme Heat Planning Grant
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	\$120,000
	<i>Funding Source(s):</i>	Provincial grant
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	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.
	<i>Climate Action Impact</i>	The changing environment has introduced new hazards to our community, including extreme heat events. This plan is intended to address those hazards.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Until the plan is developed, it is not possible to say what the future financial implications will be.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 37,950	\$ 37,950	\$ 37,950	\$ 37,950	\$ 37,950
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 37,950	\$ 37,950	\$ 37,950	\$ 37,950	\$ 37,950

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 18,600	\$ 43,600	\$ 68,600	\$ 93,600	\$ 118,600
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Closing Balance in Reserve	\$ 43,600	\$ 68,600	\$ 93,600	\$ 118,600	\$ 143,600

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [500] REGIONAL PLANNING

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [500] Regional Planning be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[500] Regional Planning – Regional Housing Coordinator
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$76,997
	<i>Funding Source(s):</i>	Grant-generated by Municipal Regional Destination Tax through Sunshine Coast Tourism through to SCRD
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Continuation of this contracted role to enable further progress on housing action plan. Involves extensive intergovernmental and community coordination.

	<i>Climate Action Impact</i>	Unknown/difficult to assess. Conservation of existing housing stock and potential gentle densification in developed areas can be assumed to have a positive climate impact. Opportunities to integrate climate action (emission mitigation and adaptation measures) in future housing policy are being considered.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This contract has been/is proposed to continue to be supported through revenue sharing from the MRDT and is therefore subject to annual review.

2	<i>Function Number – Project Name:</i>	[500] Regional Planning – SCRD / Public Lands Comprehensive Review
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Taxation – (Grant Possible)
	<i>Asset Management Plan Implications:</i>	Proposal would review SCRD lands (assets) for possible additional or re-purposing. The 2023 project would not have direct asset management implications but could lead to downstream decisions related to assets. Other public or institutional lands (non-SCRD) are proposed to be in scope of this project – these are outside of the SCRD’s asset management purview.
	<i>Rationale / Service Impacts:</i>	SCRD and other public bodies own hundreds of hectares of land on the lower Sunshine Coast in the form of parks, land gifts, surplus utility properties, surplus institutional lands, etc. Meanwhile, there is an urgent need for: 1. Room to expand public services 2. Land for others to develop affordable or workforce housing 3. Closing gaps in the active transportation system Scope would include all publicly-

	<i>Climate Action Impact</i>	None directly from this project; future decisions resulting from project deliverables will apply a climate lens.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	No costs anticipated to flow from this project beyond the project budget.

NOT RECOMMENDED

3	<i>Function Number – Project Name:</i>	[500] Regional Planning – Mt. Elphinstone Hydrological Study
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	Taxation or Grant
	<i>Asset Management Plan Implications:</i>	Project results could lead to updates to SCRD asset management plans for assets within the project boundary.
	<i>Rationale / Service Impacts:</i>	<p>There is a broad need for better mapping of creeks and the coastal areas of the Sunshine Coast along with modeling how climate change will impact hydrology and infrastructure to support current and planned work.</p> <p>A project that partners with Ministry of Transportation and Infrastructure (agency responsible for stormwater management), SCRD (focused on Development Permit Areas, emergency planning and Hazard, Risk and Vulnerability Analysis (HRVA)) and involving Town and Gibsons and skwxwu7mesh Nation in the ways they wish to be involved is proposed.</p> <p>Staff have had scoping and cost-sharing conversation with MOTI but have not been able to conclude a confirmed project plan/cost sharing agreement.</p>
	<i>Climate Action Impact</i>	Project is in response to climate change and has potential to drive adaptation action.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	One-time costs for project study.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 137,800	\$ 137,800	\$ 137,800	\$ 137,800	\$ 137,800
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 137,800	\$ 137,800	\$ 137,800	\$ 137,800	\$ 137,800

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Jonathan Jackson, Manager, Planning and Development

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR [500 / 504] REGIONAL AND RURAL PLANNING**

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [500 / 504] Regional and Rural Planning be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[500 / 504] Planning - New Assistant Manager (1.0 FTE) *Allocated 90% to [504] Rural Planning and 10% to [500] Regional Planning.
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F and Regional
	<i>2023 Funding Required:</i>	2023: \$129,758 Wages: \$98,256 (pro-rated) Benefits \$29,477 Other additional costs (i.e. cellphone, memberships, training): \$2,025 (pro-rated)

<i>Funding Source(s):</i>	50% User fees/50% Taxation for 2023 and to be reviewed in 2024 once impact of new fees and charges are known. Total fees received for 2022 were \$88,000, therefore, it is recommended that we cover 50% of the position through taxation and re-assess next year.																					
<i>Asset Management Plan Implications:</i>	N/A																					
<i>Rationale / Service Impacts:</i>	Introduction of a new position for an Assistant Manager, Planning and Development. The intent of this position is to enhance planning services by providing additional capacity at a leadership level to help manage the high volumes of development applications that have been the dominant resource draw in recent years and to further provide support to long range rural and regional planning initiatives (see 2023 Service Plan or Fall 2022 fees report for statistical analysis).																					
<i>Climate Action Impact</i>	This position would be instrumental in providing leadership and guidance in the creation and implementation of rural and regional planning policies that target building climate resilience within our communities.																					
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This is a permanent full-time position that is proposed to be added to the [504] Rural Planning budget on an annual basis. The following table summarizes a 5-year budget horizon for the proposed position.</p> <table><tr><th>Year</th><th>Amount</th><th>Aportionment</th></tr><tr><td>2023</td><td>\$129,758</td><td>75%-pro-rated</td></tr><tr><td>2024</td><td>\$173,010</td><td>100%</td></tr><tr><td>2025</td><td>\$173,010</td><td>100%</td></tr><tr><td>2026</td><td>\$173,010</td><td>100%</td></tr><tr><td>2027</td><td>\$173,010</td><td>100%</td></tr><tr><td></td><td>\$821,798</td><td></td></tr></table>	Year	Amount	Aportionment	2023	\$129,758	75%-pro-rated	2024	\$173,010	100%	2025	\$173,010	100%	2026	\$173,010	100%	2027	\$173,010	100%		\$821,798	
Year	Amount	Aportionment																				
2023	\$129,758	75%-pro-rated																				
2024	\$173,010	100%																				
2025	\$173,010	100%																				
2026	\$173,010	100%																				
2027	\$173,010	100%																				
	\$821,798																					

Financial Implications

Below is the Operating Reserve Plan for Rural Planning [504] Only.

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 60,652	\$ 20,652	\$ 20,652	\$ 20,652	\$ 20,652
2022 Operating Surplus/Deficit (TBD)	\$ (40,000)	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 20,652	\$ 20,652	\$ 20,652	\$ 20,652	\$ 20,652

Reviewed by:			
Manager	X – J. Jackson	Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Brian Kennett, Chief Building Official

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [520] BUILDING INSPECTION SERVICES

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [520] Building Inspection Services be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[520] Building Inspection Services – Vehicle Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, sNGD
	<i>2023 Funding Required:</i>	\$60,000
	<i>Funding Source(s):</i>	Capital Reserve (\$43,000) and Operational Reserve (\$17,000)
	<i>Asset Management Plan Implications:</i>	Vehicle conditions and replacement schedules are reviewed annually by the fleet maintenance supervisor.
	<i>Rationale / Service Impacts:</i>	The Building Division requires two reliable vehicles to continue to provide inspection services to all electoral areas within the SCRD. Building Division vehicle 467 is a 2012 Ford Escape with more than 188,000 kilometers. Based on its current condition,

		<p>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.</p> <p>Based on global supply chain shortages, current new vehicle supply is limited and has resulted in significant increases to delivery times. The recommendation is to preemptively purchase a replacement electric or hybrid vehicle in 2023 that would meet the Division's needs.</p>
	<i>Climate Action Impact</i>	An electric or hybrid vehicle would contribute towards the reduction of the corporate GHG emissions produced by the SCRD fleet.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Studies suggest total cost of ownership for electric vehicles is typically 25% lower than for fossil fuel counterparts over an 8-16 year service life.

2	<i>Function Number – Project Name:</i>	[520] Building Inspection Services – Digital Plan Review Preparedness – Hardware, Software and Training.
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, sNGD
	<i>2023 Funding Required:</i>	\$5,500
	<i>Funding Source(s):</i>	Operational Reserve
	<i>Asset Management Plan Implications:</i>	Negligible
	<i>Rationale / Service Impacts:</i>	<p>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.</p> <p>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.</p>

<i>Climate Action Impact</i>	A significant reduction in the consumption of paper will eventually be a result once building permit applications are able to be accepted digitally. This reduction will contribute to lowering the GHG emissions generated by processing pulp into paper.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Additional costs associated from yearly software licensing and subscription fees can be accounted for in base budgets from 2024 onwards.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 37,448	\$ 448	\$ 6,448	\$ 12,448	\$ 18,448
Contributions Surplus	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
2023 Vehicle Replacement	-\$ 43,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 448	\$ 6,448	\$ 12,448	\$ 18,448	\$ 24,448

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 1,362,868.93	\$ 1,374,369	\$ 1,374,369	\$ 1,374,369	\$ 1,374,369
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle	\$ 17,000.00	\$ -	\$ -	\$ -	\$ -
Digital plan review	\$ (5,500.00)				
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,374,369	\$ 1,374,369	\$ 1,374,369	\$ 1,374,369	\$ 1,374,369

Reviewed by:			
Manager	X – B. Kennett	Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [540] HILLSIDE DEVELOPMENT PROJECT

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [540] Hillside Development Project be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

NON - DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[540] - Hillside Development Project - Headlease Renewal (0.2 FTE)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Electoral Area F
	<i>2023 Funding Required:</i>	\$213,600 with prorated staff for 2023: 2023 salary \$14,560 2023 MERCs \$3,640
	<i>Funding Source(s):</i>	Operating Reserve
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Hillside water lot headlease from the Province expires December 31, 2023. Project would prepare a renewal application that includes consultation with First Nations, Preliminary Archaeological Field

		<p>Reconnaissance (PAFR), updated environmental baseline study, management plan [which could 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 (0.2 FTE):</p> <p>Total salary \$43,680 Total MERCs \$10,920</p> <p>2023 salary \$14,560 2023 MERCs \$3,640</p>
	<i>Climate Action Impact</i>	The Management Plan developed through this project provides an opportunity to integrate climate adaptation measures in, e.g., inspection and management practices.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>It is anticipated that a renewed headlease, if/when approved by the Province, will introduce new management requirements/costs that are not accounted for in current base budget. These cannot be forecast at this time and the term of a potential future lease is unknown.</p> <p>\$250,000 Project total including 2024 Staffing Values:</p> <p>Total salary \$43,680 Total MERCs \$10,920</p>

Financial Implications**Five-Year Operating Reserve Plan (or longer, if applicable)**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 971,900	\$ 521,900	\$ 521,900	\$ 521,900	\$ 521,900
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023-Budget Proposal	\$ (250,000)	\$ -	\$ -	\$ -	\$ -
Other committed Projects	\$ (200,000)				
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 521,900	\$ 521,900	\$ 521,900	\$ 521,900	\$ 521,900

Reviewed by:

Manager		Finance	X - T. Perreault
GM	X - I. Hall	Legislative	
CAO	X - D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Ahmad Kidwai, Manager, Transit and Fleet

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [310] PUBLIC TRANSIT

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [310] Public Transit be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

NON – DISCRETIONARY

1.	Function Number – Project Name:	[310] Public Transit – Permanent Enhanced Cleaning Standards (Base Budget increase)										
		1.4 FTE										
	Rating:	Status Quo Service										
	Areas Affected (A-F, Regional, Islands):	B, D, E, F, DoS, sNGD, ToG										
	2023 Funding Required:	2023 - \$103,757										
		<table><tr><td>Year</td><td colspan="2">Amount</td></tr><tr><td></td><td>SCRD</td><td>BCT</td></tr><tr><td>2023</td><td>\$51,900</td><td>\$51,857</td></tr></table>		Year	Amount			SCRD	BCT	2023	\$51,900	\$51,857
Year	Amount											
	SCRD	BCT										
2023	\$51,900	\$51,857										
		Full 12 months										

	<i>Funding Source(s):</i>	Taxation and BC Transit
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Enhanced cleaning standards for both conventional and custom buses, implemented in response to COVID-19, are now the expected level of service and have been incorporated into the Annual Operating Agreement with BC Transit.</p> <p>This project requests the FTE's and ongoing base budget lift to support the additional wages to adhere to this new standard of cleaning.</p> <p>At the December 8, 2022 Committee of the Whole meeting, the Staff Report titled: 2023-2025 BC Transit Annual Operating Agreement Draft Budget provided the following recommendation:</p> <p>...AND THAT Budget Proposals for the base budget increases and ongoing cleaning which are included in the draft AOA be brought forward to the 2023 Budget deliberations.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The 2023 amount will increase proportionately to collective bargaining increases as the amount above is for wages.

2.	<i>Function Number – Project Name:</i>	[310] Public Transit – Service Level Base Budget Increase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, sNGD, ToG
	<i>2023 Funding Required:</i>	\$803,610
	<i>Funding Source(s):</i>	<p>Taxation \$162,354</p> <p>Operating Reserves (Covid Restart) \$166,599</p> <p>BC Transit Funding (AOA) \$354,296</p> <p>Fares \$120,361</p>

Asset Management Plan Implications:	N/A																				
Rationale / Service Impacts:	<p>Each year BC Transit and the SCRD enter into an Annual Operating Agreement (AOA) which governs transit service levels and associated costs. BC Transit provides the SCRD with a draft budget reflective of the anticipated costs to operate the transit service in the upcoming year (Apr 1 – March 31).</p> <p>The information on the proposed 2023/24 AOA operating budget were outlined in a staff reports presented at the December 8th Committee of the Whole Staff Report titled: 2023-2025 BC Transit Annual Operating Agreement Draft Budget included the following recommendation:</p> <p>...AND FURTHER THAT the 2023-2027 Draft Financial Plan be updated to reflect the draft Annual Operating Agreement budget values ...while utilizing reserve funding to mitigate tax increases.</p> <p>This proposal includes the base budget increase to maintain current services levels such as fuel increases, increase to SCRD Fleet maintenance recovery costs, BCT administrative increases, part of the approved expansion, and approved wage increases.</p>																				
Climate Action Impact	N/A																				
Future Financial Implications and Life Cycle Cost Breakdown	<table><tr><td></td><td>2024</td><td>2025</td></tr><tr><td>Increase to base budget</td><td>\$355,868</td><td>\$375,512</td></tr><tr><td>Funding</td><td></td><td></td></tr><tr><td>Taxation</td><td>\$147,235</td><td>\$238,129</td></tr><tr><td>BC Transit</td><td>\$168,888</td><td>\$100,305</td></tr><tr><td>Fares</td><td>\$39,746</td><td>\$37,077</td></tr></table> <p>*Note increase in taxation is due to a reduction in available COVID restart funds in 2025.</p> <p>*Figures are estimates prior to BC Transit approving their budget</p>				2024	2025	Increase to base budget	\$355,868	\$375,512	Funding			Taxation	\$147,235	\$238,129	BC Transit	\$168,888	\$100,305	Fares	\$39,746	\$37,077
	2024	2025																			
Increase to base budget	\$355,868	\$375,512																			
Funding																					
Taxation	\$147,235	\$238,129																			
BC Transit	\$168,888	\$100,305																			
Fares	\$39,746	\$37,077																			

