



FINANCE COMMITTEE

Thursday, March 2, 2023

TO BE HELD

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

AGENDA

CALL TO ORDER **9:00 a.m.**

AGENDA

1. Adoption of Agenda

Agenda
Pages 1-5

PRESENTATIONS AND DELEGATIONS

2. Colin Stansfield, Executive Director, Sunshine Coast Regional
Economic Development Organization
Regarding: Organization Update
(Voting – Electoral Area Directors)
3. Heather Evans-Cullen, Library Director, Gibsons and District
Public Library
Regarding: 2023 Budget Request
(Voting – E, F, and Gibsons)

Annex A
pp. 6-23

Annex B
pp. 24-29

REPORTS

4. 2023-2027 Financial Plan Update at Round 2
General Manager, Corporate Services / Chief Financial Officer
5. Library and Reading Room Funding
General Manager, Corporate Services / Chief Financial Officer
**(Voting – [640] Gibsons and District Public Library – E, F and
Gibsons)**
(Voting – [646] Roberts Creek Library Service – All Directors)
6. Community Partners Funding Updated Summary
General Manager, Corporate Services / Chief Financial Officer
(Voting – All Directors)
7. Electoral Areas' Grant-in-Aid and Economic Development Review
of Discretionary Balances for 2023
General Manager, Corporate Services / Chief Financial Officer
(Voting - All Directors - Based on Individual Functions)

Verbal

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| 8. 2022 Final Surplus / Deficits
<i>Manager, Financial Services</i>
(Voting – All Directors) | Annex F
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| 9. Final 2022 Project Carry-Forwards
<i>Senior Leadership Team</i>
(Voting – All Directors) | Annex G
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| 10. Canada Community Building Fund (Gas Tax) - Update from Round 1
<i>Manager, Financial Planning</i>
(Voting – A, B, D, E, F) | Annex H
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| 11. 2022 Drought Response Financial Update
<i>Manager, Financial Services</i>
(Voting – All Directors) | Annex I
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| 12. Presentation – Sustainable Service Delivery – Asset Management at the SCRD
<i>Manager, Asset Management</i>
(Voting – All Directors) | Annex J
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| 13. Previously Adopted Capital Plans
<i>Manager, Asset Management</i>
(Voting – All Directors) | Annex K
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| 14. Summary of Proposed Initiatives and Carryforwards at Round 2 Budget | Annex L
pp. 117-145 |

IN CAMERA

That the public be excluded from attendance at the meeting in accordance with Section 90 (1)(a) and (k) of the *Community Charter* - “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality” and “negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.”

REPORTS (continued)

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| <p>15. 2023 Round 2 Budget Proposal – [350] Regional Solid Waste
 <i>Manager, Solid Waste Services</i>
 (Voting – All Directors)</p> | <p>Annex M
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| <p>16. 2023 Round 2 Budget Proposal – [370] Regional Water Service
 <i>Manager, Utility Services</i>
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| <p>17. 2023 Round 2 Budget Proposal – [381-395] Wastewater
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 <i>Manager, Transit and Fleet</i>
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 <i>Manager, Parks Services</i>
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COMMUNICATIONS**NEW BUSINESS****ADJOURNMENT**



SCREDO

**SUNSHINE COAST REGIONAL
ECONOMIC DEVELOPMENT
ORGANIZATION**

2022-2023 Annual Plan

Prepared by:

Colin Stansfield
Executive Director

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1.0 Executive Summary

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

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

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

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

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

2.0 Introduction

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

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

2.1 Mission and Vision

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

2.2 Guiding Principles

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

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

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

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

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

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

2.3 Governance Structure

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

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

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

2.4 Current Operations

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

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

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

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

2.5 Strategic Priorities & Objectives

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

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

3.0 Description of Society Activities

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

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

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

3.1 Business Retention, Expansion & Attraction

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

Sunshine Coast Business Recovery Centre

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

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

Keep it Coastal

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

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

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

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

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

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

Sunshine Coast People's Choice Awards

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

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

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

3.2 Workforce Development

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

FUSE Community Workhubs

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

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

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

Accessible Employment

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

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

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

Labour Market Partnerships

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

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

3.3 Advocacy

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

RoundUp

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

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

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

3.4 Investment & Resident Attraction

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

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

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

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

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

Investment Attraction for Blended Value Returns

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

Key deliverables from this next phase will include:

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

3.5 Research & Publication

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

Over the next year we will focus on:

2023 Economic Snapshot

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

Regional Growth & Sustainable Development

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

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

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

3.6 Regional Collaboration

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

Sunshine Coast Housing Action Table

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

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

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

BC Social Procurement Initiative

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

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

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

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

Vancouver Coast & Mountains Sustainability Council

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

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

3.7 Governance & Corporate Social Responsibility

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

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

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

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

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

4.0 Budget

4.1 FY2022 Operating Budget

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

2021-2022 Operating Budget

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

Notes:

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

4.2 FY2023 Operating Budget

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

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

2022-2023 Operating Budget

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

5.0 Conclusion

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

**Round 2 Annual Budget for the Gibsons & District Public Library
2023 to maintain service levels**

ANNEX B

Gibsons and District Public Library	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Change Amount	% Change
Core Operational Budget	\$648,841	\$668,901	\$708,366	\$758,519	\$50,153	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%
Contingency GDPL Reserves			\$14,393			
TOTAL	\$737,207	\$752,267	\$806,125	\$847,318	\$41,193	5.1%
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	\$634,760	\$32,416	5.4%
Development	\$4,694	\$4,694	\$7,694	\$8,394	\$700	9%
Other Expenses						
Total Operating	\$737,207	\$752,267	\$806,125	\$847,318	\$41,193	5.1%

Budget from Round 1 Recommendation that will require reduced services

Gibsons and District Public Library	2020 Budget	2021 Budget	2022 Budget	2023 Budget	Change Amount	% Change
Core Operational Budget	\$648,841	\$668,901	\$708,366	\$750,868	\$42,502	6%
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%
Contingency GDPL Reserves			\$14,393			
TOTAL	\$737,207	\$752,267	\$806,125	\$839,667	\$33,542	4.2%
OPERATING EXPENSES	2020	2021	2022	2023	Change Amount	% Change
Materials & Services	\$96,037	\$99,037	\$102,087	\$103,133	\$1,026	1%
Programming	\$16,200	\$15,200	\$15,500	\$15,500	\$0	0%
Office	\$24,800	\$25,400	\$25,900	\$26,000	\$100	0.3%
Equipment & Maintenance	\$4,000	\$4,000	\$4,100	\$4,100	\$0	0%
Facility	\$47,850	\$47,850	\$48,500	\$48,500	\$0	0%
Personnel	\$543,626	\$556,086	\$602,344	\$634,760	\$32,416	5.4%
Development	\$4,694	\$4,694	\$7,694	\$7,694	\$0	0%
Other Expenses						
Total Operating	\$737,207	\$752,267	\$806,125	\$839,667	\$33,542	4.2%

Round 2 Budget Submission

Serving a population of ~14,750 people in Gibsons, Elphinstone, West Howe Sound and (half of) Roberts Creek, GDPL is one of the most highly used libraries *per capita* in B.C. Fully 59% of our service population—some 7549 residents—are active library members. Last year alone, we saw more than 87,000 in-person visits from people seeking a range of services. Another 47,512 connections were made online. In short, demand for our services continues to grow.

Service Levels

- Total staffing hours have remained the same for five years. No net new full-time equivalent (FTE) hours have been added in this time.
- We recently returned to pre-pandemic service levels, of 47 hours per week: Monday to Saturday 10:00am to 5:30 pm, with extended hours on Wednesday evenings to 7:30. Staffing for child and youth programs and tech' support was redistributed as necessary.

Finances

The public record will show that GDPL has consistently exercised fiscal restraint in our funding requests, averaging between 2% and 3% per year over the last decade.

Budget requests in 2022 and 2023 have been higher because our core service costs have risen, notably staff compensation and benefits as well as materials and operational costs.

- Based on a comprehensive wage review benchmarked against library peers, our current collective agreement is retroactive to January 1, 2022 and provides pay increases totaling 5.5% over two years (2.75% per year).

To be clear, our budget recommendation presumes a 2022 operations budget of \$708,366—i.e., the amount that was requested and initially approved last year by the SCRD, prior to the Town of Gibsons COVID Relief grant supplementation of \$19,700.

We want you to know we heard you during Round 1; we went back to our budget and reduced it as much as is possible without dramatically reducing service. More costly elements of our collection such as STEAM kit maintenance, E-books and Audio Picture books were eliminated as were technology enhancements. In that light, we present two funding scenarios, with the second being the only tenable option to us:

- SCRD Round 1 recommendation for 2023 budget: \$750, 868. This is shown as 6% based on \$708,366. 6% based on \$688,666 is \$729,985- neither of these figures would achieve the required current library services levels for 2023.
- **GDPL recommended 2023 budget request: \$758,519. This, our recommended, budget represents a 7% increase (above 708k) of \$50,153. It is the minimum amount of funds required to maintain current library service levels.**

Relative to the cost per person—residents or library patrons alike-- the difference is less than a single bus fare or the price of locally roasted cup of coffee.

Risk versus Stability

If we do not have sufficient operational funds, the library will be forced to reduce hours- either by closing one day a week or for several weeks this summer. After maintaining a stable and exemplary staff team & offering services throughout the pandemic, these service reductions would result in unstable staffing and costly human resource issues. Popular materials and databases would be further reduced or discontinued. Moreover, exam proctoring, outreach to seniors, tech support, computer and printer use, story times and programming could all be negatively impacted.

In sharp contrast, our recommended budget would allow GDPL to remain on stable footing. It is based on the most modest actual cost of the services we provide, today. It is also consistent with inflation and what we need to maintain current service hours, resources and programming. In face of labour market challenges, social and economic pressures facing our communities, GDPL has never been more important to the communities we serve. Sunshine Coast residents and patrons alike rely on our services. With the SCRD's support, we will continue to meet their needs.

2022

Financial Overview 2022 (Unaudited)

GDPL REVENUE 2022 Unaudited	
Core Operational Budget	\$708,366
Provincial Grants	\$101,706
Revenue from fees and donations	\$12,239
Total 2022 Revenue	\$822,311
GDPL Reserves	\$54,292
Total	\$876,603

GDPL EXPENSES 2022	
Materials and Services	\$99,390
Programming	\$13,894
Office	\$34,295
Equipment/Maintenance	\$9,509
Facility	\$50,678
Personnel	\$652,793
Development	\$8,111
Capital Asset Purchases	\$21,820
Bargaining	\$4,997
Total	\$895,487



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at the Gibsons & Area Community Centre



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Gibsons & District Public Library

Annual Report



2022

Gibsons & District Public
Library
Stories To Tell



Heather Evans-Cullen
Library Director

"A library in the middle of a community is a cross between an emergency exit, a life-raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination. On a cold rainy island, they are the only sheltered public spaces where you are not a consumer, but a citizen instead." —Caitlin Moran

2022 was a year of regeneration, challenge and growth at our library. As we returned to in-person library visits and programming, we again became a busy place of dynamic interactions and learning. Our collection has evolved to include exciting new STEAM kits, Wonder audio picture books, and innovative databases such as LOTE4Kids that offer storytelling in over 41 languages.

Our programming has again become robust with regular and special events offered that meet the diverse needs and interests of our growing community. We continued to be a place of respite and comfort for people from inclement weather and inadequate housing.

We strive to keep up with our patrons' needs, and aspire to expand our space and services in the future. One of the major achievements of the past year was the implementation of a remote locker at the Gibsons & Area Community Centre with a generous financial contribution from our Library Foundation. People can now pick up and return their items in Upper Gibsons, resulting in greater accessibility.

Our board, staff and patrons worked together to develop our new 2023-2026 Strategic Plan. Moving forward we will

continue to do everything we can to make our library the very best it can be and will focus us on five primary goals:

- **Deliver Outstanding Service**
- **Engage and Welcome Everyone**
- **Inspire and Empower Thinking and Learning**
- **Celebrate the Unique Value of our Library**
- **Expand our Space and Capacity**

We hope to see you at the library!

Heather Evans-Cullen
Library Director



Janet Hodgkinson
GDPL Board Chair

In 2022, the final year of a four-year strategic plan, we met our goals to: Build Community, Enable Lifelong Learning, Invigorate People & Culture, and Create Welcoming Spaces. There are countless examples of our accomplishments under that plan, and the board is especially proud of the Territorial Acknowledgement installed on

our circulation desk. Although I am retiring from the board, I know the trustees will provide support as our library staff, led by Library Director Heather Evans-Cullen, follow the new strategic plan and meet our patrons' needs for (to name a few) education, connection and technical demystification. All this and you can still get books!

Janet Hodgkinson
GDPL Board Chair

Stories To Tell

2022 IN NUMBERS

IN-PERSON VISITS

87,626

in-person visits
to GDPL

up 4.8%

from 83,537 in 2021



WEBSITE VISITS

38,884

website visits
to GDPL

up 7.2%

from 36,261 in 2021



CIRCULATION

Physical circulation

109,848

down <1%

from 110,729 in 2021

Digital circulation

55,540

down 2%

from 56,707 in 2021

DIGITAL USAGE

Computer Usage

3,951

up 17.8%

from 3,353 in 2021

WiFi Usage

15,038

up 27.8%

from 11,763
in 2021



NEWSLETTER DISTRIBUTION

8,628

newsletters distributed

up 6.9%

from 8,032 in 2021



WHO WE SERVE

Service Population

14,750

Active Patrons 2022

7,549

New Members 2022

575

Percentage of the
Population with
an Active GDPL
Membership

59%



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (2023 Round 2 Budget) – March 2, 2023

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

SUBJECT: LIBRARY AND READING ROOM FUNDING

RECOMMENDATION(S)

- (1) THAT the report titled Library and Reading Room Funding be received for information;**
 - (2) AND THAT a decision on the 2023 Gibsons and District Public Library (GDPL) budget request be provided, with funding through Gibsons and District Public Library [640];**
 - (3) AND THAT the Area D contribution for 2023 funding for the GDPL be provided through Roberts Creek Library Service [646];**
 - (4) AND FURTHER THAT the 2023 funding for the GDPL for functions [640] and [646] be included in the 2023-2027 Financial Plan as amended.**
-

BACKGROUND

There are two main libraries on the lower Sunshine Coast and two reading rooms; the Gibsons and District Public Library (GDPL), the Roberts Creek Community Library (RCCL), the Sechelt Public Library (SPL) and the Pender Harbour Reading Centre (PHRC). Each Library / Reading Room has its own funding model, administration costs and funders.

Services are established for Libraries through Bylaws as follows:

- West Howe Sound Library Operating Grant Local Service Bylaw No. 1018, 1994 - Bylaw No. 1018.3, 2004 – Participating Members Areas E, F and Town of Gibsons;
- Roberts Creek Library Service – Bylaw 1043, 2002 – Participating Members Area D;
- Halfmoon Bay Library Service Establishment Bylaw No. 1046, 2002 – Bylaw No. 1046 – Participating Members Area B;
- Egmont / Pender Harbour – Library Service Bylaw No. 1086– Participating Members Area A;

The GDPL and Reading Rooms submit budget requests annually and the Sechelt Library is funded through a Memorandum of Understanding (MOU).

Participation for funding is as follows:

- PHRC – funded wholly through Function [643] Egmont / Pender Harbour Library Service paid annually.
- RCCL – funded wholly through Function [646] Roberts Creek Library Service paid quarterly.
- GDPL – Roberts Creek Library Service contribution reduces the budget request and the remaining funding requested are funded by assessed value from Function [640] which includes Electoral Area E, Electoral Area F and Town of Gibsons.
- SPL – Funding for the MOU is provided between the Electoral Area participants as follows: Area A [643], Electoral Area B [645], Electoral Area D [646], District of Sechelt (DoS) and the shíshálh Nation Government District (sNGD).

To move the SPL closer to per capita parity and provide consistency and security in funding, and also outline agreed services to be offered by the SPLA, the Sunshine Coast Regional District (SCRD), DoS and sNGD entered into a Funding and Service Agreement dated January 8, 2014, which provided funding to the Sechelt Public Library Association (SPLA) to 2018. The MOU was renewed in 2021 and is in effect to 2025. Summary of the funding agreement is as follows:

	2020 (Base Amount)	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	\$883,418	\$909,918	\$937,216	\$985,332

Electoral Area D has historically contributed a portion to both Libraries, this is documented in Attachment A Library Summary.

As part of the 2023 Budget deliberations, the following motion (030/23) was passed related to the GDPL, excerpt below:

Recommendation No. 23 *Gibsons and District Public Library – 2023 Budget Request*

The Finance Committee recommended that the Gibsons and District Public Library - 2023 Budget Request be referred to 2023 Round 2 Budget requesting the Gibsons and District Public Library present a proposed annual plan for programs based on a 6% increase for 2023.

The GDPL has submitted a new 2023 Budget Request and is appearing as a delegation at the March 2, 2023 Finance Committee – Round 2 Budget to present.

The purpose of this report is: 1) to provide background on library and reading room funding through the SCRD; 2) to approve a budget request for the GDPL; 3) and also to seek direction on the funding from Area D to be included in the 2023-2027 Financial Plan Bylaw.

DISCUSSION

The GDPL has revised and submitted two iterations for the 2023 Budget Request for consideration. One version is for 6% (\$42,502) per the Board's request and one is the Library's request for programming at 7% (\$50,153), both assuming a base of \$708,366.

The GDPL has received the following grant funding from the SCRD.

Operating from 2019 to 2022:

2019	\$610,309	
2020	\$648,841	6.3%
2021	\$668,901	3.1%
2022	\$708,366 (this amount was reduced to SCRD Portion of \$688,666 to accommodate for \$19,700 COVID TOG Grant – still a 5.9% increase overall)	5.9%

For 2022, Area D funded \$78,510 toward the GDPL or 9.2%. Should the funders approve a 6% funding increase (\$42,502), Area D would fund \$84,239 to remain at the same percentage as prior years. If the funders approved the alternate request of \$758,519, Area D's contribution would be \$84,942 to remain at 9.2% (Attachment B Summary). This amount would be included as part of the Area D Library Service function [646] and would offset the tax increase to the other areas through the Gibsons and District Library Service [640].

STRATEGIC PLAN AND RELATED POLICIES

Funding Public Libraries and Reading Rooms aligns with the Board's Strategic focus area of Regional Collaboration and Partnership.

CONCLUSION

As part of the 2023 Budget deliberations, the GDPL was asked to submit an amended 2023 Budget Request and this has been presented for the SCRD Board's consideration. A part of the funding allocation is made from Roberts Creek Library Service [646], therefore a confirmed amount for contribution is requested from Electoral Area D.