DISCRETIONARY

3.	<i>Function Number – Project Name:</i>	[310] Public Transit - Supernumerary Compensation Temporary 0.75 FTE
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, SNGD, ToG
	<i>2023 Funding Required:</i>	\$40,431 (pro-rated for 9 months) One time – to be reviewed over the year
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>When transit drivers are scheduled for a shift, but at the last minute (outside of business hours, cancel their availability (for example: illness or family related), the current process is for the driver to notify the afterhours line (operated by a 3rd party). The transit division provides a daily call out list to the 3rd party. This list outlines what drivers/employees to call, and in the order required through the collective agreement based on seniority for coverage, in the event of an afterhours call from a driver cancellation.</p> <p>Frequently, after going through the list, the 3rd party is unable to secure a driver (drivers can refuse the shift). The 3rd party then calls a management staff to resolve the issue (find a driver). These phone calls occur outside of normal business hours (often late at night). Management then calls all the drivers again, until they are able to secure a driver, or they rearrange shifts in order to ensure the bus operates without service interruptions, or they approve overtime (at a higher rate of pay), or in the worst-case scenario the transit superintendent covers the shift.</p> <p>To ensure business continuity of timely transit service to our passengers, Transit is proposing a one-year pilot to trial a new process that would include having a supernumerary driver on duty to coincide with the first shift of each day. A process</p>

		<p>and schedule would be developed, and the supernumerary Driver would be relied upon in the event of an afterhours cancellation.</p> <p>This should minimize the time spent by the 3rd party operator as well as management in trying to secure an alternate driver.</p> <p>This project proposes proper compensation (minimum 4 hours) as per the collective agreement.</p> <p>This pilot will be evaluated over the year and a 2024 budget proposal is anticipated if it is found to be a successful process in ensuring service levels are maintained when dealing with afterhours driver cancellations.</p>																				
	<i>Climate Action Impact</i>	N/A																				
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>3 months of one-time expense in 2024 of \$13,477.</p> <table><tr><th>Year</th><th colspan="2">Amount</th><th>Apportionment</th></tr><tr><td></td><th>One-time</th><th>Ongoing</th><td></td></tr><tr><td>2023</td><td>40,431</td><td>0</td><td>9 months</td></tr><tr><td>2024</td><td>13,477</td><td>0</td><td>3 months</td></tr><tr><td>TOTAL</td><td>53,908</td><td>0</td><td></td></tr></table>	Year	Amount		Apportionment		One-time	Ongoing		2023	40,431	0	9 months	2024	13,477	0	3 months	TOTAL	53,908	0	
Year	Amount		Apportionment																			
	One-time	Ongoing																				
2023	40,431	0	9 months																			
2024	13,477	0	3 months																			
TOTAL	53,908	0																				

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)						
	2023	2024	2025	2026	2027	
Item	Amount	Amount	Amount	Amount	Amount	
Opening Balance in reserve	\$ 689,400	\$610,400	\$310,400	\$185,400	\$185,400	
COVID-19 Safe restart funds	\$ 221,000	\$ -	\$ -	\$ -	\$ -	
Base operating funding	-\$ 300,000	-\$300,000	-\$125,000	\$ -	\$ -	
Closing Balance in Reserve	\$ 610,400	\$310,400	\$185,400	\$185,400	\$185,400	

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Ahmad Kidwai, Manager, Transit and Fleet

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [312] FLEET MAINTENANCE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [312] Fleet Maintenance be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[312] Fleet Maintenance – Standby / On Call Compensation
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS, sNGD, ToG
	<i>2023 Funding Required:</i>	\$53,997 – 9 months One time – to be reviewed over the year
	<i>Funding Source(s):</i>	Internal Recoveries
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	To ensure business continuity of bus service and essential Fleet / Equipment and emergency generators, the Fleet division should have a

		<p>Certified Technician (Mechanics/Maintenance Supervisor) to be on Standby for afterhours needs.</p> <p>Current practice is that the Fleet Maintenance Supervisor carries an after-hours mobile phone and, although not formally required be on standby, receives financial compensation for calls that require a response but has not been receiving compensation for being on standby (or on call).</p> <p>This project proposes a one-year pilot to provide standby pay as per the collective agreement and to review the business need for after-hours service response. A formal procedure and scheduling of a rotating 'standby' will be developed.</p> <p>If this proposal is not supported, the practice on after-hours response will be reviewed and will most likely discontinue, which may have an impact on operations.</p>																				
	Climate Action Impact	N/A																				
	Future Financial Implications and Life Cycle Cost Breakdown	<p>\$17,999 in 2024 (3 months)</p> <table><tr><td>Year</td><td colspan="2">Amount</td><td></td></tr><tr><td></td><td>Ongoing</td><td>One Time</td><td>Apportionment</td></tr><tr><td>2023</td><td>0</td><td>\$ 53,997</td><td>9 months</td></tr><tr><td>2024</td><td>0</td><td>\$ 17,999</td><td>3 months</td></tr><tr><td>Total</td><td>\$ -</td><td>\$ 71,996</td><td></td></tr></table>	Year	Amount				Ongoing	One Time	Apportionment	2023	0	\$ 53,997	9 months	2024	0	\$ 17,999	3 months	Total	\$ -	\$ 71,996	
Year	Amount																					
	Ongoing	One Time	Apportionment																			
2023	0	\$ 53,997	9 months																			
2024	0	\$ 17,999	3 months																			
Total	\$ -	\$ 71,996																				

2	Function Number – Project Name:	[312] Fleet Maintenance - Corporate Fleet Strategy
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	B, D, E, F, DoS, SNGD, ToG
	2023 Funding Required:	\$75,000 one time
	Funding Source(s):	Operating Reserves with potential for a grant
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	A Corporate Fleet Management System or Strategy has been a corporate priority for years. Fleet expenses (both capital and ongoing operating) are a significant corporate expense. Hence, a fleet strategy (or fleet management plan)

		<p>would address the acquisition, maintenance, safety, budgeting and monitoring of the units in the corporate fleet.</p> <p>The Corporate Fleet Management System/Strategy will engage the services of professional consultants and an SCRD Project Team.</p> <p>Currently each service function ‘manages’ its own fleet, which silos the understanding of the fleet as a whole.</p> <p>The objective of the strategy would be to develop a plan to manage and maintain all the vehicles 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.</p> <p><i>Note-As the year-end surplus/deficit is unknown for this service at R1, it is recommended that this proposal be deferred to R2.</i></p>
	<i>Climate Action Impact</i>	<p>Efficiencies, alternative service models, alongside electrification of assets and associated support systems will be an integral part of the proposed Strategy. This will enable greater understanding of the process and timeline for eliminating fleet GHG emissions.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>N/A</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 88,600	\$ 88,600	\$ 88,600	\$ 88,600	\$ 88,600
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Projects	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 88,600	\$ 88,600	\$ 88,600	\$ 88,600	\$ 88,600

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 105,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
2022 Surplus/Deficit	tbd				
Corporate fleet strategy	-\$ 75,000				
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Allen van Velzen, Manager, Facility Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [313] BUILDING MAINTENANCE SERVICES

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [313] Building Maintenance Services be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[313] – Building Maintenance Services - Increased Building Maintenance Requirements 0.12 FTE temporary
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	\$24,900 One time
	<i>Funding Source(s):</i>	Internal Recovery funded from existing base budgets of effected functions.
	<i>Asset Management Plan Implications:</i>	Not Applicable

	<i>Rationale / Service Impacts:</i>	<p>The SCRD is responsible for 84 buildings which vary in size and complexity from large recreation centers to small pump stations. The building maintenance division currently provides scheduled preventative maintenance services at varying levels to 26 of the 84 buildings. The remaining 58 buildings are not supported by building maintenance staff however may receive minimal support for emergency repairs.</p> <p>With the asset management division progressing through developing capital renewal plans for the building assets, the planning and implementation of building related capital renewal projects is falling on the divisions managing the buildings. This current business model does not provide a consistent approach to the maintenance and asset management of SCRD buildings or line up with areas of subject matter expertise.</p> <p>This budget proposal is requesting a staff resource, funded through existing base budgets, to conduct a review of building maintenance services currently provided at all SCRD buildings to identify gaps in service and opportunities for enhancements.</p> <p>Note: Recreation facilities have well established and comprehensive preventative maintenance programs and capital renewal plans and are not included in this review.</p>
	<i>Climate Action Impact</i>	Not Applicable
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Recommendations for building maintenance service enhancements may lead to future budget proposals from the effected functions. Estimated service enhancement costs will be provided as part of this review.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)
(use table illustrating capital contributions and expenditures, if available)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 84,800	\$ 84,800	\$ 84,800	\$ 84,800	\$ 84,800
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 84,800	\$ 84,800	\$ 84,800	\$ 84,800	\$ 84,800

Reviewed by:			
Manager	X – A. van Velzen	Finance	X - T. Perreault
GM	X – S. Gagnon	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Shelley Gagnon, General Manager, Community Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [315] MASON ROAD WORKS YARD

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [315] Mason Road Works Yard be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[315] – Mason Road Works Yard – Operating Base Budget lift
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional / Sechelt
	<i>2023 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	Not applicable at this time, although a more coordinated approach will help inform a future capital asset management plan.
	<i>Rationale / Service Impacts:</i>	In the past, sporadically, general maintenance costs for the common areas of the Mason Road Works Yard have been shared by the divisions whose primary operations are based at the site, however, there has not been a dedicated budget. This approach has lacked leadership and

		<p>coordination which has led to disagreements over costs and administration of tasks.</p> <p>This budget proposal identifies a shared budget to address the identified ongoing repairs, maintenance, and shared operational needs of the common areas within the Yards (including landscaping, snow removal and ice control, waste removal, gate and fence repairs, etc.).</p> <p>Leaders from all three divisions on site, will meet regularly to discuss the needs of the yards, and plan accordingly. This approach provides a centralized tracking of costs as well as regular assessments and evaluations of maintenance items and tasks.</p> <p>Only the services that use this facility will share in the costs.</p>
	<i>Climate Action Impact</i>	Not applicable
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This cost will be ongoing and will be reassessed on an annual basis.

Financial Implications

There are no Reserves for this Function.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Shelley Gagnon, General Manager, Community Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [345] PORTS SERVICES

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [345] Ports Services be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[345] – Ports Major Inspections Budget Increase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F and Islands
	<i>2023 Funding Required:</i>	\$30,000-One time
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Information received from the major inspections is vital to understanding the current condition of the ports and to predict the general maintenance required over the next 5-10 years. It will be used (in conjunction with the annual minor inspections) to inform the development capital renewal plan by providing project scope for any major rehabilitation work needed to be done to ensure the life expectancy and public safety of the port assets.

	<i>Rationale / Service Impacts:</i>	<p>Each year, funding is set aside into the ports operating reserve with the intent to conduct Major Inspections every 5 years on all 9 port locations. Due to staff capacity (as well as the global pandemic), these inspections were all past due at the start of 2022. Five major inspections were completed in 2022, leaving 4 docks to be inspected in 2023.</p> <p>Due to cost escalations over the years, the existing budget was not adequate to complete all 9 inspections, and additional funding will be required to complete the inspections on the 4 remaining port facilities.</p> <p>The facilities are assessed from above water, and below by commercial dive teams. Inspections include visual and tactile reviews, with probing and sounding of areas of suspect borer activity. The inspections are structural in nature and do not include mechanical (derrick cranes, electrical services).</p> <p>There is \$77,600 to be carry-forward for major inspections with an additional annual contribution of \$10,000 in 2023. If the additional \$30,000 is approved, the total project budget for major inspections will be \$117,600 in 2023.</p>
	<i>Climate Action Impact</i>	<p>Recent releasing of Best Practices, Environmental, and Archeological standards pertaining to ports by the Province and First Nations have expanded the amount of assessment work prior to and during construction (and/or major rehabilitation) of ports.</p> <p>The current major inspections have included a gap analysis of the current conditions to these new standards. These standards and best practices will be included in all future work with the ports. This may result in additional cost for future major repair work.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>As the Major Inspections are vital to understanding the current condition of the ports, the greatest risk associated with the inspections is to not do them. They forecast the future capital repair and annual maintenance in advance of damage. Keeping current with the repairs on the ports will lessen the need for emergency based higher construction costs.</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 645,000	\$ 695,000	\$ 745,000	\$ 795,000	\$ 845,000
Budgeted Contributions	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2023 Projects	\$ -		\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 695,000	\$ 745,000	\$ 795,000	\$ 845,000	\$ 895,000

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 44,445	\$ 47,445	\$ 65,445	\$ 83,445	\$ 101,445
2022 Operating Surplus	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Major Inspections	\$ (40,000)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Closing Balance in Reserve	\$ 47,445	\$ 65,445	\$ 83,445	\$ 101,445	\$ 119,445

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR COMMUNITY SERVICES – [400] CEMETERY SERVICES**

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for Community Services – [400] Cemetery Services be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

NON - DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[400] – Seaview Cemetery Expansion Project 0.05 FTE- Senior Parks Worker
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	2023 - \$589,600
	<i>Funding Source(s):</i>	2023 - \$294,800 Short Term MFA Loan 2023 - \$294,800-Operating Reserve 2024 - \$15,130 Taxation includes 0.05 FTE – (wages \$3,514, benefits \$1,115, \$10,500 operating)

	<i>Asset Management Plan Implications:</i>	<p>Asset Management Plan implications will include the eventual addition of various associated infrastructure and assets at Seaview Cemetery. Further phases of development will need to be resources through future budget proposals and will include the development of currently under-utilized land. This development will also have associated asset management implications for major infrastructure like roads, drainage, signage, buildings, fencing, etc.</p>
	<i>Rationale / Service Impacts:</i>	<p>To continue to provide cemetery services to the residents of the Sunshine Coast, further development of Seaview Cemetery is required immediately, as well as over the next five years.</p> <p>The 2022 Draft Cemetery Services Master Plan provides a roadmap and options to consider to meet community demand for cemetery services. The most urgent priority is the need for additional casket burial lots and columbarium niches, which are expected to be sold out in 2 - 3 years.</p> <p>The project involves the design <u>and</u> development of existing, redundant areas of the Seaview Cemetery property to accommodate approximately 375 new casket burial lots, which could provide an additional 15 – 20 years of casket lot sales (Draft Master Plan – pg. 29). New plots would become active inventory and would be available to generate future revenue for the service. Note: after infill, the ground will require a minimum of 1-2 years to settle before any landscaping, or further development of plots or associated infrastructure can occur.</p> <p>The project will also enable the conversion of excess cremation burial lots into useable casket burial lot inventory, as well as the purchase and install of an additional columbarium.</p> <p>Further, the project will include having the consultants design an both an expanded cremation/columbaria area and include alternate options for cremation interments as well as a new burial area in the SW corner of the cemetery (0.75 acres) to accommodate anticipated demand for the next 25 years (for future development in 2025+, subject to Board approval). The design work will need to incorporate a phased approach to development.</p>

		<p>This project also includes recommendations for additional FTE to support the operational tasks that are aimed at ensuring the development is prepared and newly developed land settles in time to meet to enable service continuity, as impending inventory depletion timelines approach.</p> <p>In the long term, SCRD will need to acquire and develop an additional 5-6 acres of cemetery land to ensure it will be able to meet the expected community demand over the next 100 years.</p>																								
	<i>Climate Action Impact</i>	<p>SCRD will seek services that are qualified to produce design plans that consider the full impacts of changing regional climate, as well as ensure that designs for expansion provide resiliency to future climactic impacts.</p> <p>In particular, designs and development will need to address current states of erosion along the riparian creek that bisects Seaview Cemetery property, impacts of erosion and overland drainage at Elphinstone Cemetery, as well as the seasonal flooding and improvements to drainage surrounding the perimeter of the Seaview property.</p>																								
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>The development of additional redundant cemetery land will have future asset and operational costs associated. Newly developed expansion areas will require ongoing servicing and will also have built-in costs associated with long-term investment in assets.</p> <p>Ongoing operating costs will be assumed in 2024 for the newly developed spaces. This includes a 0.05 FTE as well as materials and supplies, specialized equipment and repairs and maintenance.</p> <table> <tr> <th><u>Year</u></th><th><u>Amount</u></th><th><u>Type</u></th></tr> <tr> <td>2024-ongoing</td><td>\$15,130.00</td><td>Operating</td></tr> <tr> <td>2024</td><td>\$28,817.05</td><td>Debt Payment</td></tr> <tr> <td>2025</td><td>\$66,386.76</td><td>Debt Payment</td></tr> <tr> <td>2026</td><td>\$66,386.76</td><td>Debt Payment</td></tr> <tr> <td>2027</td><td>\$66,386.76</td><td>Debt Payment</td></tr> <tr> <td>2028</td><td>\$66,386.76</td><td>Debt Payment</td></tr> <tr> <td>2029</td><td>\$38,744.31</td><td>Debt Payment</td></tr> </table>	<u>Year</u>	<u>Amount</u>	<u>Type</u>	2024-ongoing	\$15,130.00	Operating	2024	\$28,817.05	Debt Payment	2025	\$66,386.76	Debt Payment	2026	\$66,386.76	Debt Payment	2027	\$66,386.76	Debt Payment	2028	\$66,386.76	Debt Payment	2029	\$38,744.31	Debt Payment
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Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)

(use table illustrating capital contributions and expenditures, if available)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 400,000	\$ 123,200	\$ 137,200	\$ 155,200	\$ 173,200
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Cemetery expansion project	\$ (294,800)	\$ (4,000)	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Closing Balance in Reserve	\$ 123,200	\$ 137,200	\$ 155,200	\$ 173,200	\$ 191,200

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23 – 25, 2023

AUTHOR: Allen van Velzen, Manager, Facility Services
Graeme Donn, Manager, Recreation Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [615] COMMUNITY RECREATION FACILITIES

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [615] Community Recreation Facilities be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[615] – Recreation Facility Maintenance – Health and Safety Equipment [613]
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, TOG, DOS, sNGD
	<i>2023 Funding Required:</i>	\$21,500 One-time
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	Staff and the Joint Health and Safety Committee identified tasks at 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).
	<i>Climate Action Impact</i>	Not Applicable
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Safety equipment purchased through this proposal will likely require lifecycle replacement in 12 - 15 years. Estimated lifecycle replacement cost is \$31,500. Maintenance costs of equipment throughout the anticipated lifespan will be covered through the base operating budgets for the effected recreation facilities.