Attachments:

- A- 2023 Draft Library Funding Summary (6% GDPL)
- B- 2023 Draft Library Funding Summary (7% GDPL)

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

**2023 Round 2
Draft Library Funding Summary**

Gibsons & District Public Library 2023 Funding Request						Sechelt Public Library 2023 Funding Request					Reading Rooms 2023 Funding					Area Totals								
						Grant	Admin	SCRD Maint	Total	2022 Funding Summary	Change	2023	Admin	2023 Total	2022 Funding Summary	Change	Grant	Admin	2023 Total	2022 Funding Summary	Change	2023 Total	2022 Total	Change
Area A												49,825	3,140	52,965	51,299	1,665	3,689	232	3,921	3,689	232	56,886	54,988	1,898
Area B Taxation (with funding Request)												156,854	9,925	166,779	161,638	5,141	-	-	-	-	-	166,779	161,638	5,141
Area D 84,239 9.19%						69,021	4,403	10,815	84,239	78,510	5,729	98,422	10,568	108,990	101,422	7,568	16,500	1,772	18,272	16,445	1,827	211,501	196,377	15,123
Area E 183,524 23.66% 196,886 21.48%						161,318	10,290	25,278	196,886	181,570	15,316						-	-				196,886	181,570	15,316
Area F 293,569 37.85% 314,943 34.37%						258,048	16,460	40,435	314,943	304,292	10,651						-	-				314,943	304,292	10,651
TOG 298,613 38.50% 320,354 34.96%						262,481	16,743	41,129	320,354	290,851	29,503						-	-				320,354	290,851	29,503
Regional District Funding Total 100%						750,868	47,896	117,657	916,421	855,223	61,198	305,101	23,633	328,734	314,359	14,374	20,189	2,004	22,193	20,134	2,059	1,267,348	1,189,716	77,632
2022 SCRDC Grant						688,666						296,340						18,980						
2022 ToG One-time Contribution						19,700																		
Total 2022 Funding						708,366																		
% Change in Taxation						9.03%						2.96%						6.37%						
% Change in Funding Received						6.00%																		
sNGD												16,988 16,125 863												
DOS												587,829 570,950 16,879												
RD & Municipal Funding						916,421 855,223 61,198						933,551 901,434 32,116												

2023 Round 2 Draft Library Funding Summary

					Gibsons & District Public Library 2023 Funding Request						Sechelt Public Library 2023 Funding Request					Reading Rooms 2023 Funding					Area Totals		
					Grant	Admin	SCRD Maint	Total	2022 Funding Summary	Change	2023	Admin	2023 Total	2022 Funding Summary	Change	Grant	Admin	2023 Total	2022 Funding Summary	Change	2023 Total	2022 Total	Change
Area A											49,825	3,140	52,965	51,299	1,665	3,689	232	3,921	3,689	232	56,886	54,988	1,898
Area B Taxation (with funding Request)											156,854	9,925	166,779	161,638	5,141	-	-	-	-	-	166,779	161,638	5,141
Area D 84,942 9.19%					69,724	4,403	10,815	84,942	78,510	6,432	98,422	10,568	108,990	101,422	7,568	16,500	1,772	18,272	16,445	1,827	212,204	196,377	15,826
Area E 183,524 23.66% 198,530 21.48%					162,962	10,290	25,278	198,530	181,570	16,959						-	-				198,530	181,570	16,959
Area F 293,569 37.85% 317,572 34.37%					260,677	16,460	40,435	317,572	304,292	13,280						-	-				317,572	304,292	13,280
TOG 298,613 38.50% 323,028 34.96%					265,156	16,743	41,129	323,028	290,851	32,178						-	-				323,028	290,851	32,178
Regional District Funding Total 100%					758,519	47,896	117,657	924,072	855,223	68,849	305,101	23,633	328,734	314,359	14,374	20,189	2,004	22,193	20,134	2,059	1,274,999	1,189,716	85,283
2022 SCRD Grant					688,666						296,340					18,980							
2022 ToG One-time Contribution					19,700																		
Total 2022 Funding					708,366																		
% Change in Taxation					10.14%						2.96%					6.37%							
% Change in Funding Received					7.08%																		
sNGD													16,988	16,125	863								
DOS													587,829	570,950	16,879								
RD & Municipal Funding								924,072	855,223	68,849			933,551	901,434	32,116								

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		\$708,366		\$758,519	\$50,153	7.080%	*GDPL Amended Request based on Programs
						\$708,366		\$750,868	\$42,502	6.000%	*New Budget Submission based on SCR D Request
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%	
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%	
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%	
Sunshine Coast Regional Economic Development Organization (SCREDO)	531-535	Electoral Area Ec-Dev	\$328,348	\$175,029	\$337,542	\$179,929	\$346,993	\$184,967	\$5,038	2.800%	Per Funding Agreement
Sunshine Coast Search and Rescue Association	222	SCEP (All)		\$19,000		\$19,000		\$19,000	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 12 Halfmoon Bay	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 61 Pender Harbour	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 14 Gibsons	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
TOTAL				\$1,678,612		\$1,786,022		\$1,888,694	\$102,672.00	5.75%	

*SCRD Portion of Funding Only

**Note for 2022 - the original approval was for \$708,366 which was reduced by \$19,700 due to Town of Gibsons COVID Funds

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – Round 2 Budget – March 2, 2023

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

SUBJECT: **ELECTORAL AREAS' GRANT-IN-AID AND ECONOMIC DEVELOPMENT REVIEW OF DISCRETIONARY BALANCES FOR 2023**

RECOMMENDATION(S)

- (1) THAT the report titled Electoral Areas' Grant-in-Aid and Economic Development Review of Discretionary Balances for 2023 be received for information;**
 - (2) AND THAT Electoral Areas' Grant-in-Aid Discretionary Balances be approved as presented or amended as required;**
 - (3) AND THAT the Electoral Areas' Economic Development Functions (531-535) Discretionary amounts be approved as presented or amended as required;**
 - (4) AND FURTHER THAT the Draft 2023-2027 Financial Plan be amended accordingly**
-

BACKGROUND

Discretionary funding is budgeted in anticipation of the Electoral Areas' Grant-in-Aid (GIA) intake process, to provide funding for non-profit societies and organizations in support of one-time projects or initiatives. This process occurs in the spring of each year and funds are paid on August 1 after tax requisition funds have been received.

As well Economic Development funding is approved to Community Partners through the budget process and to the Sunshine Coast Regional Economic Development Organization (SCREDO) through a 5 year agreement.

Staff present this report to clarify and confirm the current discretionary balances for 2023, what they will do with current year-end surpluses, and establish the overall budgets for Grants-in-Aid and Economic Development functions so the Committee can plan accordingly for the upcoming GIA intake from the various community groups which is then formalized in the 2023-2027 Financial Plan Bylaw.

DISCUSSION

The tables following show the discretionary in the 2023 Budget currently and the surpluses from 2022 Actuals. The Committee has the options to increase discretionary by the surplus amount or use to reduce taxation.

Financial Implications

Tables below show updated Electoral Areas' Grant-in-Aid Budgets [121-129] for the Committee's information. The Electoral Area Director confirms the amount of the Discretionary Funding for the 2023 year and whether the Surplus figures shown might be added to discretionary or used to reduce taxation. The Base Budget Discretionary does not include the items in white, this base budget figure will be allocated to the Electoral Areas' Grant-in-Aid Process.

ELECTORAL AREAS' GRANT-IN-AID 2023

Electoral Area A [121]	2022	Proposed 2023	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$8,220	Pender Harbour Community School – Community Recreation Program – Approved
		\$11,951	Youth Outreach Worker - Approved
	\$19,000	\$19,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$2,982	\$2,055	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$21,982	\$21,133	Decision to increase or decrease

Electoral Area B [122]	2022	Proposed 2023	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$10,827	Youth Outreach Worker - Approved
	\$18,627	\$18,627	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$2,114	\$270	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$20,741	\$18,897	Decision to increase or decrease

Electoral Area E&F [123]	2022	Proposed 2023	
	\$4,000	\$4,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$416	\$3,557	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$4,416	\$7,557	Decision to increase or decrease

Community Schools [125]	2022	Proposed 2023	
	\$548	\$523	*Surplus used to reduce taxation
		\$10,000	Halfmoon Bay-Chatelech Community School Restorative Justice Program

Electoral Area Greater Gibsons Community Participation [126]	2022	Proposed 2023	
	\$10,000	\$10,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$958	\$1,583	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$10,958	\$11,583	Decision to increase or decrease

Electoral Area D [127]	2022	Proposed 2023	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$10,340	Youth Outreach Worker - Approved
	\$25,000	\$25,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
		\$2,081	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$25,000	\$27,081	Decision to increase or decrease

Electoral Area E [128]	2022	Proposed 2023	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$9,939	Youth Outreach Worker - Approved
	\$15,000	\$15,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$3,612	\$3,944	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$18,612	\$18,944	Decision to increase or decrease

Electoral Area F [129]	2022	Proposed 2023	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$9,571	Youth Outreach Worker – Approved
	\$15,000	\$15,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$5,000	\$5,312	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$20,000	\$20,312	Decision to increase or decrease

Tables below show updated Electoral Areas' Economic Development Budgets [531-535] for the Committee's information.

In prior years, the Electoral Area Economic Development (ED) Functions have had a large discretionary amount prior to the SCREDO agreement. Over the past few years, this amount has been budgeted to \$3,000 for several years. As there is not an intake for economic development, it is recommended that the discretionary amount be reduced to \$2,000 in addition to the reduction from taxation from the 2022 surplus.

The 2022 year-end surplus will roll over into to 2023 which will further reduce taxation with the exception of the SCREDO values for 2023.

It is also noted that there is not a process like the Electoral Area Grant-In Aid (GIA) process for community groups to access funds. In some cases, GIA applications that come in which align with ED activities are funded from these functions.

ELECTORAL AREAS' ECONOMIC DEVELOPMENT

Electoral Area A [531]	2022	Proposed 2023	
Discretionary	\$3,000	\$3,000	Base-Budget Discretionary Amount
	\$43,472	\$44,689	SCREDO
	\$24,700	\$28,000	Pender Harbour Chamber of Commerce – Approved
	\$560	\$600	Gibsons and District Chamber of Commerce – Approved
	\$1,500	\$1,600	Coast Cultural Alliance – Approved
	\$5,317	\$5,242	Sunshine Coast Tourism – Approved
Surplus	-\$1,887	-\$2,954	Reduction to taxation

Electoral Area B [532]	2022	Proposed 2023	
Discretionary	\$3,000	\$3,000	Proposed new Base-Budget Discretionary Amount
	\$39,253	\$40,352	SCREDO
	\$560	\$600	Gibsons and District Chamber of Commerce – Approved
	\$1,500	\$1,600	Coast Cultural Alliance – Approved
	\$4,443	\$4,476	Sunshine Coast Tourism – Approved
Surplus	-\$1,317	-\$3,434	Reduction to taxation

Electoral Area D [533]	2022	Proposed 2023	
Discretionary	\$3,000	\$3,000	Proposed new Base-Budget Discretionary Amount
	\$35,543	\$36,538	SCREDO
	\$560	\$600	Gibsons and District Chamber of Commerce – Approved
	\$1,500	\$1,600	Coast Cultural Alliance – Approved
	\$3,354	\$3,405	Sunshine Coast Tourism – Approved
Surplus	-\$2,902	-\$2,955	Reduction to taxation

Electoral Area E [534]	2022	Proposed 2023	
Discretionary	\$3,000	\$3,000	Proposed new Base-Budget Discretionary Amount
	\$23,394	\$24,049	SCREDO
	\$2,460	\$2,600	Gibsons and District Chamber of Commerce – Approved
	\$1,500	\$1,600	Coast Cultural Alliance – Approved
	\$2,573	\$2,645	Sunshine Coast Tourism – Approved
Surplus	-\$1,887	-\$2,955	Reduction to Taxation

Electoral Area F [535]	2021	Proposed 2022	
Discretionary	\$3,000	\$3,000	Proposed new Base-Budget Discretionary Amount
	\$38,267	\$39,339	SCREDO
	\$4,360	\$4,360	Gibsons and District Chamber of Commerce – Approved
	\$1,500	\$1,500	Coast Cultural Alliance – Approved
	\$4,312	\$4,232	Sunshine Coast Tourism – Approved
Surplus	-\$1,885	-\$2,953	Reduction to Taxation

STRATEGIC PLAN AND RELATED POLICIES

Providing continued support to the Community is one of the Boards Strategic focus areas of Working Together.

CONCLUSION

Electoral Areas Grants-In-Aid and Economic Development functions contain discretionary amounts which are distributed to Community Partners.

The Electoral Area Economic Development Functions have funding to various community groups and is recommended to reduce the discretionary to \$2,000 for 2023 ongoing.

These values are established each year for the upcoming intake from the various community groups which is then formalized in the 2023-2027 Financial Plan Bylaw.

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: 2022 FINAL SURPLUS / DEFICITS

RECOMMENDATION

- (1) **THAT the report titled 2022 Final Surplus / Deficits be received for information;**
 - (2) **AND THAT as per the Sunshine Coast Regional District (SCRD) Financial Sustainability Policy, the 2022 surpluses be transferred to reserves as detailed in Attachment A of the report;**
 - (3) **AND THAT the following deficits be funded from Operating Reserves:**
 - a. [130] Electoral Area Services – UBCM/AVICC - \$1,311
 - b. [210] Gibsons and District Fire Protection - \$11,652
 - c. [222] Sunshine Coast Emergency Planning- \$37,780
 - d. [385] Secret Cove Wastewater Plant - \$3,430
 - e. [386] Lee Bay Wastewater Plant - \$4,241
 - f. [387] Square Bay Wastewater Plant - \$12,414
 - g. [391] Curran Rd Wastewater Plant - \$2,291
 - h. [394] Painted Boat Wastewater Plant - \$3,811
 - i. [504] Rural Planning Services - \$68,845
 - (4) **AND FURTHER THAT the [630] School Facilities – Joint Use deficit of \$23,651 be funded from 2023 taxation.**
-

BACKGROUND

The purpose of this report is to provide the Committee with a final summary of all the 2022 year-end surpluses, final recommended transfers to reserves, and to report on any final year-end deficits requiring approval on proposed funding mitigation.

All values presented are unaudited and subject to change prior to adoption of the annual financial statements which is scheduled for April 2023. Material changes are not anticipated; however, should any arise through the course of the yearend audit work, the Board will be notified accordingly.

DISCUSSION

Staff have completed the preliminary 2022 year-end processes in preparation of the annual SCRD Financial Statements and external audit. Reconciliation of final surpluses, deficits and

recommended allocation for each functional area has been attached for reference (Attachment A).

The options for surplus are outlined within the Financial Sustainability Policy, excerpt below:

4.4 One-time Revenues

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

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

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

Surpluses

Surpluses in Electoral Areas' Grant-in-Aid [121-129], Economic Development [531-535] functions are automatically carried forward in the 2023 Budget and allocation of those surpluses will be addressed during Round 2 budget deliberations.

Surpluses and deficits for the one Regional [320] and ten local Street Lighting functions [322-342] are also automatically carried forward to the 2023 Budget as reserve funds do not exist for these services. These carry forwards are offset by an increase or decrease to taxation.

Additional surpluses for functions where there is no reserve fund have also been carried forward in the 2023 Budget and used to reduce taxation where applicable. These are as follows: [118] SCRHD Administration (\$34,000), [291] Keats Island Dog Control (\$2,320) and [645] Halfmoon Bay Library Service (\$2).

The remaining operating surpluses total \$2.52M are recommended to be transferred to operating reserves. Surpluses in four services account for \$1.39M, or 55%, of the \$2.52M of surpluses recommended for transfer. Details on the contributing factors for these surpluses for each service are outlined below:

- [110] General Government - \$346,358
 - This surplus is mainly the result of investment income earned on tax requisition funds exceeding budgeted values due to higher-than-expected yields.
- Other contributing factors include unconditional Provincial grant revenue exceeding budget values by \$51,000 and base operating expenses being under budget by \$83,000.

Note: There is a new budget proposal for General Government [110] to reduce the 2023-2026 tax subsidies as a result of higher than expected revenue from prior years.

- [310] Public Transit - \$394,933
 - This surplus is a result of additional COVID safe re-start funding advanced in June 2022 that was announced after budget adoption resulting in a net Provincial funding surplus of \$145,000 in relation to budget.

In addition, fare revenue exceeds budget values by \$167,000 and base operating expenses were under budget by \$131,000. These variances were partially offset by salaries and benefits which exceeded budget by \$43,000.
- [350] Regional Solid Waste - \$370,007
 - This surplus is a result of tipping fee revenue exceeding budget by \$115,200, external recoveries for recyclable material exceeding budget by \$169,000, and wages and benefits being underbudget by \$80,800.

Base operating expenses for this service were budgeted at \$3.659M for 2022 and came in on budget at \$3.654M for a favorable variance of \$5,000.
- [370] Regional Water Service - \$280,121
 - Pinpointing the exact contributing factors for this surplus is difficult due to the extended emergency operations center activation in 2022. At a high level:
 - User fee and parcel tax revenue exceeded budget by \$154,720
 - Salaries and wages were \$73,000 under budget (adjusted to exclude EOC)
 - Base operating expenses were \$40,800 over budget, mitigated by external recoveries for third party recoverable work charged to operations of approximately \$93,000.

Deficits

Ten services have ended the year in a deficit position. Six of these were identified and reported on as part of the *SCRD Q3 Corporate Financial Variance* report presented to Committee of the Whole on October 27, 2022, and four are new.

- [130] Electoral Area Services - UBCM/AVICC - \$1,311 (not previously reported)
 - This deficit is a result of a budget oversight with respect to the new Director Remuneration Bylaw and stipend structure adopted on October 14, 2021. The excess difference between the Rural Area and Municipal Director stipend is funded from the Rural Areas only through function 130 instead of General Government, which draws its funding from all areas.

Previously, this difference was \$6,000 annually. Under the new Bylaw, the difference is approximately \$52,000 annually. The financial plan was not updated to reflect this resulting in an unfavorable variance of \$45,000 for 2022. This

variance is being mitigated by favourable variances in wages and benefits and base operating expenses of \$38,500 and \$4,400 respectively.

- [210] Gibsons and District Fire Protection - \$11,652 (not previously reported)
 - The main factors contributing to this deficit are:
 - Base operating expenses exceeded budget by \$52,100
 - Wages and benefits for career members exceeded budget by \$13,400 due to position/wage updates that were not reflected in the 2022 HR Plan.
 - Purchase of the Hazardous Material Response Trailer exceeding one-time project funding by \$3,800

Mitigating factors reducing the deficit are as follows:

- Volunteer firefighter honorariums were \$14,300 under budget
 - Volunteer firefighter benefits were \$43,600 under budget due to benefits starting in July but being budgeted for a full year.
- [222] Sunshine Coast Emergency Planning - \$37,780 (Q3 - \$16,551)
 - This deficit is the result of wages and benefits exceeded budget by \$54,600, mitigated by base operating expenses which are under budget by \$17,500.
- [385] Secret Cove Wastewater Plant - \$3,430 (not previously reported)
 - This deficit is mainly the result of wages and benefits exceeded budget by \$2,700 and a \$700 variance in user fee/frontage revenue.
- [386] Lee Bay Wastewater Plant - \$4,241 (Q3 - \$9,172)
 - This deficit is mainly due to an unexpected failure and plant maintenance which required a full pump out of the facility in February. Wages exceeded budget by \$3,200 and operating expenses exceeded budget by \$2,200. These deficits were mitigated by slightly higher than budgeted user fee revenue.
- [387] Square Bay Wastewater Plant - \$12,414 (Q3 - \$12,295)
 - This deficit is a result of higher than budgeted operating expenses due to extra pump outs of the sludge holding tank because of high infiltration of rainwater in collection system during weather events earlier in the year. These expenses exceeded budget by \$9,700. Wages and benefits were also overbudget by \$2,600 and contributed to the overall deficit.

- [391] Curran Rd Wastewater Plant - \$2,291 (not previously reported)
 - This deficit is a result of higher than budgeted operating expenses which exceeded budget by \$2,200. The excess expense was related to pump out fees and dumping costs which exceeded forecast budget values.
- [394] Painted Boat Wastewater Plant - \$3,811 (Q3 - \$4,666)
 - This deficit is a result of salaries and wages, which are partly associated with minor capital works at the facility, exceeding budget values by \$3,800, and capital project expenditures exceeding budget by \$1,800. In addition, a budget forecasting error with respect to user fees and frontage charges resulted in revenues being under budget by \$2,900.

These amounts are mitigated by a favourable variance of \$4,800 in base operating expenses.

- [504] Rural Planning Services - \$68,845 (Q3 - \$53,946)
 - This deficit is due mainly to regular wages and benefits exceeding budget values by \$29,300 and legal expenses recorded in the reporting period which are contributing to a \$22,300 unfavourable variance in operating expenses. A portion of these legal expenses were attributable to the previous fiscal year (2021) but were received by Finance after year end cutoff and process.
- [630] School Facilities - Joint Use - \$23,651 (Q3 - \$15,847)
 - This deficit is a result of an amount not being budgeted to fund the forgone revenue for the school use of SCRD recreation facilities in functions [615] Community Recreation Facilities and function [625] Pender Harbour Pool.

There were three immaterial deficits identified which have either been funded from operating reserves, or automatically been carried forward in the budget to be funded from taxation in 2023 where there is no reserve. These are as follows:

- [330] Woodcreek Park Street Lighting - \$211 deficit funded from 2023 taxation.
- [340] Burns Road Street Lighting - \$108 deficit funded from 2023 taxation.
- [392] Roberts Creek Co-Housing Treatment Plant - \$228 deficit funded from reserves.

Financial Implications

Surpluses transferred to reserves are uncommitted and are available to fund future projects or one-time expenditures.

Funding the School Facilities – Joint Use deficit through taxation in 2023 will result in a 0.09% increase in overall taxation.

STRATEGIC PLAN AND RELATED POLICIES

Accountability for the budget process and the Financial Plan are encompassed in the Financial Sustainability Policy.

CONCLUSION

The year-end processes have been completed and reconciled with preliminary functional area surplus deficits calculated. Options for allocation of surpluses are outlined in the Financial Sustainability Policy.

Staff are recommending that \$2.52M of surpluses be transferred to operating reserves as appropriate. Surpluses for Electoral Areas' Grant-in-Aid, Economic Development and Street Lighting and other functions without an operating reserve are automatically carried forward in the budget.

There were ten unfunded deficits totaling \$169,429 that must be funded. Staff are recommending that nine of these deficits totaling \$145,777 be funded through operating reserves and that one of the deficits totaling \$23,651 be funded from taxation in 2023 due to insufficient reserves.