2	<i>Function Number – Project Name:</i>	[615] – Recreation Facility Maintenance – Base Budget Increase for Snow and Ice Control at Gibsons and Area Community Center (GACC) and Gibsons and District Aquatic Facility (GDAF) [613]
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, TOG, DOS, sNGD
	<i>2023 Funding Required:</i>	\$23,500 Ongoing
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	Snow removal and salting services provided at the recreation facilities reduce risks of litigation due to slips and falls during periods of inclement winter weather. This service was provided by a contracted 3rd party and for the past few years, actual costs for the service have exceeded the allotted budget. The service is currently being provided through a combination of a 3 rd party contractor for snow removal and internal building maintenance services for salting. Labour costs for salting services provided by building maintenance staff are recovered through internal recovery billed to the facilities at the current charge out rate. This proposal requests a base budget increase of

		\$20,000 for GACC and \$3,500 for GDAF to align operating budgets with actual expenditures.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Not Applicable

3	<i>Function Number – Project Name:</i>	[615] – Recreation Facility Maintenance - Viability of Alternate Water Source for Sunshine Coast Arena Ice Operations [613]
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, TOG, DOS, sNGD
	<i>2023 Funding Required:</i>	\$10,000 One-time
	<i>Funding Source(s):</i>	Operating reserves
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	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 staff are requesting funding 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.
	<i>Climate Action Impact</i>	Not Applicable
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Costs to implement alternate water source onsite infrastructure for SCA ice operation to be determined pending results of engineering work. Staff will bring a report before the board detailing these costs upon completion of the engineering design work.

4	<i>Function Number – Project Name:</i>	[615] – Aquatic Instructor Ongoing Base Budget Lift
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, TOG, DOS, sNGD
	<i>2023 Funding Required:</i>	2023 Total \$45,362 One-time: \$15,000 Ongoing: \$30,362 (pro-rated for nine months)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>To address the ongoing Aquatics staffing shortage (lifeguards and instructors) on the Sunshine Coast, a new position is proposed - Aquatic Instructor. This position would provide in-house training and certification of future lifeguards and instructors thereby reducing the reliance on external contract instructors and certification class offerings. Hiring external contract instructors for this type of leadership training costs more (travel, hotel, mileage), is not time responsive (must wait for their availability), often require minimal class numbers to offer certifications, and can sometimes be cancelled at the last minute. Having staff trained as Aquatic Instructors will allow for training to be provided in a cost effective and time responsive manner. The position is also intended to provide additional leadership in the facilities while on shift.</p> <p>This budget proposal for assumes three (3) existing staff accept the new position and therefore includes the differential increase between current salary and the new position salary, as well as the one-time training required for them to get the necessary certification.</p> <p>Creation of this position, at a higher wage may also contributes to staff retention and further establishing a career in Aquatics.</p>
	<i>Climate Action Impact:</i>	N/A

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024 financial implications include 3 months pro-rated salary increases.	
		Year	Amount
			One-time Ongoing
		2023	\$15,000 \$30,362
		Increase	\$10,121
		Total in 2024	\$40,483

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Prior yr. closing balance	\$1,567,611	\$2,185,222	\$2,018,491	\$1,902,901	\$2,150,645
Cancelled carryforwards	\$ 250,000				
Budgeted contributions (net of debt payments)	\$1,181,408	\$ 733,769	\$ 438,010	\$ 461,344	\$ 525,412
Approved renewal spending	-\$ 813,797				
Future capital renewal needs		-\$ 900,500	-\$ 553,600	-\$ 213,600	-\$ 549,000
Forecasted closing balance	\$2,185,222	\$2,018,491	\$1,902,901	\$2,150,645	\$2,127,057

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Prior yr. closing balance	\$ 782,962	\$ 756,762	\$ 762,062	\$ 767,362	\$ 772,662
2022 Operating surplus		\$ -	\$ -	\$ -	\$ -
Viability of alternate water	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Health and safety equipment	-\$ 21,500				
Budgeted contribution	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300
Forecasted closing balance	\$ 756,762	\$ 762,062	\$ 767,362	\$ 772,662	\$ 777,962

Reviewed by:			
Manager	X – G. Donn X – A. van Velzen	Finance	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23 – 25, 2023

AUTHOR: Graeme Donn, Manager, Recreation Services

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR [625] PENDER HARBOUR FITNESS AND AQUATIC CENTRE**

RECOMMENDATION(S)

THAT the report titled **2023 Round 1 Budget Proposal for [625] Pender Harbour Fitness and Aquatic Centre** be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[625] – Aquatic Instructor Ongoing Base Budget Lift
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2023 Funding Required:</i>	2023 Total \$32,522 One-time: \$7,500- travel Ongoing: \$25,022 (pro-rated for nine months) Salary 18.993 + benefits \$6,028
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A

	<i>Rationale / Service Impacts:</i>	<p>To address the ongoing Aquatics staffing shortage (lifeguards and instructors) on the Sunshine Coast, a new position is proposed - Aquatic Instructor. This position would provide in-house training and certification of future lifeguards and instructors thereby reducing the reliance on external contract instructors and certification class offerings. Hiring external contract instructors for this type of leadership training costs more (travel, hotel, mileage), is not time responsive (awaiting availability), often require minimal class numbers to offer certifications, and can sometimes be cancelled at the last minute. Having staff trained as Aquatic Instructors will allow for training to be provided in a cost effective and time responsive manner. The position is also intended to provide additional leadership in the facilities while on shift.</p> <p>This budget proposal for the PHFAC assumes two (2) existing staff accept the new position and therefore includes the differential increase between current salary and the new position salary, as well as the one-time training required for them to get the necessary certification.</p> <p>Creation of this position, at a higher wage may also contributes to staff retention and further establishing a career in Aquatics.</p>															
	<i>Climate Action Impact:</i>	N/A															
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2024 financial implications include 3 months pro-rated salary increases.</p> <table border="1"> <thead> <tr> <th data-bbox="760 1612 927 1654">Year</th><th colspan="2" data-bbox="927 1612 1258 1654">Amount</th></tr> <tr> <th data-bbox="760 1654 927 1696"></th><th data-bbox="927 1654 1094 1696">One-time</th><th data-bbox="1094 1654 1258 1696">Ongoing</th></tr> </thead> <tbody> <tr> <td data-bbox="760 1696 927 1738">2023</td><td data-bbox="927 1696 1094 1738">\$ 7,500</td><td data-bbox="1094 1696 1258 1738">\$ 25,022</td></tr> <tr> <td data-bbox="760 1738 927 1780">Increase</td><td data-bbox="927 1738 1094 1780"></td><td data-bbox="1094 1738 1258 1780">\$ 8,341</td></tr> <tr> <td data-bbox="760 1780 927 1808">2024 total</td><td data-bbox="927 1780 1094 1808"></td><td data-bbox="1094 1780 1258 1808">\$33,363</td></tr> </tbody> </table>	Year	Amount			One-time	Ongoing	2023	\$ 7,500	\$ 25,022	Increase		\$ 8,341	2024 total		\$33,363
Year	Amount																
	One-time	Ongoing															
2023	\$ 7,500	\$ 25,022															
Increase		\$ 8,341															
2024 total		\$33,363															

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 73,728	\$ 73,728	\$ 73,728	\$ 73,728	\$ 73,728
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 73,728	\$ 73,728	\$ 73,728	\$ 73,728	\$ 73,728

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 401,159	\$ 401,159	\$ 401,159	\$ 401,159	\$ 401,159
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 401,159	\$ 401,159	\$ 401,159	\$ 401,159	\$ 401,159

Reviewed by:			
Manager	X – G. Donn	Finance	X - T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23 – 25, 2023

AUTHOR: Graeme Donn, Manager, Recreation Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [630] SCHOOL FACILITIES – JOINT USE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [630] School Facilities – Joint Use be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[630] School Facilities – Joint Use Agreement – Financial Implications
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, ToG, DoS
	<i>2023 Funding Required:</i>	\$44,850
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>This budget proposal is to ensure the 2023 financial plan is reflective of the financial impact for the implementation of the Joint Use Agreement (JUA) with the School District 46 (SD46) for community benefit as the agreement reflects non-cash transactions, therefore, there needs to be alignment with accounting standards.</p> <p>In 2016, the SCRD entered into a JUA with SD46</p>

		<p>for reciprocal use of their respective publicly funded facilities. In March 2020, use of each other's facilities was paused due to the pandemic. In January 2022 (when restrictions were lifted), the SD46 began to utilize the JUA and book school activities in SCRD facilities. Unfortunately, due to planning cycles for SCRD programs, the SCRD was unable to utilize SD facilities for programming but did use some space on a limited basis for meetings. Planning is underway to being to offer SCRD programs in school spaces beginning 2023 (pending budget approval).</p> <p>This budget proposal is to address the operating budget needed to facilitate the implementation of the JUA. It considers the anticipated revenue loss associated with the SD46 bookings, expenses and revenue related to swim lessons booked by the SD46 (fully recovered) as well as SCRD related expenses for booking SD46 facilities for programming in the 2023 year and beyond (instructor costs, program materials and supplies as well as revenue received).</p>
	<i>Climate Action Impact:</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This budget and actual reciprocal use of facilities is tracked and will be reviewed annually. Future budget adjustments may be necessary.</p> <p>2024 ongoing \$46,000 taxation</p>

Financial Implications

Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 7,100	\$ 7,100	\$ 7,100	\$ 7,100	\$ 7,100
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 7,100	\$ 7,100	\$ 7,100	\$ 7,100	\$ 7,100

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR COMMUNITY SERVICES – [650] PARKS SERVICES**

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for Community Services – [650] Parks Services be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[650] - Rosemary Lane (Keats Island) Erosion Mitigation 0.033 FTE – Parks Senior Worker
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2023 Funding Required:</i>	\$60,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Direct asset management plan implications include permanent natural slope adjustment, as well as ditch repairs along the embankment between lot 488 and the SCRD serviced Wreck Beach Park access. Installation of culverts, stormwater diversion structures, erosion controls and re-vegetation will have internal costs associated with ongoing staff

		resources to inspect, operate and maintain. These assets also have lifespans, need to be included in the Parks capital asset plan, and will need to be replaced at the end of useful life.
	<i>Rationale / Service Impacts:</i>	<p>SCRD holds an agreement with BC Ministry of Transportation and Infrastructure (MoTI) to access MoTI land to provide users with a safe, directed access corridor/trail that connects to the larger shoreline and SCRД's Wreck Beach Park.</p> <p>During site inspections in 2021, Parks staff noted evidence of significant and ongoing erosion to the embankment along a shared property line between SCRД's Wreck Beach Park access and private property. The amount of erosion has threatened the structural stability of the embankment adjacent to the trail. To further complicate the issue, above and in close proximity to the embankment, there is main support post for a patio that has been built on the private residence (1.5 meters away from the property line).</p> <p>Staff commissioned a geotechnical engineering assessment in spring to obtain recommendations to mitigate the ongoing erosion issue. The assessment identified required redevelopment of the slope, an erosion control blanket (biodegradable mat) and revegetation of the site. Ditches will be assessed by a hydro-technical engineer and resized, or culverts added, if necessary to ensure proper drainage during future large precipitation events.</p> <p>The pathway leading down to the beach access will also require re-working as lateral wooden beams will be installed to act as barriers to help direct flowing water from the pathway into the ditch along the beach access.</p> <p>Additional costs to perform further geotechnical planning, and a Qualified Environmental Professional (QEP) assessment are accounted for within this project budget, as well as cost assumptions for the required preliminary archeological field review/assessment (PAFR), hydrotechnical assessment, boundary surveying, preparatory land alteration (backhoe services), tree removal and cleanup, and the installation of a slope stabilizing erosion control blanket.</p>

		<p>The scope of this project is intended to provide resiliency to an SCRD Park property and public access.</p> <p>The project budget contains the one-time costs for the major repairs as well as costs associated with ongoing staff resources to inspect, operate, and maintain the asset.</p>		
	<i>Climate Action Impact</i>	<p>The scope of this project is intended to provide climate impact resiliency to an SCRD Park property and public access. The project will mitigate property line embankment erosion, enable positive flow stormwater diversion, install dug-in wood posts to help guide flowing water towards the pathway ditch preventing further degradation. The result will be a SCRD beach access and park property that is protected from similar future significant water events.</p> <p>This specific undermining embankment issue has developed because of water-based erosion, and because of multiple successive atmospheric river events within the last 3 years.</p>		
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Year	Total	Breakdown
		2024 and on	\$4,549	\$2,849 wages, \$1,200 travel \$500 materials

2	<i>Function Number – Project Name:</i>	[400] – DL 1313 Nominal Rent Tenure (NRT) Application
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2023 Funding Required:</i>	\$21,500
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Potential future development of the property may include assets with associated costs for reinvestment and eventual replacement. Costs can also be assumed for additional ongoing costs and FTE to operate a potential future park.
	<i>Rationale / Service Impacts:</i>	Following a formal letter of request from Sk̓wx̓wú7mesh Nation, at the June 23, 2022, Committee of the Whole meeting, the Board delegated staff to develop an R1 budget proposal that

	<p>considered implications of SCRD applying for nominal rent tenure (NRT) for DL 1313.</p> <p>When provincial land regulations changed in the early 2000's, protection for watershed reserves was removed. The Area E OCP designated the block as a park to preserve it, but the parcel remains Crown land. In 2013 the block was suddenly added to BCTS Operating Plan as Timber Sale License A91376. BCTS acknowledges that it is in an "urban-rural interface," but insists the land can still be logged. Crown land tenure for DL1313 is now, open to other proposed alternative land uses, including many potential consumptive forms of land use (i.e., timber harvesting, mineral extraction, commercial development, etc.) that could pose a risk to long-term ecological integrity of the important parcel, as well have potential effects of increased flood damages to downslope properties.</p> <p>This project involves the development of a park management plan and the submission of a comprehensive nominal rent tenure (NRT) application for District Lot 1313 (DL 1313), a 120-acre (48-hectare) Crown property in Area E, bordered by Reed Road on the south and Area D on the west. A potential tenure agreement would be an enhancement to Parks Services and would involve the acquisition of a new, large park property with varying associated ongoing resource demands and additional land management responsibilities. To understand impacts with more certainty, this phase involves information gathering, consultation, plan development and Crown tenure application.</p> <p>As part of the NRT application, a park management plan is required, which will help determine how the land will be operated (i.e., as a park-like area, or as a conservation area, or in another way, etc.). A public engagement process will inform strategic park management planning and assist in exploring community support and willingness to help ensure long-term stewardship of the potential new park. Staff will need to first discuss with the Skwxwú7mesh Nation the SCRD's forthcoming tenure application and overall intent of future land management. With Communications support, the broader community and regional partners will be engaged through a targeted workshop and information gathering (i.e., Let's Talk, public survey, etc.). Findings will serve to better</p>
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		<p>gauge and align strategic planning, and to generate consensus on appropriate use and park classification.</p> <p>Once an engagement process is complete, a summary of findings, and recommendations would be brought to the Board for consideration and then a management plan can be finalized and the NRT application compiled and submitted, including all logistical information (i.e., mapping, property information, letters of support, management plan, related resolutions, and decisions on the property, etc.).</p> <p>Parks management planning for DL-1313 will need to consider existing and future uses, and will explore any potential development, works or possible land-use restrictions proposed through SCR D tenure.</p> <p>An approved agreement for SCR D property tenure will likely be proposed for the complete DL 1313 parcel, along with all associated assets and infrastructure. Existing attributes like access roads, parking areas, trails, signage, as well as any specific areas with environmental or cultural sensitivities will have future costs associated with asset protection, upkeep, retirement and replacement, as well as ongoing costs associated with various levels of risk management for any assumed natural and built infrastructure (i.e., hazard tree management, garbage removal, road grading, trail remediation, etc.).</p> <p>This project, and the associated management planning and NRT application process will serve as a framework to further consider and refine costing assumptions related to long-term SCR D management and operations, as well as potential asset obligation costs associated with SCR D tenure for the property. This proposal aims to provide support for tenure applications, as well as to establish an understanding for the resources required in acquiring, managing, and sustainably operating a new, important, and highly utilized park.</p>
	<p><i>Climate Action Impact</i></p>	<p>DL 1313 represents a property of ecological significance, and the land is strategically located amongst pristine, sub-alpine coastal rainforest, Elphinstone headwaters, and an important connectivity piece. Located on the slopes of Mount Elphinstone, the property consists of coastal hemlock forest that regenerated naturally after a fire in 1904. The steep and very wet soils provide rich growing conditions for vegetation and support exceptional</p>

	<p>biodiversity. Many small creeks flow through the forest into the Chaster Creek watershed. In the 1940's the land was designated as a Gibsons watershed reserve, in efforts to protect down-slope residents from additional, seasonal flooding.</p> <p>The parcel is also strategically located within the recharge area for the Gibsons aquifer. This naturally regenerated forest has is extremely valuable for its carbon capture ability, stormwater retention, and natural aquifer filtering, as well as for its natural beauty, biodiversity and associated recreational values. The parcel also represents an important connectivity piece for regional active transportation.</p> <p>With increasingly intense winter rainstorms and more frequent and severe climactic events, the lower Sunshine Coast is experiencing increasingly regular flooding issues. The resulting impacts are exacerbated by poor development and road building practices in some areas, as well as inadequate and aging infrastructure.</p> <p>Residents whose homes are damaged are typically not covered by insurance and have no recourse, as currently, no private or public agency assumes responsibility. Logging companies in B.C. are not legally responsible for downstream flooding caused when they harvest trees in watersheds.</p> <p>Skwxwú7mesh Nation has indicated preliminary support for SCRD NRT on the parcel and has invited more discussion on the matter. Initial discussions with the SCRD Board indicate that SCRD's park management plan and NRT application should explore the possibility to establish in the future the DL 1313 property as a conservation and/or educational/interpretive park, ultimately in an attempt at providing a degree of protection against climate and flooding impacts, environmental ramifications, and various potential forms of consumptive land use and/or resource extraction through BCTS harvest plans, or an alternative applicant's potential NRT status.</p> <p>During this project, and 2023 initial park planning and NRT application stages, consideration will also be given to establishing a preliminary environmental monitoring plan for the property, as well as to the potential for future land acquisitions to accommodate</p>
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		buffer zones (if conservation values are to be appropriately and adequately managed).
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Estimates associated with annual reporting, land administration, inspections and monitoring, compliance and enforcement, incident response, necessary reclamation and remediation work, invasive species management, stewardship coordination, waste management, tenure renewal, etc. will all be included within a future Board report, if/when NRT land tenure status is granted, and as such are not part of this initial NRT application project for consideration at this time. NRT application and referral timeframes can take between 9 months to over 2 years</p> <p>Any potential impacts or conflicts identified in SCRD NRT review and referral will need to be effectively mitigated at SCRD cost. These items are not part of the scope of this project.</p> <p>Upon Nation review and preliminary assessments, further costs for archaeological and environmental assessments, reviews and planning are anticipated. If NRT is granted to SCRD, there are also additional permitting costs associated with property surveys, which will also be included in a future project proposal.</p>

3	<i>Function Number – Project Name:</i>	[650] – Sunshine Coast Sports Fields Strategy
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2023 Funding Required:</i>	\$18,800
	<i>Funding Source(s):</i>	Taxation (grants will also be pursued where possible)
	<i>Asset Management Plan Implications:</i>	Asset management plan implications will include the possible upgrades/reinvestments to sport field infrastructure and turf. Sportsfield reinvestment is included in the Parks capital asset management plan, however, may need to be adjusted dependent on the results of this strategy.
	<i>Rationale / Service Impacts:</i>	At the Inter-governmental meeting on March 30, 2022, SCRD surfaced the idea of conducting a collaborative sport field strategy study in 2023. Within the Sunshine Coast, five separate land management

		<p>entities own and maintain an inventory of sport fields yet serve the same customer (including the SCRD, Town of Gibsons, District of Sechelt, School District 46, and the Sechelt Nation Government District). At times, community satisfaction with sports fields has been very low. 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. It would provide direction for the provision of sport field infrastructure over the next 10-15 years that includes considerations for growth, standards, and industry trends to guide future decision making.</p> <p>There exists a shared interest to pursue partnership opportunities between local governments and with user groups, recognizing the potential for efficiencies and creative problem solving. There are possible benefits from a regional, cooperative, or collaborative approach to sports fields in areas such as operations, maintenance, scheduling, and capital improvements.</p> <p>The SCRD is willing to take a leadership role to support and guide the planning in collaboration with the other jurisdictions. This project proposes engaging a consultant to work with a project team comprised of SCRD, ToG, DoS, SNGD and SD46 representatives. Community and user group engagement would also be an important part of the study.</p> <p>The project is estimated to cost \$40,000 with each jurisdiction contributing to the total cost.</p> <p>Collaborative planning for field development and use will include:</p> <ul style="list-style-type: none"> • establishing classification system for fields based on aggregate community demand, use-types, on site characteristics and seasons of use • identifying strategic investments in fields to address gaps in classifications • exploring funding/resources allocated to maintenance and operations • creating an inventory of all turf management equipment • identifying opportunities for targeted investment and/or coordination with the private sector for specialized services
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		<ul style="list-style-type: none"> • developing mechanisms for turf equipment sharing • establishing a framework for public education and outreach • exploring approaches to irrigation/moisture conservation • prioritization of field maintenance schedules • providing established best practices for turf management • performing a thorough benchmarking study to provide options for fees that will align with a field improvement plan • providing considerations on how an artificial turf field could contribute to the system of fields on the Coast <p>The result would produce a long-term, strategic guiding document, establishing a phased approach to collaborative regional sports field service delivery, and providing a framework for strategic capital asset investments.</p>
	<i>Climate Action Impact</i>	<p>Irrigation/drought presents real challenges to many sports fields on the lower Sunshine Coast. In many cases, the only existing irrigation system is inadequate, as they rely solely on SCRD potable water supply. As such, regional drought restrictions, often result in multiple site closures and impacts to users</p> <p>Further, the project will make recommendations for possible efficiencies that may be achieved through resources sharing (i.e., Pooling of resources, equipment sharing) that may result in associated GHG offsets.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	

NOT RECOMMENDED

4	<i>Function Number – Project Name:</i>	650 – Egmont Park Capital Asset Replacements 0.019 FTE- Senior Parks Worker
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A

	<i>2023 Funding Required:</i>	\$175,440
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	This proposal has direct implications to the Parks capital asset management plan, as it involves priority asset replacements, as outlined in the plan. This project would serve to address repairs to infrastructure that is past its useful life, and potentially poses a safety hazard. Implications are assumed for replacement costs of any new or repaired assets like concrete, fencing, etc.
	<i>Rationale / Service Impacts:</i>	<p>The SCRД holds an agreement to occupy the Old Egmont School Site (Egmont Park) with SD46 and through the agreement, is responsible for all ongoing maintenance and capital renewal. The Egmont Park tennis court is in disrepair and at the end of its useful life.</p> <p>Trees and vegetation growing adjacent to the tennis court have compromised the integrity of the asphalt resulting in large fissures in the court surface. The court subsurface has settled and sunk which has also affected the integrity of the court surface, and potentially the lock block wall at the end of the court. The chain link fence and posts has been damaged over time from vehicles backing their cars into the structure.</p> <p>This project scope is intended to repair long-standing issues with asset condition and potential safety concerns. Currently, the tennis court infrastructure is essentially unusable, and as such receives little ongoing operations attention other than typical maintenance and site inspections. Parks worked with the community in 2022 to replace the aging, and deteriorated tennis net, and staff regularly receive community requests and inquiries regarding the state of the court, but this project would result in efforts being re-directed to inspections, maintenance, and upkeep of the revitalized infrastructure.</p>
	<i>Climate Action Impact</i>	Providing and improving recreational opportunities for the community of Egmont will serve to reduce reliance on traveling by car to the next closest recreational facility in Pender Harbour and serve to offset GHG emissions correlated to residents travelling for recreation. Residents and visitors will have local options to consider, before commuting to other areas.

		The reinvestment in parks amenities like tennis court surfacing, protective retaining walls and perimeter fencing will encourage and supporting active outdoor recreational opportunities that do not require heating or cooling sources.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing operational costs of \$2,650 (0.019 FTE) (\$1,250.23 salary, \$396.82 benefits, \$1,004 operating)

5	<i>Function Number – Project Name:</i>	650 – Katherine Lake Park and Campground Management Plan
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2023 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not applicable at this time, however, asset management plan implications will include the future development of the park, subject to Board approval.
	<i>Rationale / Service Impacts:</i>	<p>Increasing population and tourism on the Sunshine Coast has outpaced Katherine Lake Park’s capacity to provide adequate space and amenities versus demand. The result has been overcrowding on the beach, high demand for the day use area, limited availability of RV and tenting sites, as well as consistently inadequate parking. Parks infrastructure and water distribution system are nearing the end of their useful life, costly to operate, and as such, are all short-term priorities for parks capital replacement.</p> <p>Currently, SCRD Parks operates the campground through a contracted service arrangement. This site operator provides key day-to-day servicing and business administration for the campground. Parks staff assist with seasonal start-up, shut-down, remedial maintenance of larger items like regular road grading, as well as the servicing of larger infrastructure issues. For both staff and the contractor, the age and condition of the campground provides additional challenges, that often require time and unique responses to fix.</p> <p>As well, Katherine Lake Park is larger than just the provisioned campground (37.0 hectares or 91.4 acres).</p>

		<p>The park contains the lake, inflow and outflow creeks, sensitive shoreline ecology, recreational trails, important community accesses and connections, and a host of similarly valuable natural and recreational assets. Proper management planning is required, to effectively balance increasing user trends, demands, as well as the need to protect regionally significant parkland ecology.</p> <p>The Katherine Lake Park management plan project will provide a framework for park asset renewal priorities and for future, strategic capital investments. As the park layout, design and configuration has changed little since original SCRD acquisition of the property in 1990, and as site visitation and occupancy trends are increasing, it is likely that any management planning recommendations will also highlight areas for potential re-development and expansion, to meet current trends and user needs. These could have various asset implications and include, but are not limited to, road development or decommissioning, repairs and/or expansion of camp sites, development of alternate site accesses, additional bridges, enhancements to stormwater infrastructure, additional amenities, upgrades and replacement of existing facilities and assets, as well as the requirement for the provision of additional infrastructure and services.</p> <p>This project will produce a parks management plan that will provide prioritized reinvestment options and costing for the park for the next 20 years.</p> <p>The options will be brought to the Board for consideration and possible inclusion in future budgets.</p>
	<p><i>Climate Action Impact</i></p>	<p>Increasing trends of extremely high visitor usage has the potential to negatively impact sensitive ecosystems and riparian areas that provide critical habitat for endangered and at-risk species. Balancing recreational demands, habitat, and species preservation, and implementing protection strategies aimed at climate resiliency are key challenges and need to be studied and addressed in a Management Plan for Katherine Lake Park & Campground. This framework and guidance will provide considerations to help adequately resource parks operations and any environmental protection efforts in the future.</p> <p>Adequate protection natural resources, including riparian areas, fens, bogs, and habitat for</p>

		endangered and at-risk species will assist in the ability to effectively manage any potential future impacts from climate change at Katherine Lake Park. As recent incurred climate impacts have demonstrated, a Katherine Lake Park & Campground management plan will need to incorporate principles of both infrastructure and natural asset resiliency into the deliverables for the project.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBD

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)						
	2023	2024	2025	2026	2027	
Item	Amount	Amount	Amount	Amount	Amount	
Prior yr. closing balance	\$263,811	\$463,811	\$659,911	\$690,331	\$ 941,893	
Budgeted contributions	\$300,000	\$306,000	\$312,120	\$318,362	\$ 324,730	
Approved renewal spending	-\$100,000					
Future capital renewal needs		-\$109,900	-\$281,700	-\$ 66,800	-\$2,984,000	
Forecasted closing balance	\$463,811	\$659,911	\$690,331	\$941,893	-\$1,717,377	

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027	
Item	Amount	Amount	Amount	Amount	Amount	
Prior yr. closing balance	\$ 17,100	\$ 38,100	\$ 59,100	\$ 80,100	\$ 101,100	
2022 Operating surplus		\$ -	\$ -	\$ -	\$ -	
Budgeted contribution	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	
Forecasted closing balance	\$ 38,100	\$ 59,100	\$ 80,100	\$ 101,100	\$ 122,100	

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR COMMUNITY SERVICES – [665 / 667]**
BICYCLE AND WALKING PATHS / AREA A BICYCLE AND WALKING PATHS

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for Community Services – [665 / 667] Bicycle and Walking Paths / Area A Bicycle and Walking Paths be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[665] Lower Road Retaining Wall Budget Increase 0.009 FTE – Senior Parks Worker
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Electoral Area D
	<i>2023 Funding Required:</i>	\$526,771
	<i>Funding Source(s):</i>	2023 - \$526,771 Gas Tax and possible cost share with MoTI. 2024 - \$801.27 Taxation
	<i>Asset Management Plan Implications:</i>	Through agreement with BC Ministry of Transportation and Infrastructure (MoTI), the SCRD operates this section active transportation infrastructure on Lower