Reviewed by:			
Manager		Acting CAO / Finance	X-T. Perreault
GM	X – S. Gagnon X – I. Hall X – M. Edbrooke	Legislative	
CAO		Other	

Attachment

A. 2022 Final Surplus/Deficits

Sunshine Coast Regional District
2022 Surplus/Deficits (Unaudited)

Attachment A

Function	Year End Surplus / (Deficit)	Recommended Allocation		Unfunded Deficit
		Carried Forward in 2023 Budget	Transfer to Operating Reserves	
110 - General Government	348,358		(348,358)	-
111 - Asset Management	34,976		(34,976)	-
113 - Finance	71,946		(71,946)	-
114 - Administration Office	66,328		(66,328)	-
115 - Human Resources	82,271		(82,271)	-
116 - Purchasing & Risk Management	14,805		(14,805)	-
117 - Information Services	29,036		(29,036)	-
118 - SCRHD Administration	34,000	(34,000)		-
121 - Grants in Aid - Area A	2,055	(2,055)		-
122 - Grants in Aid - Area B	270	(270)		-
123 - Grants in Aid - Area E & F	3,557	(3,557)		-
125 - Grants in Aid - Community Schools	523	(523)		-
126 - Greater Gibsons Community Participation	1,583	(1,583)		-
127 - Grants in Aid - Area D	2,081	(2,081)		-
128 - Grants In Aid - Area E	3,944	(3,944)		-
129 - Grants In Aid - Area F	5,312	(5,312)		-
130 - Electoral Area Services - UBCM/AVICC	(1,311)			1,311
131 - Electoral Area Services - Elections	16,202		(16,202)	-
135 - Corporate Sustainability Services	5,693		(5,693)	-
136 - Regional Sustainability Services	2,628		(2,628)	-
140 - Member Municipality Debt	-	-		-
150 - Feasibility Studies - Regional	-	-		-
152 - Feasibility Studies - Area B	78		(78)	-
153 - Feasibility Studies - Area D	78		(78)	-
200 - Bylaw Enforcement	10,216		(10,216)	-
204 - Halfmoon Bay Smoke Control	792		(792)	-
206 - Roberts Creek Smoke Control	942		(942)	-
210 - Gibsons & District Fire Protection	(11,652)			11,652
212 - Roberts Creek Fire Protection	5,220		(5,220)	-
216 - Halfmoon Bay Fire Protection	37,625		(37,625)	-
218 - Egmont Fire Protection	75,054		(75,054)	-
220 - Emergency Telephone - 911	49,050		(49,050)	-
222 - Sunshine Coast Emergency Planning	(37,780)			37,780
290 - Animal Control	14,055		(14,055)	-
291 - Keats Island Dog Control	2,320	(2,320)		-
310 - Public Transit	394,933		(394,933)	-
312 - Fleet Maintenance	5,671		(5,671)	-
313 - Building Maintenance Services	49,974		(49,974)	-
315 - Mason Road Works Yard	4,603	(4,603)		-
320 - Regional Street Lighting	6,829	(6,829)		-
322 - Langdale Street Lighting	318	(318)		-
324 - Granthams Street Lighting	102	(102)		-
326 - Veterans Street Lighting	21	(21)		-
328 - Spruce Street Lighting	11	(11)		-
330 - Woodcreek Street Lighting	(211)	211		-
332 - Fircrest Street Lighting	621	(621)		-
334 - Hydaway Street Lighting	11	(11)		-

336 - Sunnyside Street Lighting	40	(40)	-
340 - Burns Road Street Lighting	(108)	108	-
342 - Stewart Road Street Lighting	21	(21)	-
345 - Ports Services	48,075	(48,075)	-
346 - Langdale Dock	-	-	-
350 - Regional Solid Waste	370,007	(370,007)	-
355 - Refuse Collection	80,670	(80,670)	-
365 - North Pender Harbour Water Service	35,152	(35,152)	-
366 - South Pender Harbour Water Service	27,450	(27,450)	-
370 - Regional Water Services	280,122	(280,122)	-
381 - Greaves Rd Waste Water Plant	1,670	(1,670)	-
382 - Woodcreek Park Waste Water Plant	9,190	(9,190)	-
383 - Sunnyside Waste Water Plant	27	(27)	-
384 - Jolly Roger Waste Water Plant	3,071	(3,071)	-
385 - Secret Cove Waste Water Plant	(3,430)		3,430
386 - Lee Bay Waste Water Plant	(4,241)		4,241
387 - Square Bay Waste Water Plant	(12,414)		12,414
388 - Langdale Waste Water Plant	6,926	(6,926)	-
389 - Canoe Rd Waste Water Plant	1,509	(1,509)	-
390 - Merrill Crescent Waste Water Plant	7,817	(7,817)	-
391 - Curran Rd Waste Water Plant	(2,291)		2,291
392 - Roberts Creek Co-Housing Treatment Plant	(228)	228	-
393 - Lillies Lake Waste Water Plant	4,331	(4,331)	-
394 - Painted Boat Waste Water Plant	(3,811)		3,811
395 - Sakinaw Ridge Waste Water Plant	18,794	(18,794)	-
400 - Cemetery	21,208	(21,208)	-
410 - Pender Harbour Health Clinic	-		-
500 - Regional Planning	24,648	(24,648)	-
504 - Rural Planning Services	(68,845)		68,845
506 - Geographic Information Services	7,726	(7,726)	-
510 - Civic Addressing	17,585	(17,585)	-
520 - Building Inspection Services	11,074	(11,074)	-
531 - Economic Development Area A	2,954	(2,954)	-
532 - Economic Development Area B	3,434	(3,434)	-
533 - Economic Development Area D	2,955	(2,955)	-
534 - Economic Development Area E	2,955	(2,955)	-
535 - Economic Development Area F	2,953	(2,953)	-
540 - Hillside Development Project	26,364	(26,364)	-
615 - Community Recreation Facilities	47,885	(47,885)	-
625 - Pender Harbour Pool	82,909	(82,909)	-
630 - School Facilities - Joint Use	(23,651)		23,651
640 - Gibsons & Area Library	5,337	(5,337)	-
643 - Egmont/Pender Harbour Library Service	-	-	-
645 - Halfmoon Bay Library Service	2	(2)	-
646 - Roberts Creek Library Service	-	-	-
648 - Museum Service	-	-	-
650 - Community Parks	15,191	(15,191)	-
665 - Bicycle & Walking Paths	10,639	(10,639)	-
667 - Area A Bicycle & Walking Paths	11,174	(11,174)	-
670 - Regional Recreation Programs	2,765	(2,765)	-
680 - Dakota Ridge Recreation Service Area	27,154	(27,154)	-
Totals	\$ 2,435,902	\$ (83,156)	\$ (2,522,175) \$ 169,429

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) - March 2, 2023

AUTHOR: Senior Leadership Team

SUBJECT: FINAL 2022 PROJECT CARRY-FORWARDS

RECOMMENDATION

- (1) **THAT the report titled Final 2022 Project Carry-Forwards be received for information;**
 - (2) **AND THAT the carry-forward for the Asset Retirement Obligation- Public Sector Accounting Standards (PSAS) be reduced from \$99,750 to \$25,000 for Finance [113];**
 - (3) **AND THAT the portion of 2022 taxation levied to pay for debt servicing (principle and interest) on deferred projects be transferred to 2023 to reduce property taxation by approximately \$202,000;**
 - (4) **AND THAT the 2022 taxation levied for 50% of the multi-year Planning Enhancement Project-OCP Harmonization for Rural Planning Services [504] in the amount of \$180,804 be used to reduce 2023 taxation by the same amount;**
 - (5) **AND FURTHER THAT any remaining ongoing 2022 projects and associated funding be included in the 2023-2027 Financial Plan as presented.**
-

BACKGROUND

Carry-forward projects and the associated funding must be transferred for inclusion of the 2023-2027 Financial Plan. This step is legislatively required to ensure staff have the authority to continue with the projects and the values (revenue and expense) are correctly reflected in the final Financial Plan Bylaw.

At the December 5-7, 2022 Finance Committee (2023 Pre-Budget Meetings), 15 projects were recommended to either be cancelled or not carried forward as part of the 2023 Budget (Attachment A).

The purpose of this report is to confirm the final 2022 carry-forward projects and associated values that have been incorporated into the 2023-2027 Financial Plan in preparation for budget adoption.

DISCUSSION

Another internal review of the status and scope of projects for inclusion in the 2023-2027 Financial Plan has been completed as part of the 2022 year-end process. As a result, there is

one additional recommendation to change funding for a 2022 project, with the remaining project budgets and associated funding to be included in the 2023 Round 2 Budget with the final list attached for reference (Attachment B).

Upon a further review of the deferred projects, those that were budgeted to be sourced by debt funding in 2022, with a portion of taxation levied to fund debt principle and interest payments that were not yet actioned, have an impact of overstating the 2022 surplus. Staff are recommending that the taxation levied in 2022 for the deferred projects be moved to 2023. This will result in a reduction to 2023 taxation by approximately \$202,000. Approximately \$142,000 is for utilities. As rates have been set, these funds will be placed in reserves to either reduce future debt payments or user rates. In the past this has not been a factor, however, the SCRD is taking on more debt and so these amendments will be explored on how to further refine the budget.

It was also noted that the Planning Enhancement-OCP Harmonization project is a multiyear project (2022-2025) that was tax levied 50% in 2022 in the amount of \$180,804 but was not expended. The project is planned to levy an additional \$360,000 for 2023 (inclusive of 1.0 FTE). Therefore, it is recommended that we reduce 2023 taxation by the amount levied in 2022 by \$180,000 for Rural Planning function [504] and move the project from 100% in 2023-2025 to 50% 2026.

This leaves approximately 173 projects that are to be carried forward into 2023 (144 in 2021). Factors that have contributed to the growth in carry-forward projects year over year include COVID-19 restrictions in early 2022, supply chain issues, environmental impacts such as atmospheric rivers and droughts which required a lot of staff resources. In addition, some projects that have identified for carryforward have extensive workplans, procurement process and are therefore multi-year projects.

The carry-forward projects will be incorporated into the Budget Project Status Report (BPSR), which will be presented at the April 27, 2023 Committee of the Whole. Staff continue to work on these projects prior to budget adoption and will provide a status of the projects at that time.

Financial Implications

Carry-forward projects do not have a financial or taxation impact for the newly adopted Financial Plan and only remaining unused funding for the projects is carried over however there are staff or other resources still required for some projects.

STRATEGIC PLAN AND RELATED POLICIES

Accountability for the budget process and the Financial Plan are encompassed in the Financial Sustainability Policy. Changes to processes related to same are part of the Strategic Priority of Enhancing Board Structure and Processes, facilitating the information transfer and decision-making processes.

CONCLUSION

The final 2022 carry-forward list has been compiled to be included in the 2023-2027 Financial Plan in preparation for adoption.

Carry-forward projects do not have a financial or taxation impact for the current Budget and only remaining unused funding for the projects is carried over though there are some unused staff resources that were approved in 2022 that will be required in 2023.

Attachments:

A - 2022-December 5-7 Finance Staff Report-2022 Carry-Forward Projects

B - 2022 Final Carry-Forward Projects

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – Pre-Budget - December 5-7, 2022

AUTHOR: SCRD Senior Leadership Team

SUBJECT: 2022 PROJECT CARRY-FORWARD REQUESTS

RECOMMENDATION(S)

THAT the report titled 2022 Project Carry-Forward Requests be received for information;

AND THAT the carry forward projects as itemized in Attachment A and associated funding be included in the SCRD's 2023-2027 Draft Financial Plan;

AND THAT following projects be cancelled;

- Regional Feasibility [150]-Watershed Governance Feasibility Study - \$30,000, with funds being returned to contributing taxpayers in 2023;
- Regional Feasibility [150]-Feasibility for Establishment of Community Social Service - \$20,000, with funds being returned to contributing taxpayers in 2023;
- Gibsons and District Fire Protection [210]- Rescue Truck Upgrade - \$100,000, with funds being returned to capital reserves;
- Regional Solid Waste [350/352] - Forklift for Sechelt Landfill - \$29,500;
- Regional Water Service [370] - Water Sourcing Policy - \$25,000, with the project to be completed in house and the funds to be returned to operating reserves;
- Regional Planning [500] - Regional Housing Conference Partnership - \$10,000, with funds to be returned to operating reserves;
- Community Recreation Facilities [615] - Building Envelope Panel Drying - \$250,000, with funds being restricted and held in capital reserves;
- Community Recreation Facilities [615]-Sunshine Coast Arena Refrigeration Plant Regulatory Items - \$11,736, with funds being returned to operating reserves;
- CRI FireSmart Economic Recovery Fund
 - GDVFD Firehall Roof Replacement [210] - \$50,000
 - FireSmart Projects for critical Infrastructure [222] - \$110,000
 - Skills Development that Leads to Employment [222] - \$11,660;

AND THAT UBCM be notified that this portion of the CRI-FireSmart grant will be cancelled;

AND THAT the following projects not be carried forward into 2023:

- Halfmoon Bay Volunteer Fire Department's [216] - Firehall #2 Redevelopment Assessment - \$45,000- with remaining unspent funds to be returned to operating reserves;
- Regional Water Service [370] - Water Supply and Conservation Public Engagement 2020 (including Water Summit) - \$35,000, with remaining unspent funds to be returned to operating reserves;
- Regional Water Service [370] – Chapman WTP Intake Debris Removal - \$15,000, with remaining unspent funds to be returned to operating reserves;
- Regional Water Service [370] - 2021 Edwards Lake Siphon carry-over project- \$63,378, with remaining unspent funds to be returned to operating reserves;
- Regional Water Service [370] - Summer Student (4 months) – Water Asset Inventory Update - \$29,092, with remaining unspent funds to be returned to operating reserves;

AND THAT the Halfmoon Bay Volunteer Fire Department's [216] Capital Renewal carry-forward be amended to include only the truck purchase in the amount of \$131,548 and the remaining funds be returned to the capital reserves;

AND FURTHER THAT staff be authorized to proceed with carry forward projects prior to adoption of the 2023-2027 Financial Plan.

BACKGROUND

Each year the Sunshine Coast Regional District (SCRD) presents carry-forward projects that are either in-progress or delayed. The summary of carry-forward items is included as Attachment A.

Carry-forward projects and the associated funding must be transferred for inclusion of the 2023-2027 Financial Plan. This step is legislatively required to ensure staff have the authority to continue with the projects and the values (revenue and expense) are correctly reflected in the final Financial Plan Bylaw. A final reporting of the 2022 carryforwards will be included in the Round 2 Budget meetings for information once the SCRD's year-end process is complete.

The purpose of this report is to request these projects and the associated funding be included in the 2023-2027 Draft Financial Plan so there is authority to continue with the projects prior to adoption of the upcoming Financial Plan Bylaw. This report focuses on the funding, whereas reports such as the Budget Project Status Report or quarterly updates, relate to work-plans and proposed initiatives. In addition, staff recommend deferral or removal of certain projects, with rationale outlined in this report.

DISCUSSION

An internal review of the status and scope of projects for inclusion in the 2023-2027 Financial Plan has been completed and as a result, there are several projects which are not recommended to proceed, continue, or that funding sources be amended.

There are approximately 187 projects to be carried into 2023 (144 carryforwards-2021). A summary of the status of projects were presented at the November 24, 2022 Committee of the Whole as follows:

% Complete Summary		DEFINITION
Not Started	18	7.8% Work has not been started for project.
Started	42	18.3% Work is in preliminary stages.
In Progress 25%	30	13.0% Up to 25% progress
In Progress 50%	35	15.2% Up to 50% progress
In Progress 75%	47	20.4% Up to 75% progress
Completed	57	24.8% 100% Finished
Deferred	1	0.4% Project was deferred by motion.
Cancelled	0	0.0%
TOTAL	230	100%

Several factors have contributed to the delay of projects such as supply-chain issues, staffing vacancies, ongoing Covid restrictions in early 2022, and impacts attributed to responding to emergencies such as atmospheric rivers, heat events and recently the drought response. Some of the projects are also multi-year and are expected to span more than one year. Some projects are also expected to be completed before or soon after year-end.

The status, original scope or market conditions of some projects may no longer reflect the current situation. Therefore, the following projects are not recommended to be carried forward into the 2023-2027 Financial Plan, with the following rationale provided in Attachment B.

Financial Implications

Carry-forward projects do not have a direct financial or taxation impact for the following year's budget, however, there are staff or other resources still required.

Only remaining unused funding for the projects is carried over as some projects may still expend funds prior to the end of 2022.

The projects that are not being recommended for carry-over into 2023, funds will be returned to the original source of funding and in the case of the feasibility service, it is recommended that the funds be credited back to taxpayers in 2023.

Communications Strategy

A final reporting of the 2022 carry-forwards will be included in the Round 2 Budget meetings in February 2023 for information once the SCRD's year-end process is complete.

STRATEGIC PLAN AND RELATED POLICIES

Accountability for the budget process and the Financial Plan are encompassed in the Financial Sustainability Policy.

CONCLUSION

In preparation for the 2023-2023 Financial Planning Process, a summary of carry-forward projects has been compiled with some projects not being recommended to continue in 2023.

Carry-forward projects do not have a financial or taxation impact for the following year's budget, though there may be staff work or other resources still required.

Staff recommend that the attached list of 2022 projects and associated funding be included in the 2023-2027 Financial Plan and that staff are authorized to continue with the projects prior to the adoption of the Plan.

Attachment A: 2022 Preliminary Carry-Forward List

Attachment B: Projects not Recommended for Carry-Over to 2023

Reviewed by:			
Manager		CFO	
GM/Sr. Manager	X – S. Gagnon	Legislative	
CAO	X – D. McKinley	Other - HR	X – G. Parker

Function	Service	Project Name	Amount Spent to Date (2022)	2022 Budgeted Amount	Estimated Carry Over to 2023
110	General Government	Website Redesign Consulting Services - Phase 2	74,862.00	125,085.00	50,223.00
110	General Government	Hybrid Meeting Solutions and Board Room Modifications	0.00	125,000.00	125,000.00
110	General Government	Meeting Management Solutions System	0.00	25,000.00	25,000.00
113	Finance	Asset Retirement Obligation-Facility Hazardous Mat. Testing	0.00	50,000.00	50,000.00
113	Finance	ARO-Professional Services	0.00	49,750.00	49,750.00
114	Administration Bldg.	Vehicle (EV) Charging Stations-phase 2 (Field Road Portion)	0.00	25,000.00	25,000.00
117	Information Systems	Field Road Space Planning; IT Capital	0.00	37,934.00	37,934.00
117	Information Systems	Expansion of Digital, Online collaboration Software & Hardware	77,532.12	113,922.00	36,389.88
117	Information Systems	Records Management System Enhancements	13,387.00	75,000.00	61,613.00
135	Corporate Sustainability	Greenhouse Gas Quantification	0.00	15,000.00	15,000.00
136	Community Sustainability	Community Climate Plan	20,810.48	40,000.00	19,189.52
210	Gibsons Fire Dept.	Fire Department Records Management Software	0.00	2,500.00	2,500.00
210	Gibsons Fire Dept.	Emergency Generator	0.00	150,000.00	150,000.00
210	Gibsons Fire Dept.	SCRD Corporate Recycling Program infrastructure costs-GDVFD	0.00	1,279.00	1,279.00
210	Gibsons Fire Dept.	Fire Truck Replacement	0.00	585,000.00	585,000.00
210	Gibsons Fire Dept.	Flooring and hot water tank	1,856.63	10,400.00	8,543.37
210	Gibsons Fire Dept.	Wildfire Preparedness Equipment (GDVFD)	2,577.11	35,000.00	32,422.89
210	Gibsons Fire Dept.	GDVFD Capital Renewal Projects	20,000.78	256,698.00	236,697.00
212	Roberts Creek Fire Dept.	Engine #1 Replacement	0.00	16,050.00	16,050.00
212	Roberts Creek Fire Dept.	Fire Department Records Management Software	0.00	2,500.00	2,500.00
212	Roberts Creek Fire Dept.	RCVFD Training Structure	77,640.21	121,445.00	43,804.79
212	Roberts Creek Fire Dept.	Exhaust Fan and Electrical Panel	0.00	8,500.00	8,500.00
212	Roberts Creek Fire Dept.	Wildfire Preparedness Equipment (RCVFD)	0.00	30,000.00	30,000.00
216	Halfmoon Bay Fire Dept.	Fire Department Records Management Software	0.00	2,500.00	2,500.00
216	Halfmoon Bay Fire Dept.	Firehall #2 Redevelopment Design	0.00	250,000.00	250,000.00
216	Halfmoon Bay Fire Dept.	Self-Contained Breathing Apparatus (HBVFD)	49,500.03	224,300.00	174,799.97
216	Halfmoon Bay Fire Dept.	Vehicle, Chevrolet Silverado	0.00	131,548.00	131,548.00
218	Egomont Fire Dept.	Fire Department Records Management Software	0.00	2,500.00	2,500.00
218	Egomont Fire Dept.	Egomont Fire Truck Donation-2007 Dodge Crew Cab	0.00	11,500.00	11,500.00
220	911 Emergency	Chapman Creek Radio Tower	15,731.90	262,250.00	246,518.10
220	912 Emergency	Gibsons Radio Tower	2,478.12	46,600.00	44,121.88
220	913 Emergency	911 Tower and Spectrum Upgrading	6,452.60	15,183.00	8,730.40
220	914 Emergency	Radio Tower Capital Project Consulting Services	19,950.00	88,691.00	68,741.00
220	915 Emergency	911 Emergency Communications Equipment Upgrade	52,835.10	124,774.00	71,938.90
222	Sunshine Coast	Contracted Services for Statutory, Regulatory & Bylaw Reviews	0.00	20,000.00	20,000.00
222	Emergency Preparedness	Removal of SCEP Trailer	130.51	12,510.00	12,379.49
222	Sunshine Coast	Egomont Evacuation Plan	0.00	25,000.00	25,000.00
222	Emergency Preparedness	Reception Centre Modernization	0.00	24,967.00	24,967.00
222	Sunshine Coast	EOC Modernization Project	0.00	25,000.00	25,000.00
222	Emergency Preparedness				
310	Public Transit	Security Lighting (Public Transit)	0.00	6,000.00	6,000.00
310	Public Transit	Pressure Washer (Public Transit Portion)	0.00	5,250.00	5,250.00
310	Public Transit	Security System & CCTV (Public Transit)	0.00	3,250.00	3,250.00
312	Fleet Services	Loaner Vehicle	0.00	10,000.00	10,000.00
312	Fleet Services	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	2,122.40	10,000.00	7,877.60
312	Fleet Services	HVAC Maintenance Safety System	0.00	4,000.00	4,000.00
312	Fleet Services	Pressure Washer (Fleet Portion)	0.00	5,250.00	5,250.00
312	Fleet Services	Garage Hoist	0.00	162,000.00	162,000.00
312	Fleet Services	Security System & CCTV (Maintenance Facility)	0.00	3,250.00	3,250.00
312	Fleet Services	Security lighting improvements (Maintenance Facility)	5,866.00	6,000.00	134.00
315	Mason Rd	Mason Road Lease Renewal & Site Plan Implementation	200.00	42,500.00	42,300.00
315	Mason Rd	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Mason Road Portion)	0.00	45,000.00	45,000.00
345	Ports	West Bay Float	0.00	220,000.00	220,000.00
345	Ports	Halkett Bay Approach	0.00	44,736.00	44,736.00
345	Ports	Major Inspections	0.00	77,600.00	77,600.00
345	Ports	New Brighton Dock Study	0.00	25,000.00	25,000.00
345	Ports	Keats Landing Float & Dolphins	0.00	240,000.00	240,000.00
345	Ports	Gambier Harbour Structural Components	0.00	55,000.00	55,000.00
345	Ports	Eastbourne Wharhead Repairs	0.00	110,000.00	110,000.00
350	Regional Solid Waste	Future Waste Disposal Options Analysis Study	42,663.49	84,010.00	41,346.51
350	Regional Solid Waste	Solid Waste Management Plan	5,927.81	149,547.00	143,619.19
350	Regional Solid Waste	Future Solid Waste Disposal Options Study – Phase 2	1,797.39	150,000.00	148,202.61
350	Regional Solid Waste	RSW Waste Composition Study	44,330.70	100,000.00	55,669.30
351	Regional Solid Waste/Pender Landfill	Traffic Control Lights for PH Transfer Station	0.00	10,000.00	10,000.00
351	Regional Solid Waste/Pender Landfill	Pender Harbour Transfer Station Site Improvements – Phase I	4,576.91	96,000.00	91,423.09
352	Regional Solid Waste/Sechelt Landfill	Biocover Feasibility Study-Phase 2	0.00	150,000.00	150,000.00