	<p>Road (ATI), and is responsible for all repairs, maintenance, and replacement.</p> <p>This long-standing project will address significant repairs to failing assets and as such, have direct implications for the asset management plan.</p>
<i>Rationale / Service Impacts:</i>	<p>In 2012 a 1.5km long ATI expansion project was initiated on Lower Road, between Cheryl Ann Park Road and Joe Road in Area D. Part of the infrastructure included the construction of a retaining wall along lot numbers 2601 to 2607 on the ocean side of Lower Road to help support a necessary road right-of-way/shoulder expansion for a bicycle/walking path along the shoulder, and over a storm water culvert.</p> <p>In 2017, the SCR D became aware that the retaining wall was showing signs of shifting. At that time the SCR D Board allocated a project budget of \$45,000 to remediate structural concerns with a further increase on March 11, 2021 (079/21) for a total of \$75,000 available budget.</p> <p>In addition to the failing infrastructure the site has additional design constraints, including being alongside a riparian area, as well as two high pressure gas lines located within proximity creating vibratory limitations for prospective repairs. Geotechnical investigation has confirmed that the asset is failing and requires a full replacement at a significantly higher project cost.</p> <p>This project requests additional funding to complete the project as per the new cost estimates. It involves the detailed design, planning and construction work necessary to replace the infrastructure. Some of original budget has been spent on geotechnical reports and conceptual design, and all unspent funds have been accounted for in the new total project budget.</p> <p>Value will be added by providing additional protection against erosion into the adjacent on-site riparian area. This will be done by creating additional strength against slope to best support the ATI walking/bike path infrastructure. The project will also ensure structural protection to two underground Fortis BC gas mains onsite.</p> <p>Lower Road is an extremely well-used alternative to Highway 101 for pedestrians and cyclists, performing both a local and regional transportation function.</p>

	<i>Climate Action Impact</i>	With a final approved concept design that also serves to protect against potential rupturing of Fortis gas lines, this project aims to address a high-priority infrastructure failure issue, and simultaneously provide better protection from, and resiliency to significant flooding and weather events.											
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Currently, through agreement with MoTI, the SCRD is responsible for the ongoing repair and maintenance of the asset as such operating funds will be required.</p> <table border="1"> <tr> <th>Year</th><th>Amount</th><th></th></tr> <tr> <td></td><td>One-time</td><td>Ongoing</td></tr> <tr> <td>2023</td><td>\$526,771</td><td></td></tr> <tr> <td>2024</td><td></td><td>\$ 801</td></tr> </table>	Year	Amount			One-time	Ongoing	2023	\$526,771		2024	
Year	Amount												
	One-time	Ongoing											
2023	\$526,771												
2024		\$ 801											

NOT RECOMMENDED

2	<i>Function Number – Project Name:</i>	[665 / 667] – Bicycle and Walking Paths Expansion Priorities
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Electoral Areas A – F
	<i>2023 Funding Required:</i>	<p>Total Project Funding: \$294,000</p> <p>Area A [667] - \$84,000 Area B [665] – \$30,000 Area D [665] - \$90,000 Area E [665] – \$30,000 Area F [665] - \$60,000</p>
	<i>Funding Source(s):</i>	Gas Tax
	<i>Asset Management Plan Implications:</i>	Future implications of additional active transportation infrastructure have a direct asset management plan implications related to all aspects of construction, repairs, asset investment obligations, replacement, asset retirement, and ongoing FTE associated with inspections, and regular maintenance.
	<i>Rationale / Service Impacts:</i>	As per Board direction, conceptual design work for several ATI priority projects were initiated in 2014/15. Numerous challenges were encountered along the

	<p>way that led to these projects being put on hold and eventually abandoned.</p> <p>Priority projects include the following:</p> <p>Area A: Garden Bay Rd (Pool Rd to Falconbridge Rd)</p> <ul style="list-style-type: none"> - 3,246m in length requiring a retaining wall <p>Egmont Road (Waugh Rd to Egmont)</p> <ul style="list-style-type: none"> - 1,230m in length <p>Area B: Redrooffs Rd (Mintie Rd to O'Brien Rd)</p> <ul style="list-style-type: none"> - 150m in length requiring a retaining wall <p>Area D: Lower Road (remaining sections)</p> <ul style="list-style-type: none"> - 3,555m in length <p>Area E: Gower Point Rd (Secret Beach to Gibsons Electoral Boundary)</p> <ul style="list-style-type: none"> - 115m in length requiring a retaining wall <p>Area F: Marine Drive Phase 2 (both sides of road)</p> <ul style="list-style-type: none"> - 1,310 in length <p>This project proposal intends to engage qualified consultant to work with staff and prepare construction designs and provide Class B cost estimates for the following projects. This work will prepare Parks Services for understanding scope, resourcing, and impacts, and will assist in submitting future budget proposals related to each individual project's construction.</p> <p>Future budget proposals would include funding to construct this ATI infrastructure (construction is estimated to exceed \$7M) as well as ongoing operating costs. ATI requiring specialized infrastructure (ie. Retaining walls) drastically increases the estimated construction budgets.</p> <p>Active Transportation Infrastructure is resource intensive to plan, build, operate and maintain. Currently, there is approximately 31 kms of paved, ATI/bike lanes/multi-use paths with an extremely limited ongoing operating budget and no capital replacement plan.</p>
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		This project could positively impact the provision of ATI services, as it will serve as a benchmark for adequately resourcing these types of projects, which may result in future budget proposals for existing ATI infrastructure to adequately maintain.
	<i>Climate Action Impact</i>	Provision of facilities that improve or expand Active (non-motorized) Transportation options in all electoral areas will serve to directly offset greenhouse gas emissions regionally.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Although the plan can be funded through gas tax, future work may require tax increases.

Financial Implications**Five-Year Operating Reserve Plan (or longer, if applicable)**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 216,700.00	\$ 226,700	\$ 236,700	\$ 246,700	\$ 256,700
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 10,000.00	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Closing Balance in Reserve	\$ 226,700	\$ 236,700	\$ 246,700	\$ 256,700	\$ 266,700

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR PARKS OPERATION TECHNICIAN – VARIOUS FUNCTIONS**

RECOMMENDATION(S)

THAT the report titled **2023 Round 1 Budget Proposal for Parks Operation Technician – Various Functions** be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	Parks Operation Technician 1.0 FTE
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Various
	<i>2023 Funding Required:</i>	\$69,204 (pro-rated for 9 months)- consisting of \$51,392 wages, \$16,312 benefits, and \$1,500 training Split between Functional Areas: 70% [650], 10% [665], 10% [680] and 10% [400]
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A

	<i>Rationale / Service Impacts:</i>	<p>Parks current FTE allotment struggles to meet current service levels, complete the many annual projects that are planned, as well as respond to emerging issues and crises (which are increasing every year). In 2022, a budget for a one-year term Parks position was approved to help increase capacity and address the backlog of work and projects. Unfortunately, due to lengthy unplanned staff absences as well as the amount of time it took to fill the temporary position, the backlog of projects was not addressed, and staff continued to struggle to meet current service levels. Further, when looking at the future and the number of projects over the next several years, Parks lacks the capacity to meet demand.</p> <p>This proposal requests that the 2022 temporary position now become a continued permanent FTE. The position will support operational service requirements associated with a noticeable increase in park usage, user expectations, increased park visitation year-round and ongoing and new projects. Collectively, these factors present impacts on staff and services, through a noticeable increase in workload, and project requirements, and are driven by more popularity, regular use and demands on our parks.</p> <p>Without this new position, Parks will need to need to re-calibrate work plans and anticipate extended durations for project completion. There is no shortage of workload, the forecast is for increasing amounts of emergent work, and the priority for this newly proposed position will be to assist in addressing backlog and advancing strategic priorities.</p>
	<i>Climate Action Impact</i>	<p>Changing climate patterns are directly impacting SCRD Parks, resulting in damages, and the need to recover assets, and address preventative risk management requirements while incorporating resiliency. Drier conditions, seasonal flooding events, windstorms and erosion patterns have accelerated the degree of reported and emerging concerns in various parks. Staff are spending more time and resources assessing and mitigating. Increased resourcing is required to navigate increased process, accountability frameworks, and intergovernmental authorizations to perform any associated work.</p>

		<p>Multiple, direct climate impacts have already occurred within many SCRD parks. Current divisional workload is strained and challenged to adequately address any emergent priorities resulting from severe climate events within appropriate timeframes. As such, staff are experiencing significant delays in many projects.</p> <p>It is uncertain as to the severity or frequency of future climactic events and their potential impacts to SCRD Parks, but additional FTE will provide increased dedicated assistance, and will lend a degree of efficiency and effectiveness as Parks strategically addresses any existing, and emerging impacts to property and infrastructure.</p>																													
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Future financial impact includes the 3 months prorated amount in 2024.</p> <table border="1"> <thead> <tr> <th>Year</th><th>Amount</th><th>Apportionment</th></tr> </thead> <tbody> <tr> <td>2023</td><td>\$ 69,204</td><td>9 months</td></tr> <tr> <td>2024</td><td>\$ 23,068</td><td>Additional 3 months</td></tr> <tr> <td>Total</td><td>\$ 92,272</td><td>ongoing</td></tr> </tbody> </table> <p>This position will provide support to the various functions and therefore the salary will be split accordingly.</p> <table border="1"> <thead> <tr> <th>Function</th><th>%</th><th>Value</th></tr> </thead> <tbody> <tr> <td>650</td><td>70</td><td>\$64,591</td></tr> <tr> <td>400</td><td>10</td><td>\$ 9,227</td></tr> <tr> <td>680</td><td>10</td><td>\$ 9,227</td></tr> <tr> <td>665</td><td>10</td><td>\$ 9,227</td></tr> <tr> <td></td><td>100</td><td>\$92,272</td></tr> </tbody> </table>	Year	Amount	Apportionment	2023	\$ 69,204	9 months	2024	\$ 23,068	Additional 3 months	Total	\$ 92,272	ongoing	Function	%	Value	650	70	\$64,591	400	10	\$ 9,227	680	10	\$ 9,227	665	10	\$ 9,227		100
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Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X – S. Gagnon	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 1 BUDGET PROPOSAL FOR SOLID WASTE BYLAW IMPLEMENTATION – [650] COMMUNITY PARKS AND [400] CEMETERY SERVICES**

RECOMMENDATION(S)

THAT the report titled **2023 Round 1 Budget Proposal for Solid Waste Bylaw Implementation - [650] Community Parks and [400] Cemetery Services** be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

NON - DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[400/650] – Solid Waste Bylaw Implementation (0.03 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	[400] All [650] A, B, D, E, F
	<i>2023 Funding Required:</i>	Prorated 2023 Funding = \$94,667 One-time: [400] = \$6,660 [650] = \$79,973 On-going base budget: [400] = \$100 [650] = \$7,934
	<i>Funding Source(s):</i>	Taxation

	<i>Asset Management Plan Implications:</i>	Ongoing repair and maintenance of the receptacle units will be achieved with existing operational budget, and replacement of units will be included in the Parks Capital Asset Plan.
	<i>Rationale / Service Impacts:</i>	<p>The revised SCRD Bylaw No. 405.25 includes restrictions to the current waste management program:</p> <ul style="list-style-type: none"> • No cardboard or paper • No food waste/food soiled paper • The threshold is 5% (5% discrepancy of either garbage or recycling would be permitted) • This new regulation would apply to all indoor/outdoor/private and public garbage/recycle/food waste <p>This project involves the installation and servicing of new waste receptacle units to achieve bylaw compliance and divert organic waste from the Parks waste management stream. Receptacle location and cost efficiency are the key criteria in the proposal, which maintains the current service level for recycling and garbage but promotes the addition of one (1) composting unit within designated park locations. The identified locations within parks have been determined based on areas of high occupancy and are located around high-use and gathering areas, such as playgrounds, sport fields, parking lots, picnic tables, and trail entrances.</p> <p>Parks is proposing the installation of bear-proof units, and parks permanent washroom and hall buildings will all be outfitted with composting receptacles for paper towel only. This will service a total of 13 park sites and achieve compliance with Bylaw 405.25.</p> <p>This project also includes an ongoing operating base budget lift for ongoing operations (includes both park staff as well contracted operators). Servicing (dumping) the units will involve 3x per week between May-September, and 2x per week between October-April.</p>

<i>Climate Action Impact</i>	This project and waste management initiative compliments climate action as through the new bylaw, the SCRD is proposing to facilitate options for the public to reduce landfill-based waste, and promote a more renewable, eco-friendly alternative which also benefits local composting companies as a result.																																																
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This project proposes new receptacle units, that will need to be included in the Parks capital asset replacement plan.</p> <p>This proposal includes assumptions and costs related to annual servicing of new waste management units, which will need to be monitored throughout the year. If in the future, service level changes are required, or decisions are made to add more units, or additional park locations, this would be subject to Board approval and would have financial implications.</p> <p>Ongoing costs assume all new receptacles installed by mid-year.</p> <table border="1"> <thead> <tr> <th>Year</th><th></th><th colspan="2">Funding Amount</th><th></th></tr> <tr> <th></th><th>Func.</th><th>One-time</th><th>Ongoing</th><th></th></tr> </thead> <tbody> <tr> <td>2023</td><td>400</td><td>\$ 6,660</td><td>\$ 100</td><td>6 months</td></tr> <tr> <td>2024</td><td>400</td><td>\$ -</td><td>\$ 100</td><td>6 months</td></tr> <tr> <td>2023</td><td>650</td><td>\$ 79,973</td><td>\$ 7,934</td><td>6 months</td></tr> <tr> <td>2024</td><td>650</td><td></td><td>\$ 7,934</td><td>6 months</td></tr> <tr> <td>TOTAL</td><td></td><td>\$ 86,633</td><td>\$ 16,068</td><td></td></tr> <tr> <td></td><td></td><td></td><td></td><td></td></tr> <tr> <td></td><td colspan="2">TOTAL PROJECT</td><td>\$ 102,701</td><td></td></tr> </tbody> </table>				Year		Funding Amount				Func.	One-time	Ongoing		2023	400	\$ 6,660	\$ 100	6 months	2024	400	\$ -	\$ 100	6 months	2023	650	\$ 79,973	\$ 7,934	6 months	2024	650		\$ 7,934	6 months	TOTAL		\$ 86,633	\$ 16,068								TOTAL PROJECT		\$ 102,701	
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Financial Implications

As this is a Multi-Function Proposal – See individual Functions for Capital and Operation Reserves Plans.

Manager		Finance	X – T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Raphael Shay, Manager, Sustainable Development

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [136] REGIONAL SUSTAINABILITY

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [136] Regional Sustainability be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[136] – Permanent Summer Student Position (0.33 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$28,404 (\$21,852 salary and \$6,552 overhead)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Some of the activities taken by the 0.33FTE will inform Asset Management Plans, primarily around climate adaptation.
	<i>Rationale / Service Impacts:</i>	The proposal is to make the 2022 one-time 0.33 FTE of the Sustainable Development Division permanent (summer position) to increase community engagement, planning, and action implementation capacity of the climate mitigation and adaptation actions. The Community Climate

		Action Plan is proposed for adoption in 2023 and includes a wide breadth of areas for actions.
	<i>Climate Action Impact</i>	The primary purpose of this proposal is to support adoption and implementation of a Community Climate Action Plan.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$28,404 with scheduled increases from collective agreement.

NOT RECOMMENDED

2	<i>Function Number – Project Name:</i>	[136] –Association of Vancouver Island and Coastal Communities (AVICC) Climate Leadership Plan (CLP) Membership and Community Energy Association Membership;
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$7,500
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Sustainable Development is planning to bring forth a Community Climate Action Plan in 2023. The Community Energy Association hosts a suite of support services for local government staff taking climate action that would enhance the SCRD's efforts. AVICC-CLP is looking at coordinating specific regionally scaled climate actions.
	<i>Climate Action Impact</i>	The purpose of this proposal is directly related to supporting climate action. It will increase resilience and will reduce GHG emissions.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Yearly contribution of \$7,500. Value-for-money would be evaluated annually prior to membership renewal.

Financial Implications**Five-Year Operating Reserve Plan (or longer, if applicable)**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 55,400	\$ 55,400	\$ 55,400	\$ 55,400	\$ 55,400
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 55,400	\$ 55,400	\$ 55,400	\$ 55,400	\$ 55,400

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Marc Sole, Manager, Solid Waste Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [350] REGIONAL SOLID WASTE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [350] Regional Solid Waste be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

2023 R1 Budget Proposals

NON - DISCRETIONARY

1.	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Interim Power Supply
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional / Sechelt
	<i>2023 Funding Required:</i>	\$48,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>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.</p> <p>The Regional District completed a Sechelt Landfill Power System Assessment in June 2021 and will move</p>

		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.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024: \$52,000 2025: \$0

2.	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Power System Replacement
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$87,000
	<i>Funding Source(s):</i>	Short Term Loan
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Board direction to pursue a direct connection to the BC Hydro grid and our budget for the project was increased to \$212,000. We currently have \$194,000 remaining in the budget with \$20,000 slated for the purchase of the generator from SCR D Utilities services giving us a remaining budget of \$174,000.</p> <p>A price estimate from BC Hydro to complete the install was received for \$225,000. It is anticipated that an additional \$10,000 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 required for the project comes to \$261,000.</p>
	<i>Climate Action Impact</i>	Connecting to the BC Hydro grid will reduce our use of diesel generators and contribute to a reduction in greenhouse gas emissions.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024: \$10,000 2025: \$10,000

DISCRETIONARY

3.	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Aggregates
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$32,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	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.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024: \$40,000 2025: \$50,000
4.	<i>Function Number – Project Name:</i>	[350] – Islands Clean-Up (Additional Funding – Base Budget)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B Islands and F Islands
	<i>2023 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	SCRD island residents do not receive regular garbage collection services. Islands Clean Up provides 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. SCRD would like to extend the contract. The contract costs have increased 24% from 2022 due to increased fuel costs.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024: \$7,000 Base Budget Increase 2025: \$42,000 Base Budget Increase

5.	<i>Function Number – Project Name:</i>	[350] – Future Waste Disposal Option Analysis – Phase 2
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Any Asset management implications associated with a future waste disposal option will be assessed in future program phases.
	<i>Rationale / Service Impacts:</i>	<p>The scope of this project in 2021 was defined as: "This budget proposal is 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."</p> <p>Staff were directed to undertake a second opinion to confirm the landfill siting options identified in Phase 1. As such, confirmation of the feasibility of potential landfill sites can be part of the scope of the Phase 2 project, this work is currently funded from the Phase 2 budget. Consequently, additional funding</p>

		is required to complete the original deliverable of this Phase 2 project.
	<i>Climate Action Impact</i>	Any of the long-term waste disposal options will have GHG emissions associated with them. The magnitude of those emissions will be considered when confirming the feasibility of the potential options.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The magnitude of these impacts will be further refined in this and future program phases.

6.	<i>Function Number – Project Name:</i>	[350] – Green Waste Program (increased tonnages)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$140,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>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 Sechelt Landfill) as well as two commercial sector green waste drop-off locations.</p> <p>The green waste recycling program consists of two components: Green Waste processing and Green Waste hauling.</p> <p>The actual total annual costs for green waste processing are based on the tonnages received at the SCRD green waste drop-off locations. An increase to the green waste tonnage the SCRD receives, and associated processing, results in higher contracted costs.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2024: \$117,000 Base Budget Increase</p> <p>2025: \$147,000 Base Budget Increase</p>

7.	<i>Function Number – Project Name:</i>	[350] – Pender Harbour Transfer Station Upgrades (Phase 2)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2023 Funding Required:</i>	\$765,000
	<i>Funding Source(s):</i>	MFA Short Term Loan
	<i>Asset Management Plan Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
	<i>Rationale / Service Impacts:</i>	Due to aging infrastructure at the Pender Harbour Transfer Station, significant upgrades are needed to ensure continued waste disposal services and safe operation of the site. XCG conducted a site assessment and recommended that a complete redesign is required to address the numerous issues. Phase 1 of the proposed action took place during Q3 and Q4 of 2022. The purpose of this proposal is to fund the completion of phase 2 of the Pender Harbour Transfer Station Site upgrades.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Will be determined based on the actual improvements made.
8.	<i>Function Number – Project Name:</i>	[350] – Sechelt Landfill Extending Useful Life
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	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

		<p>contact water pond, which is responsible for managing water that comes in contact with solid waste.</p> <p>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.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Will be determined based on the project completion.

9.	<i>Function Number – Project Name:</i>	[350] – (Sechelt) – Biocover Feasibility Pilot Phase 2 (Additional Funding)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$136,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>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</p>

		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.
	<i>Climate Action Impact</i>	The installation of a biocover may reduce GHG emissions from the landfill.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Operating Reserve Plan - Reg. Solid Waste [Taxation Function]					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 184,389	\$ 48,389	\$ 48,389	\$ 48,389	\$ 48,389
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Biocover Feasibility Phase 2	-\$ 136,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 48,389	\$ 48,389	\$ 48,389	\$ 48,389	\$ 48,389

Five-Year Operating Reserve Plan - Eco Fees

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 80,268	\$ 130,268	\$ 180,268	\$ 230,268	\$ 280,268
Contributions	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 130,268	\$ 180,268	\$ 230,268	\$ 280,268	\$ 330,268

The Eco-fee Operating Reserve is funded from the \$5 per tonne fee charged on municipal solid waste received at Sechelt Landfill and Pender Harbour Transfer Station as per Bylaw 670.

Five-Year - Landfill Closure/Post Closure Fund

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 4,430,470	\$ 2,830,470	\$ 3,730,470	\$ 4,630,470	\$ 1,330,470
Budgeted Contributions	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	
Stage H+ closure	-\$ 2,500,000				
Estimated Sechelt Landfill	\$ -	\$ -	\$ -	-\$ 4,200,000	\$ -
Annual Monitoring/Maint.					-\$ 50,000
Closing Balance in Reserve	\$ 2,830,470	\$ 3,730,470	\$ 4,630,470	\$ 1,330,470	\$ 1,330,470

Five-Year Operating Reserve Plan - Landfill

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [365] NORTH PENDER HARBOUR WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [365] North Pender Harbour Water Service be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

NON - DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[365] – Garden Bay Treatment Plant Improvements (Preliminary / Pre-Design Work)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A and sNGD
	<i>2023 Funding Required:</i>	\$200,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Any asset management implications related to the upgrade or construction of a new treatment facility will be incorporated into future financial and/or asset management planning to ensure that sustainable funding is in place to fund the capital and operational financial requirements of this project.

	<i>Rationale / Service Impacts:</i>	<p>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 SCR D 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.</p> <p>In 2022 the SCR D hired an engineering firm to complete a feasibility study to explore treatment improvements for the Garden Bay Lake (i.e., NPH) water system. The eventual construction phase of this work is an ideal candidate for Provincial and/or Federal grant funding and while in the process of awaiting eligible grant programs staff are recommending proceeding with preliminary design, land discussions, permit applications and environmental processes. The project funding identified above will be used for preliminary engineering and pre-design which may include surveying, legal assessments, desktop conceptual design, improved estimates and/or archaeological and environmental assessments.</p>
	<i>Climate Action Impact</i>	This project will incorporate relevant climate action impact considerations into the design and planning phase.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This phase of the project will involve a one-time draw down of operating reserves. Any modifications and/or new construction may have a future impact on annual operating costs as well as other life cycle costing, however not enough information is known at this time to adequately estimate these impacts.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 491,087	\$ 737,665	\$ 737,665	\$ 737,665	\$ 737,665
Budgeted contribution	\$ 246,578	\$ -	\$ -	\$ -	\$ -
2023 Projects	\$ -	\$ -	\$ -	\$ -	\$ -
Closing balance in reserve	\$ 737,665	\$ 737,665	\$ 737,665	\$ 737,665	\$ 737,665

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 366,110	\$ 249,362	\$ 249,362	\$ 249,362	\$ 249,362
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Garden Bay plant improvements	\$ (200,000)				
2023 Budget Proposals	\$ (9,350)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 92,602	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 249,362	\$ 249,362	\$ 249,362	\$ 249,362	\$ 249,362

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [366] SOUTH PENDER HARBOUR WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [366] South Pender Harbour Water Service be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposal

NON – DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[366] – Dam Safety Upgrades to McNeil Lake Dam (Additional Funding)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2023 Funding Required:</i>	\$78,750
	<i>Funding Source(s):</i>	Gas Tax
	<i>Asset Management Plan Implications:</i>	Asset information derived from this work will help to inform development of Asset Management Plans for the South Pender Water Service. Safety upgrades help to mitigate risk for workers and the public.

	<i>Rationale / Service Impacts:</i>	<p>In July 2021, the SCRD entered into a contract with WSP Canada Inc., an engineering consultant firm, to complete 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.</p> <p>WSP provided a cost estimate to the SCRD in May 2022, which, 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.</p> <p>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.</p>
	<i>Climate Action Impact</i>	This project will incorporate relevant climate action impact considerations into the design and planning phase.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This phase of the project represents a one-time expense, however in 2021, the Board approved an increase to the operating budget within the South Pender Harbour Water Service Area to fund ongoing dam inspections at McNeil Lake. It is not anticipated that this project will result in any increases to the operating budget and any life cycle costing will be updated within current asset management documents for the region.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 430,797	\$ 781,157	\$ 781,157	\$ 781,157	\$ 781,157
Budgeted transfer to	\$ 350,360	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 781,157	\$ 781,157	\$ 781,157	\$ 781,157	\$ 781,157

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 698,002.00	\$ 766,584	\$ 766,584	\$ 766,584	\$ 766,584
2022 Operating Surplus	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ (18,700.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 12,282.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 766,584	\$ 766,584	\$ 766,584	\$ 766,584	\$ 766,584

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [370] REGIONAL WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [370] Regional Water Service be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

NON - DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[370] – Church Road Well Field Project (Operational Costs)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$112,196
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The SCRD is nearing completion of the Church Road Well Field in Granthams Landing. This project will result in additional groundwater supply infrastructure and new operational requirements in the Regional Water Service Area. Increased base operating budget funds are required for operating

		<p>and maintaining the new pump station and associated works.</p> <p>The total annual increase to the O&M budget (details below) associated with this project is estimated at \$149,595. The required increase for 2023 is based on 9 months, or 75% of this value which totals \$112,196. In 2024 and future years, the full amount will be required. Staff will ensure that once the well field is online, all expenditures associated with operating and maintaining this facility will be fully segregated so that an accounting of actual operating costs are known and future budget requirements can be accurately identified.</p> <p>This proposal is aligned with the SCRD's Financial Sustainability Policy, Section 4.6 Cost of Existing Services. Recognizing the cost of existing services and evaluating the impact of inflation and market conditions on rising costs is an important tool for ensuring that funding is in place to meet existing service levels.</p>
	<i>Climate Action Impact</i>	This project is related to the impacts of climate change, as it will increase water supply to the community during the summer months.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing base budget estimated at \$149,595 to operationalize this new infrastructure.

2	<i>Function Number – Project Name:</i>	[370] – Chapman Siphon Removal
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	BC Parks Use Permit #102714 allows the installation and use of a siphon for water extraction from Chapman Lake in times of drought. One of the terms of this permit is to remove the siphon

		<p>prior to the expiration of the permit, this permit has been extended to October 31, 2023.</p> <p>This project will involve the development of a Siphon Removal Plan as well as the deconstruction and complete removal of the siphon and associated works at Chapman Lake and Chapman Creek. Costs of this work will include helicopter flights, heavy machinery rentals, and other subcontractor costs.</p>
	<i>Climate Action Impact</i>	This emergency infrastructure is critical for supplying water during Stage 4 water conservation regulations.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This infrastructure is considered temporary and will be removed prior to expiration of the permit and once removed will not have a operational financial impact. Reuse of the removed infrastructure may have a positive benefit to future projects that can utilize the used piping/fittings that are no longer required at Chapman Lake.

3	<i>Function Number – Project Name:</i>	[370] – Chapman Creek Water Treatment Plant UV Upgrade (Phase 2 - Construction)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$1,905,950
	<i>Funding Source(s):</i>	Municipal Finance Authority (MFA) Short Term Loan (Loan Under Agreement)
	<i>Asset Management Plan Implications:</i>	This project will help improve the reliability and redundancy of the UV system at Chapman WTP. This reduces risk of service interruption and helps to deliver the expected level of service. Additional assets will be included in the Regional Water Service's asset management planning documents and will be incorporated into future funding requirement determinations.
	<i>Rationale / Service Impacts:</i>	The Chapman Creek Water Treatment Plant (WTP) uses ultraviolet (UV) radiation as one of the many facility treatment processes. The UV is a critical component of the disinfection process that

		<p>destroys illness causing micro-organisms prior to distribution of drinking water.</p> <p>In 2021, \$250,000 was approved for the capital costs associated with upgrading the current UV system that has been in place since 2004. Stantec Consulting Ltd. was awarded the contract to provide project management, design and construction management. Stantec provided more accurate cost estimates in Q3 2022, and early indications are the budget needs to be increased drastically due to increased costs for UV equipment, and more modifications to the plant than was initially expected to meet health requirements.</p>
	<i>Climate Action Impact</i>	Right sizing UV units can reduce electricity consumption.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Annual O&M costs associated with maintaining a UV treatment system include the cost of maintenance and bulb replacements and varies based on the age and condition of the asset. The average annual O&M costs of a single UV treatment system at Chapman are estimated as \$10,000 - \$15,000 annually. The funding for ongoing O&M expenditures will be funded with existing base operating budget funds.</p> <p>Any changes to annual operating budget spending will be dependent on the final design selection and any required increases to the base operating budget will be recommended at a later date.</p>

4	<i>Function Number – Project Name:</i>	[370] – Chapman Creek Water Treatment Plant Chlorine Gas Decommissioning
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$65,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	Decommissioning costs are part of full lifecycle costing. Removal of the remaining chlorine gas piping system and gas cylinders will reduce risk of an inadvertent release of chlorine gas.

	<i>Rationale / Service Impacts:</i>	<p>As part of the treatment plant process at the Chapman WTP, chlorine gas is injected into the water. During 2022, a construction contract was issued to convert from the chlorine disinfection process to a non-gaseous chlorine disinfection process, which is currently underway and is scheduled for completion in 2023.</p> <p>This project will involve contracting an experienced engineering design firm to complete the design and planning specifications and tendering the services for the removal of the gaseous chlorine infrastructure (piping, storage containers, appurtenances, etc.). The decommissioning of the chlorine gas system will be performed by an experienced contractor who is adequately licensed and will adhere to any safety and/or environmental consideration requirements.</p>
	<i>Climate Action Impact</i>	Elimination of all chlorine gas components will eliminate the potential for an inadvertent accidental chlorine gas leak.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This is a one-time expense and will not have any future life cycle costs.
5	<i>Function Number – Project Name:</i>	[370] – Dam Safety Upgrades to Chapman and Edwards Lakes - Construction Cost Increases
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$322,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	<p>Asset information derived from this work will help to inform development of Asset management plans for the Regional Water Service.</p> <p>Safety Upgrades help to mitigate risk for workers and the public.</p>
	<i>Rationale / Service Impacts:</i>	Chapman Lake Dam: This project will reinforce the Chapman Dam Base, elevate the existing access platform, replace the dam outlet sluice gate and operating mechanism, and add security fencing, a debris log boom, and public information signage.

		<p>Edwards Lake Dam: This project will elevate the existing access platform, add a debris log boom, stop the log removal hoist, add security fencing, and public informational signage.</p> <p>In Spring 2022, WSP (consultant) provided a preliminary set of tender documents and a Class C construction cost estimate.</p> <p>The Class C construction cost estimate for these the two dams are: Chapman: \$1,000,000 Edwards: \$730,000</p> <p>The current allocated construction funds available for these projects is: Chapman: \$783,000 Edwards: \$625,000</p>
	<i>Climate Action Impact</i>	Correctly maintaining dams reduces the risk of failures which may have a catastrophic effect on the environment and the community.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	As this work involves the improvement or replacement of existing assets, it is not anticipated that this project will have a material impact on the operating costs of the service area. The life cycle of some minor components will be reset, but not have material impact on overall life cycle cost of the overall dam assets.