352	Regional Solid Waste/ Sechelt Landfill	Power Supply System Replacement Interim Operating Costs	43.75	9,681.00	9,637.25
352	Regional Solid Waste/ Sechelt Landfill	Power Supply Replacement	0.00	197,224.00	197,224.00
352	Regional Solid Waste/ Sechelt Landfill	Sechelt Landfill Stage H+ Closure	0.00	2,500,000.00	2,500,000.00
352	Regional Solid Waste/ Sechelt Landfill	Design, Operations and Closure Plan Update	4,755.25	24,000.00	19,244.75
352	Regional Solid Waste/ Sechelt Landfill	Post-closure Operations and Maintenance Plan	726.00	9,625.00	8,899.00
352	Regional Solid Waste/ Sechelt Landfill	Geotechnical and Seismic Assessment Update	1,418.52	16,800.00	15,381.48
352	Regional Solid Waste/ Sechelt Landfill	Environmental Monitoring Plan Update	5,915.73	7,500.00	1,584.27
352	Regional Solid Waste/ Sechelt Landfill	Hydrogeological Assessment Update	0.00	20,350.00	20,350.00
352	Regional Solid Waste/ Sechelt Landfill	Leachate Management Update	0.00	8,250.00	8,250.00
352	Regional Solid Waste/ Sechelt Landfill	Gas Assessment and Generation Update	0.00	2,640.00	2,640.00
365	North Pender Water	Garden Bay UV Reactor	0.00	37,236.00	37,236.00
365	North Pender Water	Confined Space Document Review	0.00	2,500.00	2,500.00
365	North Pender Water	Water Supply Plan - NPHWS	0.00	95,000.00	95,000.00
365	North Pender Water	Water Meter Data Analytics - NPHWS	431.75	2,734.00	2,302.25
365	North Pender Water	Emergency Generator	0.00	125,000.00	125,000.00
365	North Pender Water	Customer Relationship Management Tool [365]	0.00	2,500.00	2,500.00
365	North Pender Water	NPH Watermain Replacement	0.00	850,000.00	850,000.00
365	North Pender Water	NPH Public Participation-Water Supply Plan Development	0.00	7,500.00	7,500.00
365	North Pender Water	NPH-Water Rate Structure Review (Phase 1)	0.00	2,000.00	2,000.00
365	North Pender Water	NPH-Feasibility Study Long-Term Surface Water Supply Sources	0.00	5,000.00	5,000.00
366	South Pender Water	South Pender Harbour Water Treatment Plant Upgrades	5,389.32	37,819.00	32,429.68
366	South Pender Water	Confined Space Document Review	0.00	5,000.00	5,000.00
366	South Pender Water	Water Supply Plan - SPHWS	0.00	95,000.00	95,000.00
366	South Pender Water	Water Meter Data Analytics - SPHWS	863.49	5,468.00	4,604.51
366	South Pender Water	Customer Relationship Management Tool [366]	0.00	5,000.00	5,000.00
366	South Pender Water	Vehicle Replacement (Unit #436)	0.00	80,000.00	80,000.00
366	South Pender Water	McNeil Lake Dam Upgrades	46,151.32	79,255.00	33,103.68
366	South Pender Water	Dogwood Reservoir Feasibility	0.00	108,000.00	108,000.00
366	South Pender Water	South Pender Harbour WTP Upgrades-Phase 2	1,834.75	20,268.00	18,433.25
366	South Pender Water	McNeil Lake Dam Safety Improvements-Construction	179.76	525,000.00	524,820.24
366	South Pender Water	SPH-Water Rate Structure Review (Phase 1)	0.00	4,000.00	4,000.00
366	South Pender Water	SPH-Feasibility Study Long-Term Surface Water Supply Sources	0.00	10,000.00	10,000.00
366	South Pender Water	South Pender Harbour Watermain Replacement	0.00	600,000.00	600,000.00
366	South Pender Water	SPH Public Participation-Water Supply Plan Development	0.00	7,500.00	7,500.00
370	Regional Water	Exposed Water Main Rehabilitation	0.00	126,198.00	126,198.00
370	Regional Water	Chapman Water Treatment Plant Chlorination System Upgrade	536,462.72	2,076,511.00	1,540,048.28
370	Regional Water	Chaster Well Upgrades (Well Protection Plan - Phase 2)	2,723.25	41,118.00	38,394.75
370	Regional Water	Universal Water Meter Installations - Phase 3 (DOS)	0.00	7,250,000.00	7,250,000.00
370	Regional Water	Implementation of shishálh Nation Foundation Agreement	1,667.62	9,207.00	7,539.38
370	Regional Water	Cove Cay Pump Station Rebuild and Access Improvements	0.00	250,000.00	250,000.00
370	Regional Water	Confined Space Document Review	0.00	22,500.00	22,500.00
370	Regional Water	Reed Road and Elphinstone Watermain Replacement	948,305.25	1,178,070.00	229,764.75
370	Regional Water	Chapman Creek Water Treatment UV Upgrade	28,666.97	250,000.00	221,333.03
370	Regional Water	Bylaw 422 Update	180.00	30,000.00	29,820.00
370	Regional Water	Water Treatment Plant Sludge Residuals Disposal & Planning	46,479.15	558,211.00	511,731.85
370	Regional Water	Water Metering Data Analytics	7,339.65	46,482.00	39,142.35
370	Regional Water	Vehicle Purchase – Strategic Infrastructure Division	0.00	46,500.00	46,500.00
370	Regional Water	Utility Vehicle Purchase (2020)	0.00	46,500.00	46,500.00
370	Regional Water	Groundwater Investigation Phase 2, Part 2	20,640.02	186,563.00	165,922.98
370	Regional Water	Church Road Well- Construction Phase	5,322,534.03	7,897,575.00	2,575,040.97
370	Regional Water	Regional Water Reservoir Feasibility Study Phase 4	0.00	84,965.00	84,965.00
370	Regional Water	Groundwater Investigation-Maryanne West Park	0.00	100,000.00	100,000.00
370	Regional Water	Groundwater Investigation- Langdale	82,588.91	1,277,600.00	1,195,011.09
370	Regional Water	Feasibility Study Surface Water Intake Upgrades Gray Creek	13,059.77	125,000.00	111,940.23
370	Regional Water	Water Supply Plan- Public Participation	0.00	20,000.00	20,000.00
370	Regional Water	Water Supply Plan: Water Distribution Model Update and Technical Analysis	0.00	213,000.00	213,000.00
370	Regional Water	RWS Vehicle Purchases	0.00	210,000.00	210,000.00
370	Regional Water	Chapman & Edwards Dam Improvements	76,227.61	114,345.00	38,117.39
370	Regional Water	Reed Rd. Pump Station Zone 4 Improvements	0.00	70,000.00	70,000.00
370	Regional Water	Chapman & Edwards Lake Communication System Upgrades	7,980.28	74,125.00	66,144.72
370	Regional Water	Eastbourne Groundwater Investigation	18,354.71	350,000.00	331,645.29
370	Regional Water	Customer Relationship Management Tool [370]	0.00	42,500.00	42,500.00
370	Regional Water	Trout Lake Re-Chlorination Station Upgrade	0.00	100,000.00	100,000.00
370	Regional Water	Valve Stems for Selma 2 Isolation	0.00	75,000.00	75,000.00
370	Regional Water	Chapman Lake Dam Safety Improvements – Construction	269.64	783,000.00	782,730.36
370	Regional Water	Edwards Lake Dam Safety Improvements – Construction	284.62	625,000.00	624,715.38
370	Regional Water	RWS-Water Rate Structure Review (Phase 1)	0.00	34,000.00	34,000.00

370	Regional Water	RWS-Feasibility Study Long-Term Surface Water Supply Sources	0.00	210,000.00	210,000.00
370	Regional Water	Single Axle Dump Truck	0.00	225,000.00	225,000.00
370	Regional Water	Light Duty Trucks	0.00	150,000.00	150,000.00
370	Regional Water	RWS Vehicle Purchases (2022)	0.00	200,000.00	200,000.00
370	Regional Water	Emergency Repair Watermain Sechelt Airport	6,243.20	500,000.00	493,756.80
370	Regional Water	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources	0.00	375,000.00	375,000.00
370	Regional Water	EOC - Drought Response 2022	2,864.70	450,000.00	447,135.30
370	Regional Water	Edwards Lake Siphon Decommissioning	0.00	100,000.00	100,000.00
370	Regional Water	Chapman Creek Environmental Flow Requirements Update	7,200.00	50,000.00	42,800.00
381	Greaves Rd WWP	Septic Field Repairs	779.96	5,000.00	4,220.04
382	Woodcreek WWP	Woodcreek Park Inspection Chamber Repairs	0.00	5,964.00	5,964.00
382	Woodcreek WWP	Woodcreek Park-WWTP Collection System Designs	0.00	19,502.00	19,502.00
382	Woodcreek WWP	Woodcreek Park WWTP System Upgrade	10,346.52	968,591.00	958,244.48
383	Sunnyside WWP	Statutory Right of Way- Sunnyside WWTP	0.00	4,000.00	4,000.00
384	Jolly Roger WWP	Statutory Right of Way- Jolly Roger WWTP	0.00	4,000.00	4,000.00
385	Secret Cove WWP	Statutory Right of Way- Secret Cove WWTP	0.00	4,000.00	4,000.00
386	Lee Bay WWP	Lee Bay Collection System Repairs	0.00	13,850.00	13,850.00
387	Squar Bay WWP	Square Bay Infiltration Reduction	591.32	14,677.00	14,085.68
387	Squar Bay WWP	Square Bay Infiltration Reduction Repairs	0.00	20,000.00	20,000.00
388	Langdale WWP	Statutory Right of Way-Langdale WWTP	0.00	4,000.00	4,000.00
388	Langdale WWP	Langdale WWTP Remediation Project	0.00	261,000.00	261,000.00
393	Lily's Lake WWP	Statutory Right of Way-Lily's Lake WWTP	0.00	4,000.00	4,000.00
393	Lily's Lake WWP	System Repairs & Upgrades	1,072.76	35,000.00	33,927.24
410	Pender Harbour Health Clinic	Special Capital Project Request- Vinyl Flooring	0.00	37,726.00	37,726.00
500	Regional Planning	Regional Growth Framework – Baseline Research	35,883.45	39,460.00	3,576.55
500	Regional Planning	Regional Housing Coordinator	39,625.00	86,001.00	46,376.00
504	Rural Planning	Zoning Bylaw 310 re-write	7,880.34	18,285.00	10,404.66
504	Rural Planning	SCRD Planning Enhancement Project	0.00	203,050.00	203,050.00
504	Rural Planning	Planning Enhancement & OCP Harmonization	0.00	115,000.00	115,000.00
615	Community Recreation Facilities	Capital Renewal Plan Projects	127,231.45	1,184,312.00	1,057,080.55
615	Community Recreation Facilities	SAC Sprinkler System Replacement	0.00	173,027.00	173,027.00
615	Community Recreation Facilities	Fall Protection Systems Upgrades-Phase 1	0.00	60,000.00	60,000.00
615	Community Recreation Facilities	Brine Chiller & Condenser (GACC)	0.00	917,600.00	917,600.00
615	Community Recreation Facilities	Health & Safety Requirements-Shower and Eye Wash Station	0.00	105,000.00	105,000.00
615	Community Recreation Facilities	Domestic Hot Water System	4,000.00	35,000.00	31,000.00
615	Community Recreation Facilities	Water Management Plan Implementation- Water Treatment Equipment	0.00	9,500.00	9,500.00
615	Community Recreation Facilities	Carbon Neutral Design – Recreation Facilities	15,248.75	50,000.00	34,751.25
615	Community Recreation Facilities	Recreation Programming Review	13,184.00	16,000.00	2,816.00
625	Pender Pool	Annual Gym Equipment Replacement	0.00	14,437.00	14,437.00
625	Pender Pool	Storage Container	0.00	10,000.00	10,000.00
650	Community Parks	Coopers Green Park Hall & Parking-Design Plans	32,946.00	47,274.00	14,328.00
650	Community Parks	Parks Building (Partial Replacement / Upgrade)	0.00	300,000.00	300,000.00
650	Community Parks	Suncoaster Trail (Phase 2)	0.00	14,751.00	14,751.00
650	Community Parks	Sprockids – Design and Management Plan- Phase 1	0.00	40,000.00	40,000.00
650	Community Parks	Baker Beach & Ocean Beach Esplanade Archaeological and Environmental Studies	0.00	50,000.00	50,000.00
650	Community Parks	Community Led Improvement Projects Support	0.00	20,000.00	20,000.00
650	Community Parks	Mahan Trail Repair	0.00	16,250.00	16,250.00
650	Community Parks	Suncoaster Trail Sign Repair	480.00	5,250.00	4,770.00
650	Community Parks	Katherine Lake Campground Repairs	21,815.73	35,300.00	13,484.27
650	Community Parks	Cliff Gilker Repair Planning	0.00	38,000.00	38,000.00
650	Community Parks	Coopers Green Hall Replacement	45,455.38	4,473,649.00	4,428,193.62
650	Community Parks	Chaster House & Pedestrian Bridge Repairs	348.25	32,500.00	32,151.75
650	Community Parks	Capital Asset Renewal - Coopers Green Park Boat Ramp	1,037.00	35,000.00	33,963.00
665	Bikeways & Wakeways	Lower Road Retaining Wall Repair	911.37	75,000.00	74,088.63
670	Regional Recreation	Legacy Garden and Infrastructure Project	0.00	4,000.00	4,000.00
680	Dakota Ridge	One-Time Minor Capital – Upgrades and Renewal	0.00	33,500.00	33,500.00
680	Dakota Ridge	Replacement of Snowmobile #417	0.00	22,000.00	22,000.00
			8,099,848.31	46,745,055.00	38,645,206.47

Projects not Recommended for Carry-Over to 2023

Attachment B

Function #	Service	Project Description	Amount Spent in 2022	2022 Budget Amount	Variance/ Estimated Amount to be Returned	Rational	Notes:
Proposed Project Cancellations							
150	Regional Feasibility	Watershed Governance Feasibility Study	0	30,000	30,000	March 10, 2022-Motion 080/22: Recommendation No. 2 Watershed Service Feasibility Study THAT the SCRD forward the Business Case for a Watershed Protection Service to the District of Sechelt, Town of Gibsons, Sechelt Indian Government District, shíshálh Nation, and Skwxú7mesh Úxwumixw for comment. Recommendation No. 3 Watershed Service Feasibility Study THAT Option 2 as presented in the Business Case for a Watershed Protection Service, dated March 2022, to increase service levels within existing SCRD services, be explored and incorporated into future public engagement. Recommendation No. 4 Watershed Service Feasibility Study THAT the remaining project budget for the Watershed Service Feasibility Study be transferred to [150] Regional Feasibility Studies Operating Reserves. This project was differed from 2021 to 2023 due to resourcing capacity for general election. This was a project recommended by past Board and it is recommended that it be cancelled with the new SCRD Board to review as part of its new Strategic Plan and 2023 Budget Process. Scope of original project can not be satisfied within grant funds. This project is going to be cancelled and will be looked at for future grant applications.	As project is not proceeding it is more appropriate to return funds to taxpayers in 2023.
150	Regional Feasibility	Feasibility for Establishment of Community Social Service	0	20,000	20,000	This project was differed from 2021 to 2023 due to resourcing capacity for general election. This was a project recommended by past Board and it is recommended that it be cancelled with the new SCRD Board to review as part of its new Strategic Plan and 2023 Budget Process.	Recommend Returning Funds to Taxpayers in 2023
210	Gibsons & District Fire	CRI FireSmart Economic Recovery Fund- GDVFD Firehall Roof Replacement	0	50,000	50,000	Scope of original project can not be satisfied within grant funds. This project is going to be cancelled and will be looked at for future grant applications.	UBCM to be notified that this component of grant will not proceed at this time.
222	Sunshine Coast Emergency Preparedness	CRI FireSmart Economic Recovery Fund- FireSmart Projects for critical Infrastructure	0	110,000	110,000	This component of the grant project to be cancelled due to SNGD capacity at this time. Will be considered for future grant opportunities.	UBCM to be notified that this component of grant will not proceed at this time.
222	Sunshine Coast Emergency Preparedness	CRI FireSmart Economic Recovery Fund- Skills Development that Leads to Employment	0	11,660	11,660	This component of the grant project to be cancelled due to SNGD capacity at this time. Will be considered for future grant opportunities.	UBCM to be notified that this component of grant will not proceed at this time.
210	Gibsons & District Fire	GVFD- Rescue Truck Upgrade	0	100,000	100,000	Project Has been re-evaluated and recommended to be cancelled at this time. Will be assessed as part of the annual capital plan review	Recommend returning funds to capital reserve and will be taken into account as part of funding for capital renewal plan.
350/352	Regional Solid Waste/Sechelt Landfill	Forklift-Sechelt Landfill	0	25,000	25,000	It was determined that a forklift will not be appropriate equipment to meet service needs. Project being evaluated for the future.	This project was to be funded by Equipment Finance Loan through MFA which will not be proceeding.
370	Regional Water	Water Sourcing Policy	0	25,000	25,000	Project recommended to be done in house.	Funds to be returned to regional water operating reserves
500	Regional Planning	Regional Housing Conference Partnership	0	10,000	10,000	This project was cancelled in 2021 but was carried into 2022 in error. This project is being done through the Regional Housing Society/Coordinator which the SCRD funds through the MRDT/OIP.	Recommended that funds be returned to operating reserves.
615	Community Recreation Facilities	Building Envelope Panel Drying	0	250,000	250,000	Recent thermal camera imaging assessment determined that the panels are no longer effecting the thermal properties of the building envelope, therefore, it is recommended to cancel this project at this time.	These funds will be restricted and shall be returned to capital reserves.
615	Community Recreation Facilities	SCA Refrigeration Plant Regulatory Items	0	11,736	11,736	This was a carry-forward project from 2019 that was addressed through other equipment upgrades.	Recommend we return funds to operating reserves.
Not Carried Forward Into 2023							
216	Halfmoon Bay Fire	Firehall #2 Redevelopment Assessment	28,975	45,000	16,025	Project is being reevaluated and this scope of work has been complete.	Recommend return remaining funds to operating reserves.
370	Regional Water	Water Supply and Conservation Public Engagement 2020 (including Water Summit)	1,065	27,758	26,693	These were completed in house through water dialogues. These continue and are resourced internally.	Recommend return remaining funds to operating reserves.
370	Regional Water	Chapman WTP Intake Debris Removal	1,640	15,000	13,360	This was completed and not recommended for carry-over.	Recommend return remaining funds to operating reserves.

Projects not Recommended for Carry-Over to 2023

370	Regional Water	Edwards Lake Siphon	22,474	63,378	40,904	This is related to 2021 feasibility of installing a siphon at Edwards Lake. This was addressed through the 2022 Drought EOC and subsequent Board motion.	Recommend return remaining funds to operating reserves.
370	Regional Water	Summer Student (4 months) – Water Asset Inventory Update	0	29,092	29,092	This project was completed in 2022 through other sources, including Summer Canada jobs grant.	Recommend return remaining funds to operating reserves.
Modified for 2023							
216	Halfmoon Bay Fire	From: Capital Renewal (HBVFD) To: Truck Purchase	From 251,748	To 131,548	120,200	Many of these projects related to Hall #2 which is planned for rebuild. Therefore, only the truck replacement is recommended to carry-over. Truck has been awarded and awaiting delivery.	Remaining funds will be returned to the capital reserves in consideration of overall capital renewal plan.

2022 Final Carryforward Projects

Functional No.	Project Description	2022 Expense	2022 Budget	2023 Carryforward
110	Hybrid Meeting Solutions and Board Room Modifications	5,350	125,000	119,650
110	Website Redesign Consulting Services	87,339	125,085	37,746
110	Meeting Management Solutions System	-	25,000	25,000
113	Asset Retirement Obligation- PSAS Standard	-	99,750	25,000
114	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Field Road Portion)	-	25,000	25,000
114	COVID-19 Field Rd Space Planning	29,980	100,000	70,020
117	2020 Field Road Space Planning; IT Capital	4,635	37,934	33,299
117	Expansion of Digital, Online collaboration Software & Hardware	80,783	113,922	33,139
117	Records Management System Enhancements	3,450	61,613	58,163
135	Greenhouse Gas Quantification	-	15,000	15,000
136	Community Climate Plan	10,810	40,000	29,190
210	GVFD-Emergency Generator	-	150,000	150,000
210	Fire Truck Replacement	-	585,000	585,000
210	Capital Renewal (GDVFD)	29,765	258,648	228,883
210	SCRD Corporate Recycling Program infrastructure costs-GDVFD	-	1,279	1,279
210	Wildfire Preparedness Equipment	14,838	35,000	20,162
212	Training Structure	111,803	121,445	9,642
212	Capital Renewal (RCVFD)	-	8,500	8,500
212	Wildfire Preparedness Equipment (RCVFD)	-	30,000	30,000
216	Self-Contained Breathing Apparatus (HBVFD)	56,977	224,300	167,323
216	Capital Renewal (HBVFD)	15,493	251,748	131,548
216	Firehall #2 Redevelopment Design	-	250,000	250,000
220	Chapman Creek Radio Tower	16,011	262,250	246,239
220	Radio Tower Capital Project Consulting Services	26,700	88,691	61,991
220	911 Emergency Communications Equipment Upgrade	52,835	124,774	75,189
220	911 Tower and Spectrum Upgrading	12,153	15,183	3,030
222	Contracted Services for Statutory, Regulatory & Bylaw Reviews	-	20,000	20,000
222	Removal of SCEP Trailer	2,131	12,510	10,379
222	Egmont Evacuation Plan	-	25,000	25,000
222	Reception Centre Modernization	-	24,967	24,967
222	EOC Modernization Project	11,318	25,000	13,682
310	Security lighting improvements [310]	3,647	6,000	2,353
310	Pressure Washer (Public Transit Portion)	-	5,250	5,250
310	Security System & CCTV	-	3,250	3,250
312	Loaner Vehicle	-	10,000	10,000
312	Security lighting improvements [312]	3,647	6,000	2,353
312	HVAC Maintenance Safety System	-	4,000	4,000
312	Pressure Washer (Fleet Portion)	-	5,250	5,250
312	Garage Hoist	-	162,000	162,000
312	Security System & CCTV	-	3,250	3,250
312	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	2,122	10,000	7,878
315	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Mason Road Portion)	-	45,000	45,000
315	Mason Road Lease Renewal & Site Plan Implementation	14,795	42,500	27,705
345	Ports 5 Year Capital Renewal Plan	75	669,736	669,661
345	Ports Major Inspections	-	77,600	77,600
345	New Brighton Dock Study	-	25,000	25,000
350	Future Waste Disposal Options Analysis Study	67,475	234,010	166,535
350	Waste Composition Study	70,580	100,000	29,420
350	Solid Waste Management Plan	6,228	149,547	143,319
351	Traffic Control Lights for PH Transfer Station	-	10,000	10,000
351	Pender Harbour Transfer Station Site Improvements	6,081	96,000	89,919
352	Power Supply System Replacement	20,000	197,224	177,224
352	Sechelt Landfill Stage H+ Closure	-	2,500,000	2,500,000
352	Biocover Feasibility Study	-	150,000	150,000
352	Power Supply System Replacement Interim Operating Costs	44	9,681	9,637
352	Regulatory Reporting - Sechelt Landfill	31,733	89,165	57,433
365	Garden Bay UV Reactor	18,287	37,236	18,949
365	Emergency Generator	-	125,000	125,000
365	Customer Relationship Management Tool [365]	-	2,500	2,500
365	NPH Watermain Replacement	-	850,000	850,000
365	Confined Space Document Review	-	2,500	2,500
365	Water Supply Plan - NPHWS	3,644	95,000	91,356
365	Water Meter Data Analytics - NPHWS	432	2,734	2,302
365	NPH Public Participation-Water Supply Plan Development	836	7,500	6,664
365	NPH-Water Rate Structure Review	69	2,000	1,931
365	NPH-Feasibility Study Long-Term Surface Water Supply Sources	-	5,000	5,000
366	South Pender Harbour Water Treatment Plant Upgrades	7,224	58,087	50,863
366	Customer Relationship Management Tool [366]	-	5,000	5,000
366	Vehicle Replacement (Unit #436)	-	80,000	80,000
366	Mcneil Lake Dam Upgrades	47,239	79,255	32,016
366	McNeil Lake Dam Safety Improvements-Construction	180	525,000	524,820
366	South Pender Harbour Watermain Replacement	-	600,000	600,000
366	Confined Space Document Review	-	5,000	5,000
366	Water Supply Plan - SPHWS	3,643	95,000	91,357

Functional No.	Project Description	2022 Expense	2022 Budget	2023 Carryforward
366	Water Meter Data Analytics - SPHWS	863	5,468	4,605
366	Dogwood Reservoir Feasibility	-	108,000	108,000
366	SPH-Water Rate Structure Review	138	4,000	3,862
366	SPH-Feasibility Study Long-Term Surface Water Supply Sources	-	10,000	10,000
366	SPH Public Participation-Water Supply Plan Development	1,905	7,500	5,595
370	Chaster Well Upgrades (Well Protection Plan - Phase 2)	2,723	41,118	38,395
370	Exposed Water Main Rehabilitation	-	126,198	126,198
370	Chapman Water Treatment Plant Chlorination System Upgrade	1,371,463	2,076,511	705,048
370	Universal Water Meter Installations - Phase 3 (DOS & SIGD)	-	7,250,000	7,250,000
370	Cove Cay Pump Station Rebuild and Access Improvements	-	250,000	250,000
370	Reed Road and Elphinstone Watermain Replacement	1,038,153	1,178,070	139,917
370	Chapman Creek Water Treatment UV Upgrade	28,667	250,000	221,333
370	Vehicle Purchase – Strategic Infrastructure Division	-	46,500	46,500
370	Utility Vehicle Purchase	-	46,500	46,500
370	Church Road Well- Construction Phase	6,531,008	8,378,616	1,834,008
370	Groundwater Investigation-Langdale	365,179	1,277,600	912,421
370	RWS Vehicle Replacement (2021)	-	210,000	210,000
370	Chapman & Edwards Dam Improvements	80,210	114,345	34,135
370	Reed Rd. Pump Station Zone 4 Improvements	-	70,000	70,000
370	Chapman & Edwards Lake Communication System Upgrades	8,299	74,125	65,826
370	Eastbourne Groundwater Investigation	191,189	350,000	158,811
370	Development of Customer Relationship Management Tool	-	42,500	42,500
370	Trout Lake Re-Chlorination Station Upgrade	-	100,000	100,000
370	Valve Stems for Selma 2 Isolation	-	75,000	75,000
370	Chapman Lake Dam Safety Improvements – Construction	270	783,000	782,730
370	Edwards Lake Dam Safety Improvements – Construction	285	625,000	624,715
370	Single Axle Dump Truck	-	225,000	225,000
370	Light Duty Trucks	-	150,000	150,000
370	RWS Vehicle Purchases (2022)	-	200,000	200,000
370	Emergency Repair Watermain Sechelt Airport	477,543	500,000	22,457
370	Implementation of shíshálh Nation Foundation Agreement	1,668	9,207	7,539
370	Confined Space Document Review	-	22,500	22,500
370	Bylaw 422 Update	180	30,000	29,820
370	Chapman Water Treatment Plant Sludge Residuals Disposal & Planning	46,479	558,211	511,732
370	Water Metering Data Analytics	7,340	46,482	39,142
370	Chapman Creek Environmental Flow Requirements Update	7,200	50,000	42,800
370	Groundwater Investigation	25,763	186,563	160,800
370	Regional Water Reservoir Feasibility Study Phase 4	8,254	84,965	76,711
370	Groundwater Investigation-Maryanne West Park	-	100,000	100,000
370	Feasibility Study Surface Water Intake Upgrades Gray Creek	24,859	125,000	100,141
370	Water Supply Plan- Public Participation	15,141	20,000	4,859
370	Water Supply Plan: Water Distribution Model Update and Technical Analysis	10,930	213,000	202,070
370	RWS-Water Rate Structure Review	1,176	34,000	32,824
370	RWS-Feasibility Study Long-Term Surface Water Supply Sources	-	210,000	210,000
370	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources	-	375,000	375,000
370	EOC Task # 22-5080 - Drought Response 2022	450,000	550,000	100,000
370	EOC Task #225989- Reed Road Building Repair	156	165,000	164,844
381	Septic Field Repairs	3,160	5,000	1,840
382	Woodcreek Park WWTP System Upgrade	22,675	968,591	945,916
382	Woodcreek Park Inspection Chamber Repairs	-	5,964	5,964
382	Woodcreek Park-WWTP Collection System Designs	584	19,502	18,918
383	Statutory Right of Way- Sunnyside WWTP	-	4,000	4,000
384	Statutory Right of Way- Jolly Roger WWTP	2,351	4,000	1,649
385	Statutory Right of Way- Secret Cove WWTP	-	4,000	4,000
386	Lee Bay Collection System Repairs	-	13,850	13,850
387	Square Bay Infiltration Reduction	1,088	14,677	13,589
387	Square Bay Infiltration Reduction Repairs	-	20,000	20,000
388	Langdale WWTP Remediation Project	532	261,000	260,468
388	Statutory Right of Way-Langdale WWTP	-	4,000	4,000
388	EOC Task #225989- Langdale WWTP Building Repairs	-	21,000	21,000
393	System Repairs & Upgrades	7,030	35,000	27,970
393	Statutory Right of Way-Lily's Lake WWTP	-	4,000	4,000
410	Special Capital Project Request	-	37,726	37,726
500	Regional Housing Coordinator	52,863	86,001	33,138
504	Zoning Bylaw 310 re-write	7,880	18,285	10,405
504	SCRD Planning Enhancement Project	-	203,050	203,050
504	Planning Enhancement & OCP Harmonization	-	180,804	180,804
613	Capital Renewal Fund (GACC)	26,287	204,200	162,700
613	Capital Renewal Fund (SAC)	50,128	413,369	359,721
613	Capital Renewal Fund (SCA)	167,739	462,588	283,077
613	Capital Renewal Fund (GDAF)	7,290	196,412	189,122
613	SAC Sprinkler System Replacement	12,042	813,619	801,577
613	Fall Protection Systems Upgrades	-	60,000	60,000
613	General Recreation Capital Renewal Funding	-	4,581	4,581
613	Brine Chiller & Condesner (GACC)	-	917,600	917,600
613	Health & Safety Requirments-Showers and Eye Wash Station	-	105,000	105,000

Attachment B

Functional No.	Project Description	2022 Expense	2022 Budget	2023 Carryforward
613	Domestic Hot Water System	4,000	35,000	31,000
613	Water Management Plan Implementation- Water Treatment Equipment	-	9,500	9,500
613	Carbon Neutral Design – Recreation Facilities	25,463	50,000	24,537
614	Recreation Programming Review	15,165	16,000	835
625	Annual Gym Equipment Replacement (Base)	-	14,437	14,437
625	Storage Container	-	10,000	10,000
650	Coopers Green Park Hall & Parking-Design Plans	6,885	47,274	40,389
650	Parks Building (Partial Replacement / Upgrade)	-	300,000	300,000
650	Community Parks Capital Asset Renewal	11,957	100,000	53,187
650	Coopers Green Hall Replacement	83,136	4,473,649	4,390,513
650	Suncoaster Trail (Phase 2)	3,870	14,751	10,881
650	Sprockids – Design and Management Plan	-	40,000	40,000
650	Baker Beach & Ocean Beach Esplanade Archaeological and Environmental Studies	3,798	50,000	46,202
650	Community Led Improvement Projects Support	18,742	20,000	1,258
650	Mahan Trail Repair	-	16,250	16,250
650	Suncoaster Trail Sign Repair	480	5,250	4,770
650	Cliff Gilker Repair Planning	-	38,000	38,000
650	Chaster House & Pedestrian Bridge Repairs	348	33,020	32,672
665	Lower Road Retaining Wall Repair	911	75,000	74,089
680	One-Time Minor Capital – Upgrades and Renewal	17,628	29,500	14,063
680	Snowmobile Purchase	-	22,000	22,000

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Lana Smith, Manager, Financial Planning

SUBJECT: CANADA COMMUNITY BUILDING FUND (GAS TAX) – UPDATE FROM ROUND 1

RECOMMENDATION(S)

THAT the report titled Canada Community – Building Fund (Gas Tax) – Update from Round 1 be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

Recommendation No. 46 *Electoral Area E (Elphinstone) Canada Community Building Fund (Gas Tax) Project*

The Finance Committee recommended that Highway 101 Bicycle/Walking Path Barrier Fencing at Chaster Creek project be abandoned and removed from the list of Canada Community Building Fund project list;

AND THAT the UBCM be notified of the project change and that the \$7,468 expedited to date be returned to the Area E Canada Community Building Fund, recovered through 2023 taxation for function 665;

Recommendation No. 92 *Bicycle and Walking Paths [665 / 667] - 2023 R1 Budget Proposal*

AND THAT the following budget proposal be approved and incorporated into the 2023 Round 2 Budget:

- Budget Proposal 1 – [665] Lower Road Retaining Wall Budget Increase, \$526,771 funded through Canada Community Building Fund (Gas Tax) / Cost Share with Ministry of Transportation and Infrastructure (0.009 FTE Senior Parks Worker to be included in 2024 at \$801.27 funded from Taxation).

Recommendation No. 93 *Bicycle and Walking Paths [665 / 667] - 2023 R1 Budget Proposal*

The Finance Committee recommended that the following budget proposal be abandoned:

- Budget Proposal 2 – Bicycle and Walking Paths Expansion Priorities, \$294,000 funding from Canada Community Building Fund (Gas Tax) as follows:
 - Electoral Area A [667] \$84,000
 - Electoral Area B [665] \$30,000
 - Electoral Area D [665] \$90,000
 - Electoral Area E [665] \$30,000
 - Electoral Area F [665] \$60,000.

Recommendation No. 124 *South Pender Harbour Water Service [366] - 2023 R1 Budget Proposal*

AND THAT the following budget proposal be approved and incorporated into the 2023 Round 2 Budget:

- Budget Proposal 1 – Dam Safety Upgrades to McNeil Lake Dam (Additional Funding), \$78,750 funded from Canada Community Building Fund (Gas Tax) for Area A.

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) after Round 1 budget decisions.

Recommendation No. 132 *Regional Water Service [370] - 2023 R1 Budget Proposal*

The Finance Committee recommended that the following budget proposal be approved and incorporated into the 2023 Round 2 Budget:

- Budget Proposal 13 – Eastbourne Groundwater Supply Expansion (Phase 2), \$1,200,000 funded \$753,000 from Canada Community Building Fund (Gas Tax) and \$447,000 funded from Capital Reserves.

DISCUSSION

The initial purpose of this report was to reflect the impact of funding Budget Proposal #12 - *Generators(s) Purchase for Various Sites, \$375,000 funded from Canada Community Building Fund (Gas Tax)* under both the equal allocation method and the per capital method. Staff have since revisited this funding option and discovered that only the two permanent generators would be eligible for this funding and only if they are renewable electricity generators. Given that the fuel source has not yet been determined, the funding had been removed from the table in Attachment A, the table showing the difference in the funding on a per capital basis has been left in this report for information purposes only.

A summary of CCBF allocations and funding commitments by Electoral Area forecasted for 2023 is provided in Attachment A, titled Canada Community Building Fund-Update at Round 2.

For information purposes the following table shows the Generator purchases for various sites project allocated per capita. The difference row highlights the change in funding allocation for

each area based on this approach vs. the equal cost to all areas approach. If the generators are found to be eligible for CCBF funding staff will bring forward a proposal at that time.

	A	B	D	E	F	Total
CCBF Funds allocation(based on 2021 census)	19.2%	18.8%	22.3%	24.5%	15.2%	100.0%
Generator Purchases based on equal allocation	75,000	75,000	75,000	75,000	75,000	375,000
Generator Purchases based on funding allocation	72,032	70,373	83,505	92,037	57,052	375,000
Difference	\$ 2,968	\$ 4,627	\$ (8,505)	\$ (17,037)	\$ 17,948	

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.

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

After Round 1 the remaining uncommitted balance in CCBF for the Electoral Areas are projected to end 2023 at \$5.34 Million. The revised CCBF agreement is expected to be renewed in 2024 and there is no indication that the unspent funds will be lost.

Attachment:

A-Canada Community Building Fund-Update from Round 1

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

**Gas Tax Community Works Fund
Summary of Commitments
2023 Funding Year**

Last Updated 2/24/2023

Attachment A

	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)						
Area A- Res. 070/22 No. 12 Connected Coast contribution in Principle (Earls Cove/Egmont)	45,278					45,278
Area F- Res. 070/22 No. 12 Connected Coast contribution in Principle (Gambier & Keats Islands)					314,429	314,429
2023 Approved Commitments						
Eastbourne Groundwater supply expansion					753,000	753,000
Dam safety upgrades for McNeil Lake Dam (additional funding)	78,750					78,750
Lower Road retaining wall budget increase			526,771			526,771
Balance after Approved Commitments	\$ 269,267	\$ 1,088,173	\$ 1,497,681	\$ 2,406,123	\$ 76,622	\$ 5,337,866
Abandoned Projects						
Hwy 101 Bicycle/Walking Path Barrier Fencing at Chaster Creek				(7,468)		(7,468)
Balance of CCBC Funds	\$ 269,267	\$ 1,088,173	\$ 1,497,681	\$ 2,413,591	\$ 76,622	\$ 5,345,334
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				
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	\$ 24,036	\$ 24,416	\$ 20,812	\$ -	81,450

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: 2022 DROUGHT RESPONSE FINANCIAL UPDATE

RECOMMENDATION

THAT the report titled 2022 Drought Response Financial Update be received for information.

BACKGROUND

The Sunshine Coast Regional District (SCRD) activated an Emergency Operations Centre (EOC) on September 27, 2022, to ensure additional emergency planning could occur to secure water supply for over 24,000 people on the Chapman Water System. The Emergency Operations Centre was deactivated on February 6, 2023 when it was determined there was sufficient water supply, and staff are working to fully demobilize the EOC by completing the related Finance, Planning and Documentation tasks.