6	<i>Function Number – Project Name:</i>	[370] – Egmont Water Treatment Plant - Feasibility Study and Preliminary Development
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$275,000
	<i>Funding Source(s):</i>	\$75,000 Operating Reserves \$200,000 Capital Reserves
	<i>Asset Management Plan Implications:</i>	This work will inform Asset management planning by providing a refined understanding of the lifecycle of the existing assets and the magnitude of investment needed to maintain the existing level of service to the North Pender Water Service.

	<i>Rationale / Service Impacts:</i>	<p>The Egmont Water Treatment Plant (WTP) does not have adequate filtration for removing organics from the drinking water. High organics in the drinking water create disinfection byproducts (DBPs), haloacetic acids (HAAs) and trihalomethanes (THMs) when chlorine is added as part of the treatment process. THMs and HAAs can contaminate drinking water and prolonged exposure has been linked to certain health issues. This has been noted by the VCH Health Officer as a required deficiency of this water system that needs to be addressed.</p> <p>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.</p> <p>The following is the anticipated breakdown of project budgets and funding for this work:</p> <p><u>Feasibility Study:</u></p> <ul style="list-style-type: none"> • Amount: \$75,000 • Funding: Operating Reserves <p><u>Phase 1: Corrective Measures</u></p> <ul style="list-style-type: none"> • Amount: \$200,000 • Funding: Capital Reserves
	<i>Climate Action Impact</i>	Improvements to the Drinking Water is a critical requirement of the SCRD and this project will work towards improving the water quality for the residents in the Egmont community.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	It is not anticipated that this project will have any immediate impacts on the base operating budget, however, it may result in added costs or increases to the materials/supplies budget in the future depending on the recommended and implemented solution.

7	<i>Function Number – Project Name:</i>	[370] – Chaster Well Upgrades - Well Protection Plan Phase 2 - Additional Funding
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$78,500
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Phase 2 includes construction of a well seal which will provide added resiliency in greatly reducing the likely hood of a well cross connection to the potable drinking water supply. This reduces the risk of service interruption and ensures the existing level of service can be delivered.
	<i>Rationale / Service Impacts:</i>	<p>The construction of Chaster Well is in non-compliance with the <i>BC Water Sustainability Act</i> (WSA). The remaining funds (\$38,395) of the budget approved several years ago is insufficient to complete the required upgrades.</p> <p>The existing well head is located inside a utility valve vault, does not have a well head sanitary seal around it, and is susceptible to contamination. The scope of work includes the installation of a protective well sanitary seal and involves civil, mechanical and electrical construction, and the installation of a well pitless adapter seal.</p>
	<i>Climate Action Impact</i>	N/A
8	<i>Function Number – Project Name:</i>	[370] – Church Road Well Field - Compliance Monitoring
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$200,000

	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	One of the conditions of the Church Road Well Field Water License is to undertake several years of impact and compliance monitoring.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Increase to the base operating budget will be required in 2023 and 2024 of \$200,000.
9	<i>Function Number – Project Name:</i>	[370] – Chapman Creek Water Treatment Plant - Mechanical Equipment Upgrades
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$135,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Component replacement helps to maximize asset lifespan. Updated costing information will be used to refine long-term capital planning.
	<i>Rationale / Service Impacts:</i>	<p>The Chapman Creek WTP was commissioned in 2004 and is nearly 20 years old. Two of the primary treatment processes at the plant include the addition of soda ash to adjust the PH and the dissolved air flotation (DAF) tanks which help remove solids and color from the water. General maintenance on this equipment is ongoing but a replacement and upgrade is now required.</p> <p>The soda ash hopper feed system is a critical component of the treatment process and operates 24/7 feeding dry soda ash into the incoming water flow. This system is almost 19 years old and due to the age and condition of the mechanical components, requires a full replacement.</p> <p>The DAF tanks are equipped with chains that rotate with brushes to remove floating residuals from the tank surface and deposits the residuals into disposal troughs. Again, due to age and wear, the chains have shown noticeable signs of</p>

		<p>'stretching' and the brushes have degraded. The chain and brush components of this system require a full replacement.</p> <p>This project will involve 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 SCRD staff with installation efforts as needed.</p>
	<i>Climate Action Impact</i>	Improvements and upgrades to the water treatment plant chemical feed systems and residuals removal may cause a reduction in chemical use or waste due to efficiencies in new equipment.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Addressing the replacement and/or upgrade of aged infrastructure prior to system failure will help avoid costly reactive maintenance/repair work in the future.

10	<i>Function Number – Project Name:</i>	[370] – Exposed Watermain Rehabilitation Chapman Intake Line - New Project
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$220,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	<p>Component replacement helps to maximize asset lifespan. Updated costing information will be used to refine long-term capital planning.</p> <p>The replacement of this critical component will reduce risk of failure.</p>
	<i>Rationale / Service Impacts:</i>	In Spring 2022, a structural assessment of the primary Chapman water intake transmission line was completed and the results of the inspection revealed the presence of corrosion and deterioration of the supporting steel waterline trestle structure is present.

		The steel trestle structure was constructed as part of the original water intake line over 30 years ago and the aging structure needs considerable maintenance that has not been completed since original construction.
	<i>Climate Action Impact</i>	Maintaining current assets will extend their life extending the time required for replacement.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This work will upgrade the Assets to current standards. Future maintenance and Asset plans will assess and include more regular inspections and maintenance. Costs for this work will be considered in future financial plans.

DISCRETIONARY

11	<i>Function Number – Project Name:</i>	[370] – Sechelt Nation Government District - Zone Metering
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Universal water metering will facilitate water conservation and promote delivery of expected service levels. Replacement of assets will be considered in capital planning for this service.
	<i>Rationale / Service Impacts:</i>	As sNGD is not installing water meters, zone metering of sNGD areas is required to analyze water use for the Chapman Water System.
	<i>Climate Action Impact</i>	Having the ability to measure where water is being used enables the management of where water is used and also addressing leaks. Leak reduction is crucial in using the water we have more efficiently and reducing the waste of water.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Meter life spans and maintenance can vary and future financial implication and replacement of this equipment will be contemplated in the asset and operational plans.

12	<i>Function Number – Project Name:</i>	[370] – Generator(s) Purchase for Various Sites
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$375,000
	<i>Funding Source(s):</i>	Gas Tax
	<i>Asset Management Plan Implications:</i>	Generators help to mitigate service delivery impacts in the event of power loss. Replacement of these components will be considered in future capital planning.
	<i>Rationale / Service Impacts:</i>	<p>The Regional Water System manages several site locations where there is currently no back-up power supply onsite in the event of a power outage. Currently, the Utilities department has two mobile generators that they can mobilize in the case of a power outage. Both generators are aged and have high operating hours. It is best practice to have dedicated, site specific, automated generators to ensure proper max day demand and minimum fire flow can be sustained at all times.</p> <p>The Sandy Hook pump station supplies water to the Gray Creek reservoir. Without a generator at the Sandy Hook pump station, in the event of a power outage, the area will only have enough water for a few hours depending on time of year and demand. Without the ability to ensure Gray Creek reservoir remains within operational level set points, there is a reduced ability to supply fire flow demands in the region. The Sandy Hook pump station requires a permanent generator onsite to ensure the Sandy Hook area always receives water.</p> <p>The Egmont WTP supplies water to the Egmont reservoir which in turn supplies water to the surrounding area. Similar to the Sandy Hook site, without a generator at the Egmont WTP the area will only have enough water for a few hours depending on time of year and demand. The recharge rate of the reservoir is low as the facility is only capable of producing 1.2 liters per second. Without the ability to ensure the Egmont reservoir remains within operational level set points there is a reduced ability to supply fire flow demands. The Egmont WTP requires a permanent generator</p>

		<p>onsite to ensure the Egmont community always receives water.</p> <p>Staff are also recommending that an additional two (2) new mobile generators be purchased to replace the two aged generators the department currently utilizes. These can be used as required to maintain water supply in other areas where power outages are less impactful and can be addressed by mobile generators (i.e., Langdale, Cove Cay, Roberts Creek, etc.). Without the generators, the SCRD risks being unable to provide potable water and fire protection to certain areas of the Regional Water System. Last year, the area experienced several outages lasting several hours. Staff tried to move our current generator to the various locations but were unable to due to poor weather conditions. Some reservoirs dropped below their operational low-level set points which negatively impacted fire protection abilities.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This project may have minor impacts on the base operating budget (i.e., fuel, electricity, maintenance) however given the anticipated timeline for purchase/installation it is not anticipated that it will have a meaningful impact on 2023 O&M budgets.

13	<i>Function Number – Project Name:</i>	[370] – Eastbourne Groundwater Supply Expansion (Phase 2)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$1,200,000
	<i>Funding Source(s):</i>	\$753,000 Gas Tax \$447,000 Capital Reserves
	<i>Asset Management Plan Implications:</i>	The addition of assets/components that are critical to deliver the expected level of service will be considered in the development of long-term capital renewal planning.
	<i>Rationale / Service Impacts:</i>	Currently, the Eastbourne Water System on Keats Island serves permanent and seasonal customers,

		<p>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 flow 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 backup to them.</p> <p>A desktop engineering study assessing the current water supply deficit was completed in 2021 and a full Board presentation was completed in early 2021. The results of the Board meeting was a directive to advance the drilling of up to three primary water wells to address the water deficit.</p> <p>In 2022 a contract was issued to ISL Consulting to advance the drilling, engineering, and permitting for up to three additional test wells. Three test wells have been drilled and one has been tested thus far. These test wells will be proofed for both water quality and quantity and, if successful, the well or wells would be converted to production wells to satisfy the current water deficit.</p> <p>These funds will enable the development of the wells, tie in and construction required to connect these wells to the existing Eastbourne system.</p>
	<i>Climate Action Impact</i>	The development of these wells will increase the resilience of the water supply for the Eastbourne system during drought conditions
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The future financial implication and replacement of this equipment will need to be contemplated in the operating and Asset plans.

NOT RECOMMENDED

14	<i>Function Number – Project Name:</i>	[370] – Pneumatic Boring Tool
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, F Islands and DoS
	<i>2023 Funding Required:</i>	\$57,200
	<i>Funding Source(s):</i>	Short Term Loan (MFA)

	<i>Asset Management Plan Implications:</i>	Component replacement will be considered in future service planning.
	<i>Rationale / Service Impacts:</i>	<p>The utility crew installs water services in roadways. There are two ways to install a water service that crosses a roadway. The first method is to cut and excavate the asphalt surface and dig across the roadway, install the water service, backfill and re-pave. This option is very invasive, causes traffic delays and can incur up to \$25,000 +/- of asphalt and backfill material per installation. Another more efficient and cost saving way is to "push" or "pull " the service under the road through a hole made by a specialized machine.</p> <p>Currently staff use a 20+ year old "Mole" boring tool which includes a cage that is installed in the shoulder of the road and hydraulically pushes a metal rod under the road and then pulls a service back from across the road.</p> <p>An easier and less intrusive method is by using a 'hog' boring tool which uses a "bullet" and air-line to push the hog through the road and pulls the service back from a much smaller excavation. Staff are requesting that a hog/hose kit and compressor be purchased to replace the existing 'mole' boring tool. This new piece of equipment will be more efficient and more reliable than the existing methods utilized and may result in reductions in costs incurred by the SCRD as well as developers and property owners.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	It is not anticipated that this project will have a material impact on the operating or life cycle costs of the service area.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$4,170,720	\$4,936,430	\$4,936,430	\$4,936,430	\$4,936,430
Budgeted contributions	\$2,418,210	\$ -	\$ -	\$ -	\$ -
2023 Projects	-\$1,652,500	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$4,936,430	\$4,936,430	\$4,936,430	\$4,936,430	\$4,936,430

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 644,238	\$ 1,807,018	\$ 1,807,018	\$ 1,807,018	\$ 1,807,018
Cancelled carryforward	\$ 135,000	\$ -	\$ -	\$ -	\$ -
EMBC funding (est to date)	\$ 319,000	\$ -	\$ -	\$ -	\$ -
Projected 2022 surplus	\$ 300,000				
Budgeted contributions	\$ 851,893				
2023 Projects	-\$ 443,113	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,807,018	\$ 1,807,018	\$ 1,807,018	\$ 1,807,018	\$ 1,807,018

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [365] [366] [370] WATER SERVICES AND [350] REGIONAL SOLID WASTE

RECOMMENDATION(S)

THAT the report titled 2023 Round 1 Budget Proposal for [365] [366] [370] Water Services and [350] Regional Solid Waste be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[350 / 365 / 366 / 370] – Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$63,750 [370] 70% <ul style="list-style-type: none"> Salaries & Benefits - \$42,000 Training & Development - \$1,312.50 Office Expenses - \$1,312.50 [366] 10% <ul style="list-style-type: none"> Salaries & Benefits - \$6,000 Training & Development - \$187.50

		<ul style="list-style-type: none"> Office Expenses - \$187.50 <p>[365] 5%</p> <ul style="list-style-type: none"> Salaries & Benefits - \$3,000 Training & Development - \$93.75 Office Expenses - \$93.75 <p>[350] 15%</p> <ul style="list-style-type: none"> Salaries & Benefits - \$9,000 Training & Development - \$281.25 Office Expenses - \$281.25
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Number and value of complexity of contracts managed by the Capital Projects Division is such that additional projects and contract management staff resources are required to allow the existing staff to focus on the technical and more strategic project management of the projects, while this additional resource would focus on contract administration and provide project management support. Utility Services and Solid Waste currently already have such staff and this is proven to be effective.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>The total annual costs of this position in 2024 and ongoing is \$85,000:</p> <p>Salaries & Benefits - \$80,000 Training & Development - \$2,500 Office Expenses - \$2,5000 (plus collective bargaining wage increases)</p>
2	<i>Function Number – Project Name:</i>	[365 / 366 / 370] – Water Services - Review of SCRD Subdivision Servicing Bylaw No. 320
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	<p>\$40,000</p> <p>[370] 85%, [365] 5%, [366] 10%</p>

	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	A robust and clear Subdivision Servicing Bylaw can facilitate improved asset management practices at the SCRD and ensure that future contributed assets can be sustainably funded.
	<i>Rationale / Service Impacts:</i>	Bylaw 320 is used to guide utility development such as water and sewer upgrades and is outdated and requires review to ensure alignment with SCRD practices and requirements, and best management practices.
	<i>Climate Action Impact</i>	Staff will consider proposals that promote water conservation and low-impact development for public feedback and the SCRD Board's consideration.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A

3	<i>Function Number – Project Name:</i>	[365 / 366 / 370] – Water Services - Water Rate Structure Review - Phase 2
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$60,000 [370] 85%, [365] 5%, [366] 10%
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The SCRD will complete the development of a new rate structure with support from a consultant and based on the outcome of Phase 1. There may be additional public engagement in Phase 2. This work will run in parallel with the broader Bylaw 422 update (to which there is \$20K allocated).
	<i>Climate Action Impact</i>	Staff will consider rate proposals that promote water efficiency.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A

4	<i>Function Number – Project Name:</i>	[365 / 366 / 370] – Water Services - Water Strategy Implementation - Develop Water System Action Plans
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$87,000 [370] 85%, [365] 5%, [366] 10%
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Develop Water System Action Plans with consultant support to compile the technical studies and provide cost estimates based on water modelling results that will be completed in 2023. Strategic Objective: -Implement the Water Strategy through Action Plans for each focus area (e.g. water supply) to ensure all SCRD water users have safe and reliable drinking water now and in the future. -Staff will use the Action Plans to guide their capital planning and work plans.
	<i>Climate Action Impact</i>	The water system Action Plans will consider impacts of climate change on water system infrastructure and proposed water conservation initiatives.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A

Financial Implications

See individual functional area project proposals for reserve tables, the above projects are considered in those tables.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 1 Budget) – January 23-25, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2023 ROUND 1 BUDGET PROPOSAL FOR [381-395] WASTEWATER TREATMENT PLANTS

RECOMMENDATION(S)

THAT the report titled **2023 Round 1 Budget Proposal for [381-395] Wastewater Treatment Plants** be received for information.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2023 R1 Budget Proposals

NON - DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[387] – Square Bay Wastewater Treatment Plant - Square Bay Collection System - Planning for System Upgrade
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2023 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Grant \$10,000 / Operating Reserves \$5,000
	<i>Asset Management Plan Implications:</i>	Any asset management implications related to the upgrade or construction of new or replacement infrastructure will be incorporated into future financial and/or asset management planning to ensure that sustainable funding is in place to fund the capital and operational financial requirements of this project.