At the September 22, 2022 SCR D Board Meeting, the following motion was passed:

Edwards Lake
Siphon Installation **It was moved and seconded**

248/22 THAT the report titled Proposed Edwards Lake Siphon Installation be received for information;

AND THAT the SCR D Board seek approval from the shíshálh Nation to proceed with the installation of the Edwards Lake siphon system;

AND THAT the installation and decommissioning of a siphon system at Edwards Lake be approved in the amount of up to \$350,000 and funded through Regional Water operating reserves;

AND THAT the SCR D Board request emergency water provision from the Town of Gibsons;

AND THAT the SCR D Board and delegated authorities be authorized to enter into an agreement for 2022 emergency water supply with the Town of Gibsons;

AND FURTHER THAT the 2022-2026 Financial Plan Bylaw be amended accordingly.

Subsequently, at the October 13, 2022 SCRD Board Meeting, the following motion was passed:

266/22 THAT the report titled 2022 Drought Response Update and Financial Implications be received for information;

AND THAT the 2022 Emergency Operations Centre (EOC) – Drought Response be approved for expenditures up to \$550,000 and funded through Regional Water [370] Operating Reserves;

AND THAT the funds approved for the installation and decommissioning of the siphon system at Edwards Lake in the amount of up to \$350,000 be rolled into the 2022 Drought Response and associated funding (\$350,000 + \$200,000 = \$550,000 total);

AND THAT staff work with Emergency Management BC on the potential reimbursement of some of the expenditures associated with the 2022 EOC – Drought Response Activation through the BC Disaster Financial Assistance program;

AND FURTHER THAT the 2022-2026 Financial Plan be amended accordingly.

A financial update report was previously presented to the Board for information at its regular meeting on December 8, 2022, with the intent to bring this follow up report to Round 2 budget for the purposes of providing a final summary of 2022 expenditures, status of claims, and any remaining authorized amounts that will need to be carried forward to 2023.

DISCUSSION

The Board approved up to \$550,000 in incremental expenditures for function [370] Regional Water Service in support of the 2022 Emergency Operations Centre - Drought Response.

Incremental expenditures include all expenses incurred related to response activities with the exception of \$117,012 in regular wages and benefits for Utilities Services staff which are already accounted for in the Regional Water Service operating budget.

Summary of Expenditures and Commitments

The table below summarizes expenditures incurred to date, estimated future expenditures, and estimated recoveries from the BC Ministry of Emergency Management and Climate Readiness (EMCR) for key response activities undertaken during the event:

	Emergency Operations Centre	Edwards Lake Siphon Installation	Church Road Temporary Connection	TOG Emergency Supply	Total
Incremental Wages and Benefits	\$108,448	\$11,873	\$611	\$882	\$121,815
Materials, Supplies and Contracted Services	94,842	165,131	40,457	61,227	361,657
Total Expenditures	203,290	177,004	41,068	62,109	483,472
Less: Estimated EMCR Recovery	(85,429)	(135,148)	(38,611)	(882)	(260,070)
Net Operating Reserve Funding Requirement	\$117,862	\$41,856	\$2,457	\$61,227	\$223,402

Incremental expenditures during the event totaled \$483,472, within the authorized limit of \$550,000.

Claims have been prepared and submitted to EMCR for eligible supplies, materials, and contracted services. A pending claim for overtime wages is in progress and has yet to be submitted to EMCR. Year-end revenue accruals reflective of estimated recoveries have been recorded in the general ledger. Actual amounts are subject to final review of eligibility by EMCR.

Siphon Decommissioning

EMCR has approved an expense authorization form (EAF) for reimbursement of eligible costs, not to exceed \$75,000, for the decommissioning of the Edwards Lake Siphon in Spring 2023. The board approved this expense in September 2022 (248/22). The funding committed by the Board will be reduced by the recovery from EMCR.

Staff will be submitting permit amendment applications requesting the Chapman Lake (separate project) and Edwards Lake siphon systems remain in place until 2024. Should the application be approved, the EAF would likely need to be abandoned and any future decommissioning costs would most likely have to be funded through the Regional Water Service.

Financial Implications

The Regional Water operating reserves had a balance of \$709,237 after accounting for the \$550,000 expenditure commitment approved by the Board on October 13, 2022. Only \$223,402 is required to fund expenditures incurred during the event based on estimated recoveries for expenditures deemed eligible by EMBC.

Future costs and recoveries related to the Edwards Lake Siphon Decommissioning are unknown at this time, due to the uncertainty with respect to the when the siphon will be decommissioned pending review of the application.

Timeline for Next Steps

Staff continue to work with EMCR and have submitted claims for eligible materials and contracted services with a claim for overtime wages forthcoming. The claims process can be lengthy, and as such, final approved recoveries are not expected to be known until later in 2023.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

The Sunshine Coast Regional District activated an Emergency Operations Centre on September 27, 2022, to ensure additional emergency planning could occur to secure water supply for 24,000 people on the Chapman Water System. The Emergency Operations Centre remains was deactivated on February 6, 2023.

Expenditures incurred to date total \$483,472, within the authorized limit of \$550,000. The estimated recovery from EMCR is \$260,070 leaving an operating reserve funding requirement of \$223,402.

Future costs related to decommissioning of the Edwards Lake Siphon are estimated at \$100,000, and EMCR has approved reimbursement of expenses up to \$75,000 for decommissioning. Delaying decommissioning will likely result in this authorization being withdrawn/cancelled.

Reviewed by:			
Manager		Acting CAO / Finance	
GM	X - M. Edbrooke	Legislative	
CAO		Other	



1



2

COMPONENT ① Performance

Does the **level of service** meet customer expectations? Regulatory standards? Efficiency metrics?

3

COMPONENT ② Risk

What is the **likelihood** of service failure?
What is the **consequence** of service failure?

4




5

What are the Costs to Provide Services?

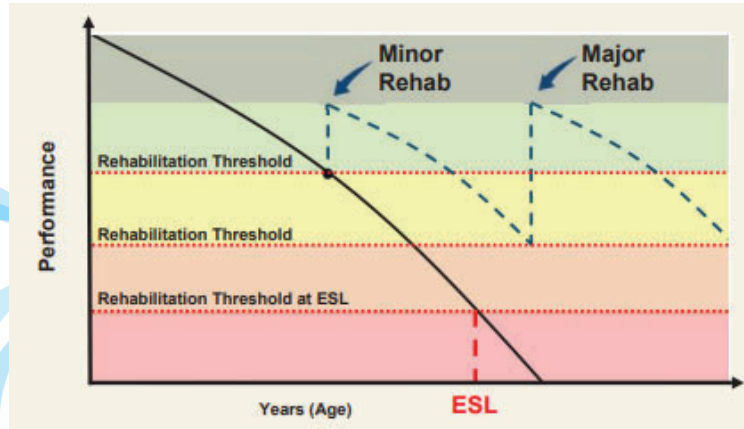
- **Operational** – wages, electricity, day to day costs
- **Maintenance** – Repairs and Minor Improvements
- **Capital** – Replacement of Assets/Significant Components

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Operational Expenditure Lifecycle

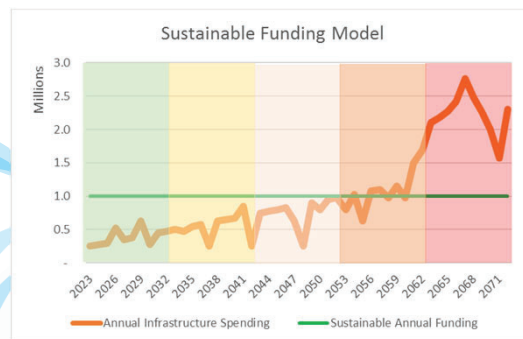


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Typical Capital Expenditure Lifecycle

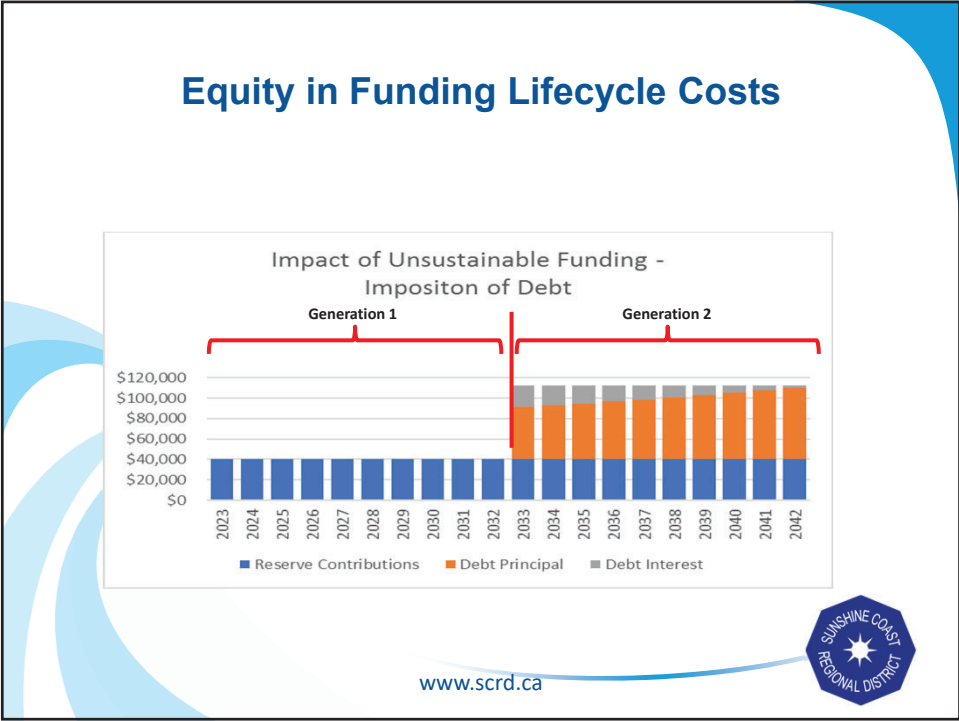


Years 1-10 Average	\$390k
Years 11-20 Average	\$540k
Years 21-30 Average	\$765k
Years 31-40 Average	\$1,092k
Years 41-50 Average	\$2,230k
50-year Sustainable	\$1,004k

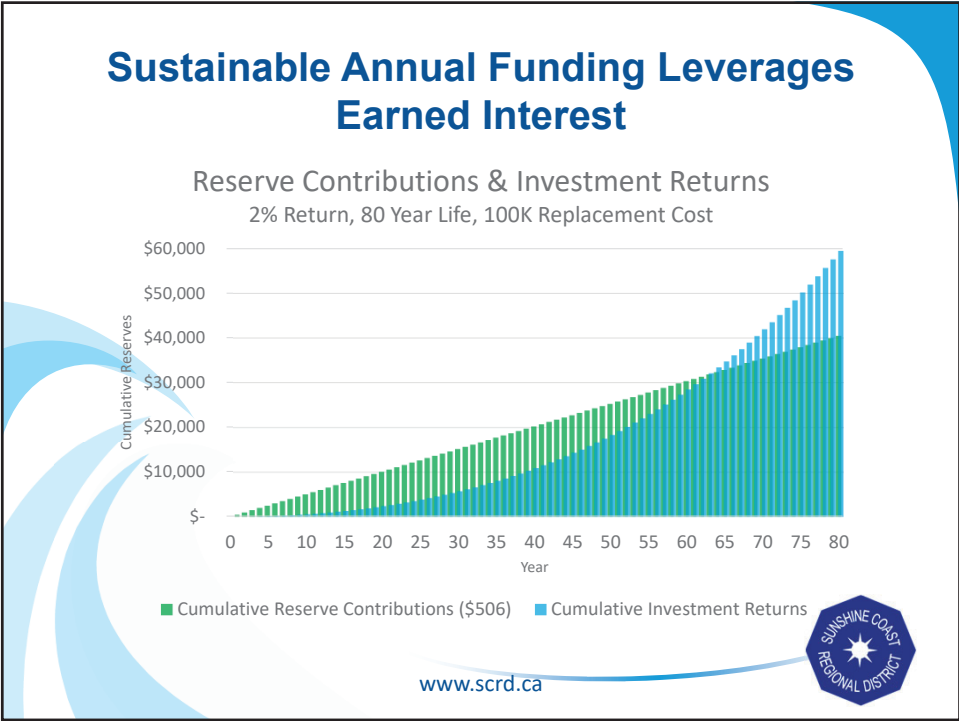
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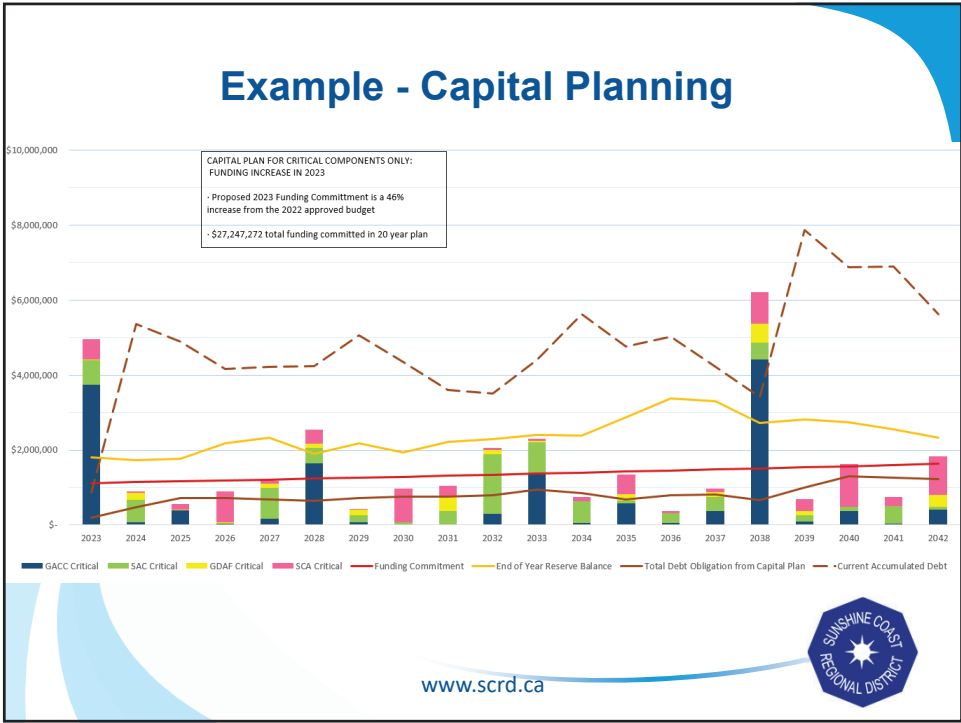
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SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Kyle Doyle, Manager, Asset Management

SUBJECT: PREVIOUSLY ADOPTED CAPITAL PLANS

RECOMMENDATION(S)

- (1) **THAT the report titled Previously Adopted Capital Plans be received for information;**
 - (2) **AND THAT support for previously adopted capital plans be confirmed.**
-

BACKGROUND

Long-term Capital Plans for Community Recreation [615], Parks [650], Fire Departments [210, 212, 216, and 218], and 15 Wastewater Services [381-395] were presented to the Finance Committee as a part of the 2023 Pre-Budget deliberations. These Capital Plans articulated the forecasted capital renewal costs for each service and provided options and recommendations to establish sustainable funding.

At the February 9th, 2023 Board meeting the following motion was passed:

034/23 THAT the Finance Committee Round 2 Budget meeting be rescheduled from February 21 and 22, 2023 to Thursday, March 2, 2023 at 9:30 am;

AND THAT staff bring the previously adopted capital plans forward to the Round 2 Budget meeting.

The staff reports and associated capital plans from Pre-Budget can be found in **Attachment A**. *(Note: Wastewater Capital Plans have been excluded as utility rates are adjusted on a predetermined schedule. The next adjustment to utility rates will occur prior to December 2023 for 2024 Rates.)*

The purpose of this report is to provide an opportunity to review previously adopted Capital Plans and associated capital renewal funding.

DISCUSSION

Options and Analysis

The SCRD provides a multitude of services which are delivered through physical assets. These assets require appropriate levels of operations and maintenance efforts to ensure they can facilitate these services. As assets reach their end of life they must be replaced to continue the provision of service. Long-term Capital Planning helps to provide an understanding of the timing and cost of asset renewal. It also allows for stable funding and helps to mitigate annual variation in taxation, user rates, or parcel taxes. Capital Planning facilitates strategic funding decisions that avoid sudden increases to the cost-of-service through reserve building and debt funding of capital renewal.

The Capital Plans for the SCRD currently consider the funding required to replace **only** the assets that are **critical to the primary function of the service**. The attached reports presented at Pre-Budget detail the projected capital renewal funding required to fund replacement of the capital assets and components critical to the provision of each service. Replacement of assets that relate to aspects such as aesthetic, comfort, or secondary function of a service are funded through separate budget proposals that are considered individually by the Board.

Functioning Critical Assets are necessary to provide services. Neglecting to replace critical assets prior to asset failure **significantly increases the risk of service disruptions** and may result in a complete inability to deliver a service or aspects of a service. Lead times for parts and materials have increased such that disruptions from unplanned asset failure could potentially last for years (i.e. Hot tub replacement at the Gibsons Pool in 2015-2017).

Specialized vehicles, such as Fire Protection Apparatus and ice resurfacing machines have seen the time from order to delivery increase from approximately six months to over one year. The upcoming renewal of the modified bitumen flat roofs at recreation facilities may take as long as two years from project approval to completion. This is due to the electoral approval process for the long-term debt, procurement processes, material lead times, contractor availability, and timing of a suitable weather for construction. Waiting for assets to fail before initiating their replacement will introduce a risk to the ability to deliver the service and may result in damage to facility components, leading to a higher cost to repair or replace assets.

The attached Capital Plans are the product of financial modelling that considers various sources of funding including taxation (also parcel tax for utilities), drawing from reserves, and the use of debt funding for every projected critical asset replacement within the duration of the Capital Plan. Grants are sought whenever they are available to offset project costs. Any grants that are awarded are taken into consideration as part of the overall capital funding and Capital Plans are updated annually to these confirmed funding sources. **The resultant annual funding needs identified by SCRD Capital Plans are inclusive of all projected expenditures related to critical asset replacement including debt servicing requirements.**

It is also important to note that prior to the 2023 Budget only fire departments had sustainable funding levels fully approved. For example, in the six years since the 2016 adoption of a Capital Plan for Community Recreation [615] the total approved funding comprises less than 75% of the projected funding necessary to replace assets/components that have been identified as **critical** to the service. This amounts to a funding shortfall of over \$1.2 million dollars. The result is more asset failures and a need for reactionary or unplanned funding such as the fire sprinkler replacement at the Sechelt Aquatic facility.

At Pre-Budget Budget, two options to achieve sustainable funding were presented for the Recreation Facilities Capital Plan:

- 1) Increase annual capital renewal funding from taxation from \$770,198 in 2022 to \$1,181,408 in 2023 (+\$411,210), with a 2% increase in perpetuity. There is also an annual contribution to capital renewal through user fees (5%) of approximately \$90,000. This provides certainty in funding and will also account for all debt obligations associated with critical capital infrastructure renewal, such as the roof replacements.
- 2) Commit to increasing the annual capital renewal funding by \$826k for a 10-year period between 2026-2035. This coincides with the expiry of the long-term debt associated with the construction of GACC and SAC. This increase will require the next Board to support the commitment.

Both options consider the 2% annual increase to the capital renewal contribution will continue in perpetuity.

Capital Renewal funding for Community Recreation is approaching a critical situation within the next six years. Figure 1 below shows a graph of the projected capital renewal financial situation.

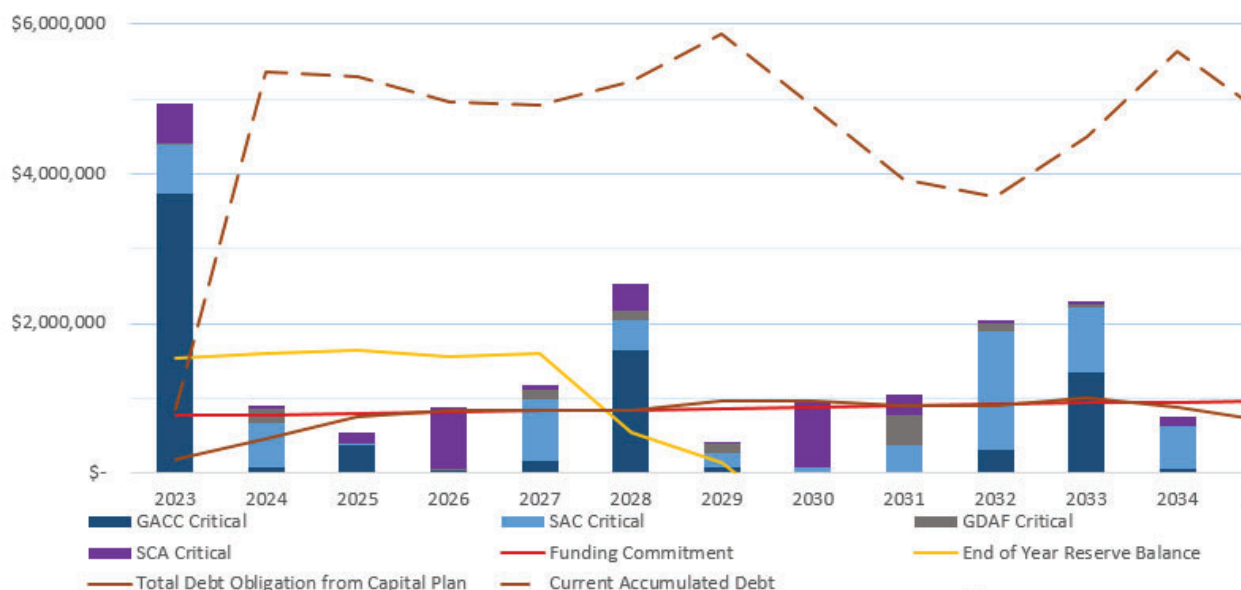


Figure 1: Community Recreation Capital Renewal Projections at Current Funding Levels

Without an increase to the capital renewal funding it is projected that debt obligations will exceed funding by 2027 and that Capital Reserves would be exhausted by 2029.

Organizational and Intergovernmental Implications

Capital Plans help to reduce a department's administrative workload and facilitate cohesive long-term work planning. Without a sustainably funded Capital Plan each service is required to develop and present individual budget proposals for every project. This results in a large amount of repetitive work from both staff and the Board to approve projects that are critical to continuous service delivery. The uncertainty of project approval also mitigates the ability to work plan across multiple years and increases the risk of a service interruption.

Financial Implications

Capital Planning seeks to forecast requisite capital renewal funding across multiple years and mitigate fluctuations in annual taxation through the strategic use of capital reserves and debt funding. Grants are sought to reduce the financial burden on services. Long-term forecasting of comprehensive life-cycle costs also helps to establish equitable cost of service across generations.

Failure to project future capital renewal needs contributes to excessive fluctuations in taxation and promotes generational inequality in the cost of a service.

Timeline for next steps or estimated completion date

The approved Capital Renewal funding for each service will be incorporated into the 2023-2027 Financial Plan.

STRATEGIC PLAN AND RELATED POLICIES

Capital Planning helps to achieve the ‘Purposes of regional districts’ articulated by the Local Government Act section 185 (c) – ‘providing for the stewardship of public assets of its community’.

Capital Planning is an essential tool that assists departments in adhering to the SCRD’s Asset Management Policy, Financial Sustainability Policy, and Debt Management Policy.

CONCLUSION

Capital Planning at the SCRD has been limited to considering funding necessary for renewal of **only** the assets/components that are critical to the services’ Primary function and regulatory/safety requirements. Failure to commit to sustainable levels of funding create additional work for staff on a recurring basis and introduces additional risk to the SCRD’s ability to deliver services.

Attachment

Attachment A – December 5-7, 2022 Finance Committee - Staff reports and associated capital plans

- #A1 – Community Parks [650] 20-Year Capital Plan and Service Overview
- #A2 – 2023 Community Recreation Capital Funding Review
- #A3 – Gibsons and District Fire Protection Service [210] 20-Year Capital Plan Update
- #A4 – Roberts Creek Fire Protection Service [212] 20-Year Capital Plan Update
- #A5 – Halfmoon Bay Fire Protection Service [216] 20-Year Capital Plan Update
- #A6 – Egmont Fire Protection Service [218] 20-Year Capital Plan Update

Reviewed by:			
Manager		Acting CAO / Finance	X-T. Perreault
GM	X – S. Gagnon X – I. Hall	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee Pre-Budget – December 5-7, 2022

AUTHOR: Kyle Doyle, Manager, Asset Management
Kevin Clarkson, Manager, Parks Services

SUBJECT: **COMMUNITY PARKS [650] 20-YEAR CAPITAL PLAN AND SERVICE OVERVIEW**

RECOMMENDATION(S)

THAT the report titled Community Parks [650] 20-Year Capital Plan and Service Overview be received for information;

AND THAT the 2023 contribution to Parks Capital Renewal Plan 2023 Contribution to Reserves be increased from \$100,000 to \$300,000 per year increasing annually by 2%;

AND THAT Capital expenditures of up to \$100,000 be included in the 2023 Budget;

AND FURTHER THAT the 2023-2027 Draft Financial Plan be amended accordingly.

BACKGROUND

The purpose of this report is to present the initial preliminary Community Parks 20-Year Capital Plan and Service Overview. It is also to provide a recommendation for sustainable funding for Community Parks [650] capital renewal.

Sunshine Coast Regional District (SCRD) provides Parks, Playgrounds, Trails, and Community Halls services through function [650] Community Parks. The service portfolio includes over 100 community parks and related infrastructure, 40 beach accesses, ten playgrounds, one campground, six sports fields, five community halls, and approximately 71 km of trails, comprising approximately 1,500 hectares of land in total.

The assets and infrastructure that facilitate the provision of this service include:

- picnic tables and benches
- community halls
- garbage and recycling bins
- playground equipment
- associated signage and maps
- parking and trailhead areas
- unique wooden bridges
- wheelchair accessible features like viewing decks and pathways
- hand-built boardwalks, staircases, technical trail features/stunts
- two concrete boat launches
- water and irrigation systems, septic systems

- access roads
- other buildings and facilities (e.g. washrooms)

Service Planning Documents

Over the years, the Board has adopted various planning documents that has provided a framework, vision, and direction for the SCRD's Community Parks services and how they are provided.

Following Board adoption in 2005, the Parks Master Plan was utilized as the basis for prioritizing and decision making within the Community Parks, Bicycle Walking Paths, and Dakota Ridge functions. The main focus areas of the 2005 Plan included:

- *Community Partnerships* – working with various groups and individuals within the community
- *Trail Connections* – improvements to the trail system, trail maintenance and information accessible to the public
- *Park Acquisition* – enhancing programs to ensure that park acquisitions are in line with needs and that the park acquisition fund can be built up.
- *Sports field* – includes some improvements to existing fields and the development of one new field
- *Environmental Management Strategy* – developing a strategy to support the desire to create livable communities and improve environmental health of the region.
- *Operations* – ensuring that operations and maintenance practices are sympathetic to the goals of the strategic plan
- *Staff Resources* – includes a recommendation for additional staff to support the work of the Master Plan
- *Governance* – supporting the concept of preparing a feasibility plan looking at better coordination of park and recreational services between the regional district, municipalities, school district and provincial and federal agencies

With the Master Plan as a guide, SCRD implemented many priorities and made progress in many of the Plan's identified focus areas. The Board approved a loan of \$1.2 million dollars to support the projects within the 2005 Parks Master Plan. Grant funding opportunities were also sought and awarded to supplement some of the priorities. A significant proportion of the funds served to support larger projects such as the development of Dakota Ridge Winter Recreation Area, Pender Harbour/Lions Sports Field, and the Suncoaster Trail. After Master Plan adoption, the following five years resulted in significant growth and change for SCRD Parks. The debt repayments associated with the Parks Master Plan will be complete in 2022.

The Trail Network Plan, which was completed and adopted in 2007, provided many recommendations for trail connections within and between communities, as well as beach accesses, to be developed.

On January 23, 2014, the SCRD Board approved the Parks and Recreation Master Plan (2014). To accurately reflect the values and priorities of the Sunshine Coast, the public was encouraged to provide input throughout the planning process through focus groups, open houses and surveys. The stated overall purpose of the plan is to provide a vision for the future and strategies for the next 10 years to achieve that vision. The Plan focuses on healthy lifestyle opportunities, community development, parks, trail and walkway development, recreation facilities, and volunteer programs. The Plan also outlines four basic goals for parks and recreation in the region, as well as how these goals will be achieved, the roles the SCRD should play to support those goals, and what guides the decision-making process.

General Overview of SCRD Parks Services

Through management, administration, maintenance, and operations, SCRD Parks strives to provide 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.

Function 650 Community Parks has an approved 9.847 FTE in 2022. This staffing contingent consists of full-time, seasonal, temporary, and casual staff, who together perform roles in administration, operations, planning, and community development for the provision of Parks Services.

Although not included in this capital plan, the Parks Division also includes four other service functions including cemeteries, active transportation paved trail infrastructure, as well as the popular Dakota Ridge Winter Recreation Area. All are administered, operated, and maintained by SCRD staff and/or its contractors. In 2022, combined staffing levels equaled 11.55 FTE for all service functions.

Overview of Services Provided through the Parks Division

Land Management

SCRD Parks division oversees close to 1500 hectares of parkland. In some cases, the land is owned by the SCRD (i.e. Cliff Gilker Park, Shirley Macey Park, Dan Bosch Park), while in other cases, the SCRD holds tenure agreements or permission to occupy and use the land for park and community purposes (i.e. Sprockids, Big Tree, Dakota Ridge). Tenure is specific to each individual property and each land arrangement dictates site-specific land management authorities, as well as SCRD's rights, roles, and responsibilities for the park property. Further, some SCRD parks properties are leased, licensed, or permitted from other land management authorities (i.e. BC Hydro, MoTI).

In some cases, Community Parks provides direct service delivery for park operations, while in others, operations are provided through contracted services or separate stewardship agreements.

All the various tenure and land stewardship arrangements and contracts require tracking, management, administration, and are very much contingent on successful partnerships with various land authorities and separate community organizations throughout the Sunshine Coast.

Parks Planning

Parks Planning is essential to ensure that a community's parks and outdoor recreational spaces meet the needs of the community, prioritize park improvements, and provide guidance on how to make desired changes. The process involves strategically examining a community's vision; existing community services, facilities, and resources; and assessing future needs.

SCRD Parks planning provides reviews, assessments, and plans for park development and management, assists, and leads major projects, future parkland acquisitions and the protection and conservation of ecologically and culturally sensitive areas throughout the SCRD.

Parks Planning services are responsible for overseeing design and construction, and the planning of parks projects and initiatives. Staff regularly maintain and update the design and construction standards for the division with a focus on operating and constructing parks and trails that meet the needs of SCRD today and in the future. Project management includes liaising with contractors, community groups and consultants, parks operations crews and in-house technical staff to ensure that parks projects are managed effectively.

Operations and Administration

Parks properties require significant ongoing maintenance. Operations for each site vary widely and can be quite complex. Efficient operations at SCRD sites are dependent upon adequate, competent and trained staff, effective regulations and bylaws, and well-developed organizational policies and procedures. Parks operations are also dependent upon a quality maintenance and inspections regime.

Parks service levels vary depending upon the classification of park and address health and safety concerns, liability issues, facility restoration, reducing deterioration and conforming to a predetermined standard or code. Parks Operations staff are continually involved with ongoing inspections and regular maintenance (i.e. grass cutting and garbage collection), remedial maintenance tasks like smaller equipment and infrastructure repairs, as well as supporting larger maintenance and operations projects for the division.

Community Development

Parks also cooperates with a variety of community partners to help extend service-related benefits throughout the region. Partnerships with other regional jurisdictions, partners, community groups and organizations are essential to sustaining a vibrant parks service that adapts to the needs of the communities it serves. Positive collaboration with First Nations, community groups, local neighbors, community partners, service providers, and government organizations, all promote effectiveness and efficiency within everything SCRD Parks accomplishes. SCRD Parks acts as an important vehicle in the engagement of regional stewardship. Directed and administered volunteerism helps citizens and visitors create a lasting sense of ownership and responsibility for our parks.

DISCUSSION

Benefits of Parks

Community Parks are a valued amenity to the Sunshine Coast as accessible gathering places that not only benefit residents, and it is an important economic driver through tourism or events. It can also help improve property values in our community.

A successful community parks service, including the provision of safe and functional park sites and amenities is critical for the establishment and promotion of an active outdoor recreation culture on the Sunshine Coast. Many parks within the SCRD receive very high levels of use, especially in the summer months, and as such require significant attention, resources and consistent upgrades and repairs. The day-to-day operation of all SCRD parks is reliant on the foundation that routine maintenance, upgrades, and inspections provide high quality recreational experiences for users.

Parks Capital Plan Overview

The 20-Year Capital Plan for Community Parks was developed through the establishment of an asset registry capturing nearly 1,000 assets ranging from minor assets, such as individual signs, to major infrastructure investments (i.e. playing fields). A thorough review by Parks staff helped to determine the installation date and condition of the assets, as well as to establish estimated useful lives (EUL) through best practices and staff knowledge.

These assets have been classified by electoral area, park, and asset type. Replacement costs have been estimated through a variety of methods including invoices, similar projects, staff knowledge, and estimations through estimating software using quantity take-offs. Each method of estimation has been assigned a corresponding contingency ratio to account for uncertainty.

The total current estimated replacement cost of the Community Parks Capital Assets is approximately \$22,000,000 with an average EUL of ~26 years. Including all committed funds, the Capital Reserve Balance for Community Parks is approximately \$607,000. Currently Community Parks does not have an established capital plan but does receive \$100,000 per year to fund priority capital replacement projects. All other projects must be approved through individual funding requests. This typically creates a reactionary, rather than a strategic approach to addressing priority capital asset replacement obligations.

Operations and ongoing maintenance of all SCRD parks are essential to assess, maintain, and extend the life of assets. These services, however, will only serve to sustain service levels, and proceeding into the near future without an approved capital plan prescription has associated costs and risks. Lacking a capital plan contributes to excessive deferred replacement of capital assets and exacerbates the risk of service interruption from asset failure.

An approved Parks Capital Plan allows the SCRD to pinpoint immediate expenditures and forecast future costs. In addition, it provides a clear picture of how the SCRD can maximize its funding for a wide array of infrastructure maintenance and improvement. Without an approved Capital Plan in place for Parks, there exists a significant degree of risk associated with the uncertainty of future investments. As iterations of the Parks Capital Plan are improved-upon, controlling capital costs, accurately forecasting capital expenditure requirements and budgeting for it, as well as ensuring no investment opportunities are lost will serve as important objectives.

There still exists much work to be done in further building out the Parks Capital Plan. Further work defining and documenting service levels and components, identifying current practices, gaps, and analysis of opportunities all feed into a robust capital plan. The Parks Capital Plan will inherently be assessed and improved upon, with final approval annually, and as directed through the Board.

Options and Analysis

This initial version of the Community Parks Capital Plan provides an opportunity to understand the magnitude of the funding deficit faced by the Community Parks [650] function. A Capital Plan is a tool to project expenses that is best used in conjunction with a thoughtful Service Plan and well-defined Levels of Service.

Figure 1 below shows the 20-year projection of capital expenditures for Community Parks.

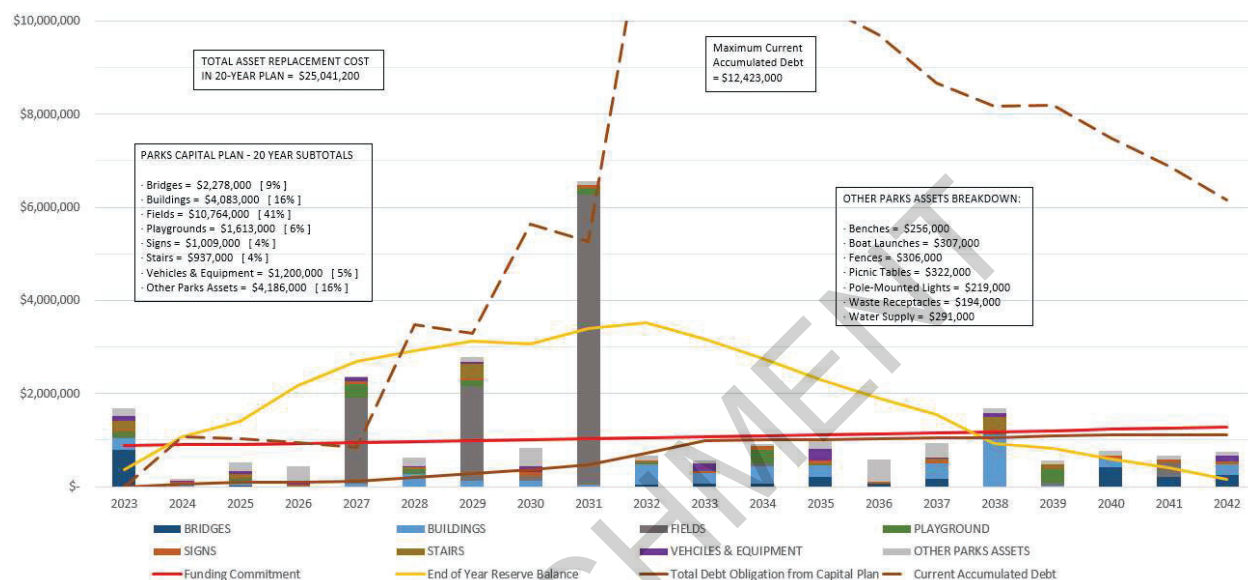


Figure 1: SCRD Community Parks [650] 20-year Capital Plan

This figure provides the breakdown by asset class showing that replacing the playing fields at SCRD parks over the next 20 years projects to require over 40% of the total capital investment. A larger version can be found in **Attachment A**. Within this initial version of the Parks Capital Plan, these long-term asset investment calculations for expensive assets like SCRD sports fields are based on values associated with existing infrastructure (i.e. like for like replacement of an asset like Pender Harbour/Lions Field).

There is a degree of potential variance with these assumptions, as further analysis and planning work is needed to present the Board with capital funding options required to sustain, alter, or enhance service levels. This capital cost breakdown reinforces the importance of a well-defined expectation of the service levels provided by community parks. For example, in 2023 it is anticipated that a budget proposal for review of regional sports fields strategies and services on the Sunshine Coast is forthcoming. This process will serve to align community vision for regional sports field services and may influence the service level and resourcing provided for these assets.

Although this capital plan indicates an annual funding need of approximately \$930,000 in 2023 and increasing by 2% annually, it is recognized that ongoing work to better define the services delivered by Parks will better inform what level of funding is needed. Therefore, **it is recommended that the 2023 contribution to Capital Reserves be increased to \$300,000 per year increasing annually by 2%.** This increase will enable Community Parks to begin to address the backlog of projects they face while continuing to refine the 20-year capital

replacement projections. **It is also recommended that for 2023 we allow for \$100,000 to be put towards the capital renewal plan for projects for Community Parks.** A more thorough service review and the development of an Asset Management Plan that defines the levels of service expectations across the vast number of Parks assets that provide community services.

Financial Implications

Timely investments in infrastructure can help to minimize the overall cost of providing service. Deferring maintenance and capital renewal projects ultimately leads to both early asset failure and reduced levels of service. The estimated tax implications for the recommended increase to Community Parks Capital Reserve contributions is defined below in Table 1:

Table 1: Estimated Tax Implications

Functional Area	2022 Contribution	2023 Contribution	Increase	Total Taxation per \$100K
650	\$ 100,000.00	\$ 300,000.00	\$200,000.00	\$ 2.49

Timeline for next steps or estimated completion date

Following the adoption of the Parks Capital Plan, Parks will continue to assess, update and document current levels of services, identifying gaps or inconsistencies, review investment obligations, and continue to build a contemporary community vision for the delivery of the Community Parks services.

Over the next five years, the SCRD may need to consider updating the Parks Master Plan and/or continue to develop specific parks management plans that clearly defines all associated parks properties and their individual classifications, as well as defines service levels for the various park's asset classes (i.e. regional sports field strategy, parks signage strategy, and a regional recreational trails plan that outlines hierarchy determination). By establishing and adequately resourcing service levels, while simultaneously targeting these larger future planning initiatives, the Parks Capital Plan will be updated to reflect the assets that are necessary to facilitate these service levels. Any progress will be reported and refined funding requirements will be presented to the Board.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the Board Strategic Focus Area of Asset Stewardship as well as the Financial Sustainability and Asset Management Policies.

CONCLUSION

This initial step towards establishing a capital plan and increased funding for parks assets provides more financial certainty to maintain components critical to parks service delivery.