	<i>Rationale / Service Impacts:</i>	<p>This project was deferred from 2022 and staff are requesting to have it reinstated in 2023. 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.</p> <p>An application for grant funding under the Infrastructure Planning Grant Program was submitted for this project in January 2023 and announcements are anticipated in the Summer of 2023. As outlined, this project proceeding is conditionally based on the award of grant funding from the Province.</p> <p>Note: As the status of the grant is unknown at this time, it is recommended that the proposal be forwarded to R2.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The planning phase of this project will likely result in future recommendations related to capital replacement and/or upgrades of the collection system. Staff will present the results of this planning study as well as funding options, including grant opportunities, at a future date.
2	<i>Function Number – Project Name:</i>	[387] – Square Bay Wastewater Treatment Plant - Square Bay Collection System - Infiltration Reduction (Phase 1 and 2)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2023 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	Any asset management implications related to the upgrade or construction of new or replacement infrastructure will be incorporated into future financial and/or asset management planning to ensure that sustainable funding is in place to fund the capital and operational financial requirements of this project.

	<i>Rationale / Service Impacts:</i>	A portion of the costs for this 2020 project was deferred from 2022 and staff are requesting to have it reinstated in 2023. There 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 sections of the collection system. Continuing with this project will help address some of the operating cost pressures impacted by infiltration such as additional pumpouts and staff overtime.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Proceeding with this project will help alleviate some of the additional operating cost pressures resulting from infiltration issues.
3	<i>Function Number – Project Name:</i>	[381-395] – Wastewater Treatment Plants (Various) - Pumpout Costs
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	\$19,435
	<i>Funding Source(s):</i>	User Fees (various)
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The SCR D 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 and the current base budgets for some of the wastewater service areas are not sufficient to cover the increase costs of pumpouts anticipated for 2023.</p> <p>At the December 15, 2022 Special Board meeting, based on staff's recommendations, the Board approved user fee rate increases for several wastewater service areas for 2023 that incorporated (in part) base budget increase</p>

		<p>requirements to fund additional pumpout and disposal costs for 2023.</p> <p>The following is a breakdown of the base budget increases previously discussed and required for 2023:</p> <ul style="list-style-type: none"> • [382] Woodcreek Park - \$2,964.60 • [385] Secret Cove - \$1,317.60 • [386] Lee Bay - \$3,952.80 • [387] Square Bay - \$3,952.80 • [388] Langdale - \$3,952.80 • [391] Curran Rd - \$1,976.40 • [393] Lilies Lake - \$329.40 • [395] Painted Boat - \$988.20 • Total \$19,434.60
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The recommended increase is for 2023 and 2024 onwards and will represent a permanent increase to the base operating budgets for the service areas identified.

DISCRETIONARY

4	<i>Function Number – Project Name:</i>	[384-385] – Secret Cove / Jolly Roger Wastewater Treatment Plants - Outfall Maintenance Phase 1
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2023 Funding Required:</i>	\$22,000
	<i>Funding Source(s):</i>	[384] Jolly Roger - \$11,000 Operating Reserves [385] Secret Cove – \$11,000 Operating Reserves
	<i>Asset Management Plan Implications:</i>	Any asset management implications related to the upgrade or construction of new or replacement infrastructure will be incorporated into future financial and/or asset management planning to ensure that sustainable funding is in place to fund the capital and operational financial requirements of this project.

	<i>Rationale / Service Impacts:</i>	<p>The Secret Cove and Jolly Roger Wastewater Treatment Plants operate under a permit issued by the Ministry of the Environment. A condition of the permit is that the treatment plants ocean outfall be inspected once every 5 years. The last time the outfall for Secret Cove and Jolly Roger was inspected was December of 2017. On September 2, 2022, the outfall for the WWTP's floated to the surface and the SCRD hired a local dive team to re-sink the outfall as an emergency. Approximately 2.5 weeks later the outfall floated to the surface again. The SCRD hired a dive team to re-sink the outfall and complete an inspection. The dive team noted that the outfall had anchors that needed replacement and that the current anchoring spacing isn't as per installation specifications. This project is to address the most high-risk sections of the outfall line that require additional anchors and to perform an additional inspection on the remaining sections to determine what (if any) additional anchor requirements may be required.</p> <p>The project costs will be split 50/50 since the ocean outfall is shared between the Jolly Roger and Secret Cove WWTP:</p> <p>Jolly Roger: \$11,000</p> <p>Secret Cove: \$11,000</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>The project budget proposed for 2023 is based on re-anchoring partial sections of the outfall based on short-term risk and immediate needs. Based on the detailed inspection performed at the time of 2023 installation efforts, staff will have more information to help determine what the requirements are to complete the remaining re-anchoring work.</p>

5	<i>Function Number – Project Name:</i>	***NEW [383] – Sunnyside Wastewater Treatment Plant – Feasibility and Planning Study
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E
	<i>2023 Funding Required:</i>	\$7,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Feasibility and planning studies help inform capital planning by providing important information regarding asset renewal schedules, costing and condition assessments. Any asset management implications related to the upgrade or construction of new or replacement infrastructure will be incorporated into future financial and/or asset management planning to ensure that sustainable funding is in place to fund the capital and operational financial requirements of this project.
	<i>Rationale / Service Impacts:</i>	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. 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 SCRD 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 SCRD in determining what options exist in regard 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.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This is a one-time expense however it will inform future capital planning and decision making in regard to infrastructure replacement.

6	<i>Function Number – Project Name:</i>	***NEW [384] – Jolly Roger Wastewater Treatment Plant – Feasibility and Planning Study
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2023 Funding Required:</i>	\$12,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Feasibility and planning studies help inform capital planning by providing important information regarding asset renewal schedules, costing and condition assessments. Any asset management implications related to the upgrade or construction of new or replacement infrastructure will be incorporated into future financial and/or asset management planning to ensure that sustainable funding is in place to fund the capital and operational financial requirements of this project.
	<i>Rationale / Service Impacts:</i>	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.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This is a one-time expense however it will inform future capital planning and decision making in regard to infrastructure replacement.

7	<i>Function Number – Project Name:</i>	***NEW [385] – Secret Cove Wastewater Treatment Plant – Feasibility and Planning Study
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2023 Funding Required:</i>	\$12,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Feasibility and planning studies help inform capital planning by providing important information regarding asset renewal schedules, costing and condition assessments. Any asset management implications related to the upgrade or construction of new or replacement infrastructure will be incorporated into future financial and/or asset management planning to ensure that sustainable funding is in place to fund the capital and operational financial requirements of this project.
	<i>Rationale / Service Impacts:</i>	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 treatment 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 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.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	This is a one-time expense however it will inform future capital planning and decision making in regard to infrastructure replacement.

Financial Implications

[382] Woodcreek Park Wastewater Service Area					
Five-Year Capital Reserve Plan					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$33,480	\$66,330	\$ 68,387	\$ 89,663	\$111,623
Budgeted Contribution	\$32,850	\$33,507	\$ 34,177	\$ 34,861	\$ 35,558
Forecasted Capital Renewal	\$ -	-\$31,450	-\$ 12,901	-\$ 12,901	-\$ 12,901
Closing Balance in Reserve	\$66,330	\$68,387	\$ 89,663	\$111,623	\$134,280

[382] Woodcreek Park Wastewater Service Area
Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 67,302.00	\$ 70,337	\$ 70,337	\$ 70,337	\$ 70,337
2022 Operating Surplus	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -
Pumpout	\$ (2,965.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 70,337	\$ 70,337	\$ 70,337	\$ 70,337	\$ 70,337

[383] Sunnyside Wastewater Service Area					
Five-Year Capital Reserve Plan					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 23,050	\$ 27,472	\$ 31,894	\$ 36,316	\$ 40,738
Budgeted Contribution	\$ 4,422	\$ 4,422	\$ 4,422	\$ 4,422	\$ 4,422
Forecasted Capital Renewal	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 27,472	\$ 31,894	\$ 36,316	\$ 40,738	\$ 45,160

[383] Sunnyside Wastewater Service Area
Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 16,291.00	\$ 13,232	\$ 13,232	\$ 13,232	\$ 13,232
2022 Operating Surplus	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
Capital planning study	\$ (7,500.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 2,441.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 13,232	\$ 13,232	\$ 13,232	\$ 13,232	\$ 13,232

[384] Jolly Roger Wastewater Service Area					
Five-Year Capital Reserve Plan					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 40,470	\$ 46,732	\$ 54,544	\$ 63,906	\$ 74,818
Budgeted Contribution	\$ 6,262	\$ 7,812	\$ 9,362	\$ 10,912	\$ 12,462
Forecasted Capital Renewal	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 46,732	\$ 54,544	\$ 63,906	\$ 74,818	\$ 87,280

[384] Jolly Roger Service Area
Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 26,042.00	\$ 5,042	\$ 5,042	\$ 5,042	\$ 5,042
2022 Operating Surplus	\$ 500.00	\$ -	\$ -	\$ -	\$ -
Outfall maintenance	\$ (11,000.00)				
Capital plan study	\$ (12,500.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 5,042	\$ 5,042	\$ 5,042	\$ 5,042	\$ 5,042

[385] Secret Cove Wastewater Service Area					
Five-Year Capital Reserve Fund					
	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 13,400	\$ 20,960	\$ 31,520	\$ 45,080	\$ 61,640
Budgeted Contribution	\$ 7,560	\$ 10,560	\$ 13,560	\$ 16,560	\$ 19,560
Forecasted Capital Renewal	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 20,960	\$ 31,520	\$ 45,080	\$ 61,640	\$ 81,200

[385] Secret Cove Service Area
Five-Year Operating Reserve Fund

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 43,851.00	\$ 14,852	\$ 14,852	\$ 14,852	\$ 14,852
2022 projected surplus/(deficit)	\$ (5,500.00)	\$ -	\$ -	\$ -	\$ -
Pumpout	\$ (1,317.00)				
Outfall Maintenance	\$ (11,000.00)				
Planning Study	\$ (12,500.00)				
Contribution to Reserve	\$ 1,317.60	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 14,852	\$ 14,852	\$ 14,852	\$ 14,852	\$ 14,852

[386] Lee Bay Wastewater Service Area
Five-Year Capital Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$303,800	\$348,656	\$402,412	\$465,068	\$536,624
Budgeted Contribution	\$ 44,856	\$ 53,756	\$ 62,656	\$ 71,556	\$ 80,456
Forecasted Capital Renewal	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$348,656	\$402,412	\$465,068	\$536,624	\$617,080

[386] Lee Bay Wastewater Service Area
Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 300,880.00	\$ 293,427	\$ 293,427	\$ 293,427	\$ 293,427
2022 Projected surplus/(deficit)	\$ (3,500.00)	\$ -	\$ -	\$ -	\$ -
Pumpout costs	\$ (3,953.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve		\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 293,427	\$ 293,427	\$ 293,427	\$ 293,427	\$ 293,427

[387] Square Bay Wastewater Service Area
Five-Year Capital Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 48,213	\$ 52,824	\$ 62,085	\$ 75,996	\$ 94,557
Budgeted Contribution	\$ 24,831	\$ 29,481	\$ 34,131	\$ 38,781	\$ 43,431
Forecasted Capital Renewal	-\$ 20,220	-\$ 20,220	-\$ 20,220	-\$ 20,220	-\$ 20,220
Closing Balance in Reserve	\$ 52,824	\$ 62,085	\$ 75,996	\$ 94,557	\$117,768

[387] Square Bay Wastewater Service Area
Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 6,391.00	\$ 8,557	\$ 8,557	\$ 8,557	\$ 8,557
2022 Operating	\$ (10,000.00)	\$ -	\$ -	\$ -	\$ -
Plan-collection system	\$ (5,000.00)				
Pumpout	\$ (3,952.80)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 21,119.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 8,557	\$ 8,557	\$ 8,557	\$ 8,557	\$ 8,557

[388] Langdale Wastewater Service Area
Five-Year Capital Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 5,600	\$ 23,600	-\$ 2,515	\$ 535	\$ 3,960
Budgeted Contribution	\$ 18,000	\$ 18,360	\$ 18,727	\$ 19,102	\$ 19,484
Forecasted Capital Renewal	\$ -	-\$ 44,475	-\$ 15,677	-\$ 15,677	-\$ 15,677
Closing Balance in Reserve	\$ 23,600	-\$ 2,515	\$ 535	\$ 3,960	\$ 7,767

[388] Langdale Wastewater Service Area
Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 679.00	\$ 1,057	\$ 1,057	\$ 1,057	\$ 1,057
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Pumpout	\$ (3,953.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 4,331.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,057	\$ 1,057	\$ 1,057	\$ 1,057	\$ 1,057

[391] Curran Road Wastewater Service Area
Five-Year Capital Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 38,346	\$ 59,556	\$ 84,266	\$ 112,476	\$ 197,644
Budgeted Contribution	\$ 21,210	\$ 24,710	\$ 28,210	\$ 31,710	\$ 35,210
Forecasted Capital Renewal	\$ -	\$ -	\$ -	\$ 53,458	\$ 35,070
Closing Balance in Reserve	\$ 59,556	\$ 84,266	\$ 112,476	\$ 197,644	\$ 267,924

[391] Curran Road Wastewater Service Area**Five-Year Operating Reserve Plan (or longer, if applicable)**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 69,351.00	\$ 68,374	\$ 68,374	\$ 68,374	\$ 68,374
2022 Operating Surplus	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -
Pumpout	\$ (1,977.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 68,374	\$ 68,374	\$ 68,374	\$ 68,374	\$ 68,374

[393] Lilies Lake Wastewater Service Area**Five-Year Capital Reserve Plan (or longer, if applicable)**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ -	\$ 7,112	\$ 15,624	\$ 25,536	-\$ 6,390
Budgeted Contribution	\$ 7,112	\$ 8,512	\$ 9,912	\$ 11,312	\$ 16,033
Forecasted Capital Renewal	\$ -	\$ -	\$ -	-\$ 43,238	-\$ 16,033
Closing Balance in Reserve	\$ 7,112	\$ 15,624	\$ 25,536	-\$ 6,390	-\$ 6,390

[393] Lilies Lake Wastewater Service Area**Five-Year Operating Reserve Plan (or longer, if applicable)**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 22,267.00	\$ 22,267	\$ 22,267	\$ 22,267	\$ 22,267
2022 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ (329.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 329.00	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 22,267	\$ 22,267	\$ 22,267	\$ 22,267	\$ 22,267

[394] Painted Boat Wastewater Service Area**Five-Year Capital Reserve Plan**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 15,073	\$ 27,041	\$ 40,709	\$ 56,077	\$ 74,845
Budgeted Contribution	\$ 11,968	\$ 13,668	\$ 15,368	\$ 18,768	\$ 17,068
Forecasted Capital Renewal	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 27,041	\$ 40,709	\$ 56,077	\$ 74,845	\$ 91,913

[394] Painted Boat Wastewater Service Area

Five-Year Operating Reserve Plan (or longer, if applicable)

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 73,720	\$ 74,569	\$ 74,569	\$ 74,569	\$ 74,569
2022 Operating Surplus	\$ 500	\$ -	\$ -	\$ -	\$ -
Pumpout	\$ (988)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 1,337	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 74,569	\$ 74,569	\$ 74,569	\$ 74,569	\$ 74,569

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