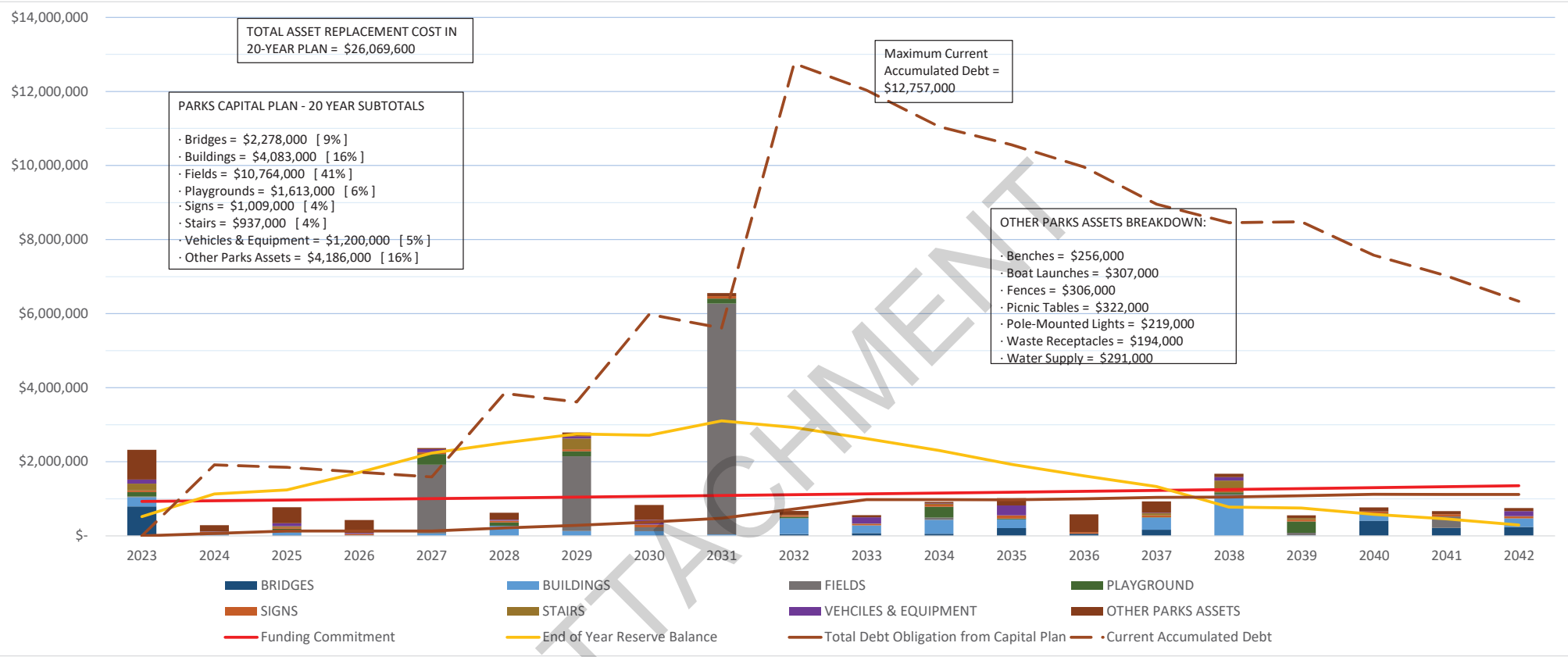
It is recommended that the 2023 contribution to Capital Reserves for Parks Services be increased to \$300,000 per year increasing annually by 2%. If the Board supports this change, the amount will be included in the 2023-2027 Draft Financial Plan.

Attachments:

A- Community Parks- Preliminary 20 year-Capital Plan

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

ATTACHMENT



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee-Pre-Budget – December 5-7, 2022

AUTHOR: Kyle Doyle, Manager, Asset Management
Allen Van Velzen, Manager, Facility Services
Graeme Donn, Manager, Recreation Services

SUBJECT: 2023 COMMUNITY RECREATION CAPITAL FUNDING REVIEW

RECOMMENDATION(S)

THAT the report titled 2023 Community Recreation Facilities Capital Funding Update be received for information;

AND THAT the 2023 Contribution to Community Recreation capital renewal [615] be increased by \$351,201 to \$1,121,408 and increased by 2% annually thereafter;

AND THAT an additional \$60,000 annually be committed to fund Recreation Programming and increased by 2% annually thereafter (for a combined 2023 increase in contributions of \$411,210);

AND THAT the increase be funded through Ad Valorem taxation (property tax);

AND THAT for 2023, the Gibsons and Area Community Centre's Zamboni Replacement in the amount of \$322,200 be funded through Municipal Finance Authority 5-Year Equipment Finance Loan;

AND THAT a loan of up to \$322,200 for a term of 5 years be requested through the Municipal Finance Authority Equipment Financing Program under section 403(1)(a) of the *Local Government Act* (Liabilities Under Agreement) to fund the Gibsons and Area Community Centre's Zamboni Replacement;

AND THAT for 2023, the Gibsons and Area Community Centre's Package Rooftop Unit Replacement Project in the amount of \$355,700 be funded through Municipal Finance Authority 5-Year Equipment Finance Loan;

AND THAT a loan of up to \$355,700 for a term of 5 years be requested through the Municipal Finance Authority Equipment Financing Program under section 403(1)(a) of the *Local Government Act* (Liabilities Under Agreement) to fund the Gibsons and Area Community Centre's Package Rooftop Unit Replacement Project;

AND THAT for 2023, the Community Recreation Fitness Equipment Replacement Project in the amount of \$130,200 be funded through Municipal Finance Authority 5-Year Equipment Finance Loan;

AND THAT a loan of up to \$130,200 for a term of 5 years be requested through the Municipal Finance Authority Equipment Financing Program under section 403(1)(a) of the

Local Government Act (Liabilities Under Agreement) to fund the Community Recreation Fitness Equipment Replacement Project;

AND THAT for 2023, the Gibsons and Area Community Centre's Roof Renewal project in the amount of \$2,899,900 be funded through long-term borrowing (10-Year Loan);

AND THAT Electoral Approval for a loan of up to \$2,899,900 for a term of 10 years be sought via Alternate Approval Process to fund the Gibsons and Area Community Centre's Roof Renewal project;

AND THAT for 2023, the Sechelt Aquatic Centre's Phase 1 Roof Renewal Project in the amount of \$556,300 be funded through long-term borrowing (10-Year Loan);

AND THAT Electoral Approval for a loan of up to \$556,300 for a term of 10 years be sought via Alternate Approval Process to fund the Sechelt Aquatic Centre's Phase 1 Roof Renewal project;

AND THAT Capital expenditures of up to \$813,797 be included in the 2023 Budget;

AND FURTHER THAT the amended increases be included as part of the draft 2023-2027 Financial Plan as detailed in Table 1.

BACKGROUND

Since 2016 the Sunshine Coast Regional District (SCRD) has maintained a 20-year Capital Plan for Recreation Facilities [615]. The purpose of this plan was to forecast upcoming expenditures related to the renewal of capital components and to determine the annual funding necessary to complete these projects across 20-years. The Capital Plan was intended to mitigate fluctuations in the taxation on an annual basis related to these expenses.

When the initial Capital Plan was received by the SCRD Board in 2016, a decision to fund only 'critical' components was made. That decision has not been formally reviewed or changed since 2016. This means only components critical to the primary function of the facility are considered when determining the annual contribution necessary to sustainably fund the capital renewal budget. All other component renewal must come to the Board as budget requests.

The Board also chose at the time to commit to only \$500,000 out of the identified \$725,000 annual contribution required to sustainably fund critical component replacement. Since 2016, the approved annual contribution to fund critical capital component replacement for Recreation Facilities has never been funded to meet the needs identified in the 20-year Capital Plan.

As a response to the Covid-19 pandemic in 2020, the SCRD Board approved a one-time deferral of \$500,000 from the Recreation Facilities capital renewal fund in favor of subsidizing operational expenses and mitigating the overall tax increase at that time.

In October 2021, a report titled '[2022 Community Recreation Facilities Capital Funding Update](#)' was presented to the Board which outlined two options to establish sustainable funding of the critical capital renewals. The first option was to maintain existing levels of funding with a period of increased funding aligning with the expiry of debt related with the construction of two newer recreation facility. The second option was to increase funding to a sustainable level and to

maintain that funding with only an annual inflationary increase projected for the 20-year capital plan.

As directed by the Board in Oct 2021, an [updated report was brought to the Board in July 2022](#) seeking a resolution of the increasing funding deficit for Capital Renewal projects at SCRD Recreation Facilities. It was resolved that the report should be brought to the 2023 Budget process to ensure process conformity.

The purpose of this report is to provide an update on the 20-Year Capital Plan for Community Recreation and to provide recommendations for establishing sustainable long-term funding.

DISCUSSION

Since the July 2022 report was published significant work has been completed to review and refine the Capital Plan for Community Recreation. A thorough review of the Estimated Useful Life (EUL) that was originally assigned to facility components in 2016 was conducted as well as a review of the criticality of components. The EUL review identified components that had exceeded their useful lives considerably and those that had failed prematurely and adjusted their EULs accordingly. The review of component Criticality identified three major component classes that were reclassified to critical: i) components related to the safety/accessibility of the building such as doors, elevators, railings, ii) components related to sanitary needs of facility users such as sinks, toilets and showers, and iii) components that had been overlooked such as fans, pumps, and controllers.

During the review process several components were identified within the two older facilities that had previously been overlooked as they will both exceed 65 years in age through the next 20 years considered by the capital plan and it is anticipated that items such as internal piping and wiring may exceed their useful lives and require replacement. The result is that it contributes to a higher estimated need for additional funding. If there were decisions to retire these facilities with a pre-determined date, the Capital Plan will reflect these changes.

At both the Gibsons and Area Community Centre (GACC) and the Sechelt Aquatic Centre (SAC) significant projects are scheduled for next year that require borrowing. For GACC this includes the replacement of:

- the Modified Bitumen Roof that is exhibiting significant signs of failure (~\$2.9 million to be borrowed through a 10-year long term borrowing approved via Alternate Approval Process)
- the replacement of a Package Rooftop Unit (HVAC system component) (~\$356k to be borrowed through MFA Equipment Financing 5-year borrowing)
- the replacement of the Zamboni (~\$322k to be borrowed through MFA Equipment Financing 5-year borrowing)

At SAC the first of two phases of Modified Bitumen Roof replacement are slated for 2023. (~\$556k to be borrowed through a 10-year long term borrowing approved via Alternate Approval Process)

This year it was desired that a 20-year Capital Plan be developed for Recreation Programming to include capital items of nature that relate to the operation of fitness related components within the two facilities and to ensure that the delivery of programming remains possible. Failure to

replace these capital fitness components, past their lifespans, will result in fewer pieces of equipment being available to the public, more downtime and repair of existing equipment and the potential for serious injury to occur. The replacement of fitness equipment at GACC and SAC in 2023 is expected to be funded through a ~\$133k loan to be borrowed through MFA Equipment Financing 5-year borrowing. The preliminary findings are presented below separately.

Options and Analysis

It has been observed that over the Pandemic a backlog of projects has been established with nearly 60 components identified for 2023 requiring replacement. When projects are delayed there is an increased potential of budget overruns due to inflationary increases in parts, materials, and labour. This backlog will be monitored in future capital plan reviews.

The current level of funding for the Community Recreation Facilities Capital Renewal does not meet the projected needs across the next 20-years. Two different funding approaches to achieving sustainable funding for the replacement of critical capital components for all Recreation Facilities are presented below. One approach seeks to achieve a one-step increase in funding while the other looks to time a temporary injection of capital funding with expiring debt commitments to minimize the taxation impact.

Option 1

Option 1 presents a simple approach to sustainable funding by increasing the 2023 contribution amount to \$1,121,408 from \$770,198 and increasing annually at 2% to account for typical annual inflation. These are the amounts that are funded through taxation. The amount through user fees is variable based on actuals received. The predictable nature of this model establishes a predictable level of taxation which aligns with the original purpose of the Recreation Facilities' capital plan.

Table 1: Option 1 - Five Year Projections

CAPITAL PLAN	2022	2023	2024	2025	2026	2027
5% of User Fee Revenue	\$ 89,598	\$ 91,390	\$ 93,218	\$ 95,082	\$ 96,984	\$ 98,923
Funding Commitment	\$ 770,198	\$ 1,121,408	\$ 1,143,836	\$ 1,166,713	\$ 1,190,047	\$ 1,213,848
Opening Reserve Balance	\$ 2,338,314	\$ 1,587,427	\$ 1,860,791	\$ 1,788,044	\$ 1,830,991	\$ 2,253,827
Carry Forward Projects	\$ 755,615	\$ -	\$ -	\$ -	\$ -	\$ -

This option would put the Community Recreation Facilities Service 'back on track' with funding critical items, limits risks associated with deferred maintenance and creates a more sustainable plan that leverages investment returns and mitigates fluctuations in taxation. It does assume there will be a combination of reserves and debt used to fund projects. This is the recommended option. A model that considered a 3% annual increase (as opposed to the 2% increase used in Option 1) in funding indicates that a 10% reduction in 2023 funding commitment (~\$1,017,000) can be sustainable under these conditions. This option is recommended.

The entire 20-year Capital Plan for Option 1 can be found in **Attachment A**.

Option 2

Option 2 provides an alternative solution to the funding shortfall that coincides the expiration of debt associated with the construction of both the Gibsons and Area Community Centre and Sechelt Aquatic Centre with a temporary series of additional annual contributions to the capital renewal funding. In order to resolve the projected funding shortfall the increased funding would occur as \$1.6 million of annual debt obligations expire as mentioned in the [September 17, 2020 CAS report](#). Modelling suggests that by contributing an additional \$826,000 for ten consecutive years between 2026 and 2035 would be sufficient to supplement the existing level of funding and establish a sustainable 20-year capital plan for Recreation Facilities. This approach mitigates fluctuations in the amount of taxation on an annual basis but requires that future Board implements the funding commitment as prescribed by this model.

Table 2: Option 2 - Five Year Projections

						Injection = \$ 826,000
CAPITAL PLAN	2022	2023	2024	2025	2026	2027
5% of User Fee Revenue	\$ 89,598	\$ 91,390	\$ 93,218	\$ 95,082	\$ 96,984	\$ 98,923
Funding Commitment	\$ 770,198	\$ 785,602	\$ 801,314	\$ 817,340	\$ 1,659,687	\$ 1,676,361
Opening Reserve Balance	\$ 2,338,314	\$ 1,587,427	\$ 1,512,929	\$ 1,424,356	\$ 1,405,948	\$ 2,189,184
Carry Forward Projects	\$ 755,615	\$ -	\$ -	\$ -	\$ -	\$ -

However, there are several considerations to explore as part of this option which are legislative implications to re-assigning the funds such as potential Bylaw changes, public or Ministry approval as well as the method of recovering the funds in the future (parcel/flat tax or property tax), as well as the associated financial implications. Therefore, this option is not recommended at this time.

The entire 20-year Capital Plan for Option 2 can be found in **Attachment A**. Table 3 below shows the 10-year funding commitment prescribed by this model.

Table 3: Option 2 - 10-year Funding Projections

											Injection = \$ 826,000
CAPITAL PLAN	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Funding Commitment	\$ 770,198	\$ 785,602	\$ 801,314	\$ 817,340	\$ 1,659,687	\$ 1,676,361	\$ 1,693,368	\$ 1,710,715	\$ 1,728,410	\$ 1,746,458	\$ 1,764,867

Funding Recreation Programming Components

The level of funding necessary to ensure that renewal of components necessary to provide the recreation services at the facilities was determined through a capital modelling process. The equipment includes exercise machines, weights, benches, audio equipment, and accessories at both the Gibsons and Area Community Centre and the Sechelt Aquatic Centre. Preliminary results suggest that an annual contribution of \$60,000 in 2023 increasing 2% annually would provide sustainable funding for these components. The 20-year Capital Plan can be seen in **Attachment B**. Table 4 below shows the five-year funding projections associated with this level of funding.

Table 4: Funding Fitness Equipment - Five Year Projections

CAPITAL PLAN	2022	2023	2024	2025	2026	2027
Funding Commitment	\$ -	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672	\$ 64,946
Opening Reserve Balance	\$ -	\$ -	\$ 62,154	\$ 72,118	\$ 66,943	\$ 107,005

Financial Implications

Committing to a sustainable level of funding for Community Recreation facilities critical capital components will help mitigate fluctuations in annual funding and enable consistent financial planning. Without a long-term funding increase, the capital plan will fail in 2028 and all critical items will need to be brought forward for funding approval. High priority and desirable components will continue to be brought forward for funding approval on an annual basis.

Taxation implications for each of the models has been estimated based on 2022 taxation assessments and are presented in Table 5 below.

Table 5: Estimated Taxation Implications

Option	Year of Increase	Increase Amount	Total Annual Funding for Capital Renewal	Estimated Total Taxation per \$100k of Assessed Improvement Value
1	2023	\$411,210	\$1,181,408	\$19.48

All debt projected by the capital plan must be approved prior to borrowing, and the debt required for 2023/2024 has been factored into the funding envelope above. The principle and interest are adjusted annually as part of the review of the Capital Plan. Therefore, the implication of the debt have been factored above.

Next Steps

Supporting increased funding to the existing Capital Plan provides more assurance that the renewal of critical capital components is sustainable over the next 20 years. However, two of the four facilities are aging and will require significant investments within the next 5-10 years. Community Services has identified the strategic benefits of having a recreation facilities needs assessment in the next couple of years to inform the long-term planning for recreation facilities, help confirm levels of current services, as well as desired service levels in the future, possibly including different or additional services. As more explicit direction is provided with respect to the levels of service and lifespans of recreation facilities is developed the capital plan will be adopted to reflect the projected capital renewal investment required to achieve those targets.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the Board's Strategic Focus Area of Asset Stewardship as well as the Financial Sustainability and Asset Management policies.

CONCLUSION

Community Recreation critical capital components have been under-funded since the inception of the 20-year Capital Plan in 2016. This shortfall has resulted in the need to increase the funding in order to maintain a sustainable Capital Plan for components that are critical to the delivery of the service at the four facilities operated by Community Recreation.

It is recommended to increase funding for critical items \$1,121,408 and include \$60,000 for Recreation Programming equipment replacement, both with a 2% annual increase applied thereafter (for a combined 2023 increase in contributions of \$411,210). This will require an amendment to the 2023-2027 Draft Financial Plan.

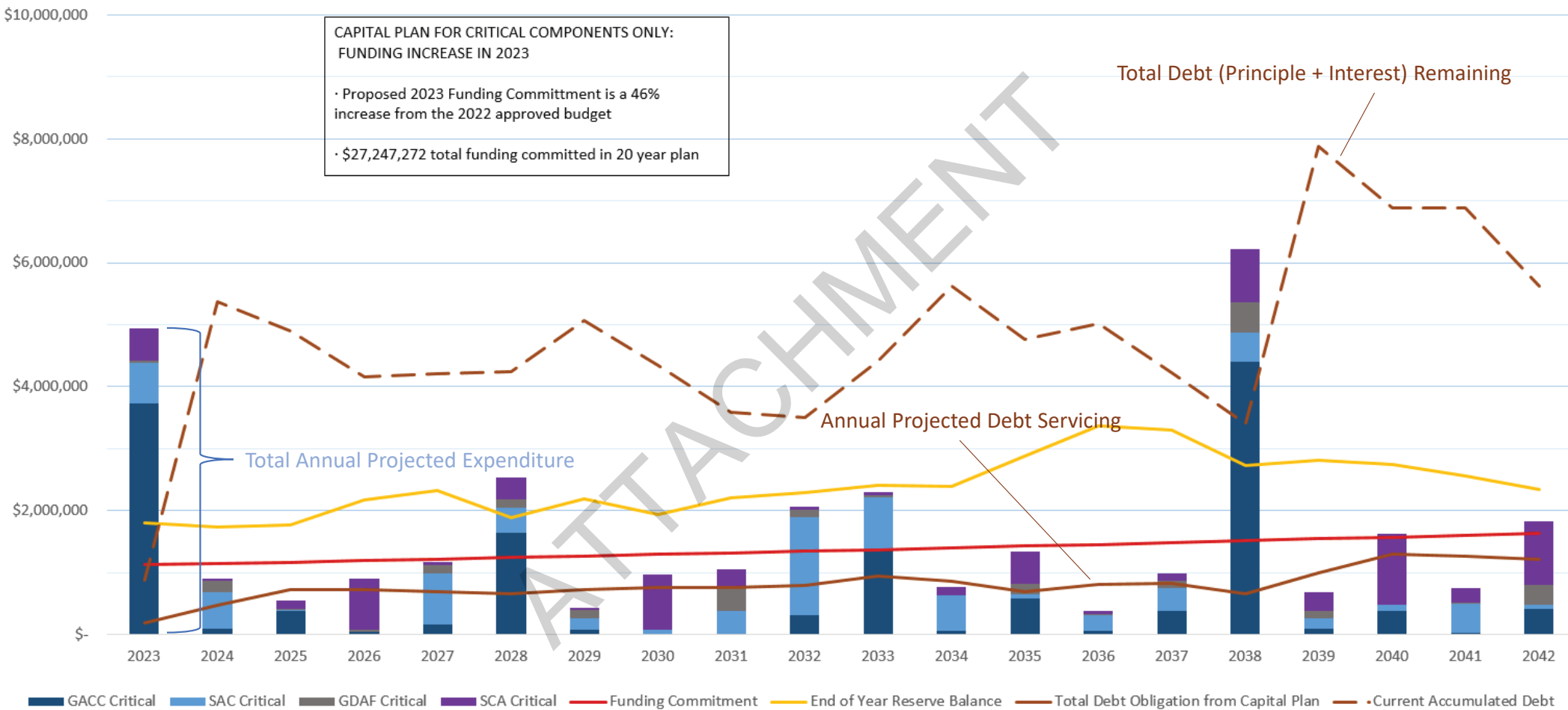
Attachments

A – Proposed Community Recreation 20-Year Capital Plans – Option 1 & 2

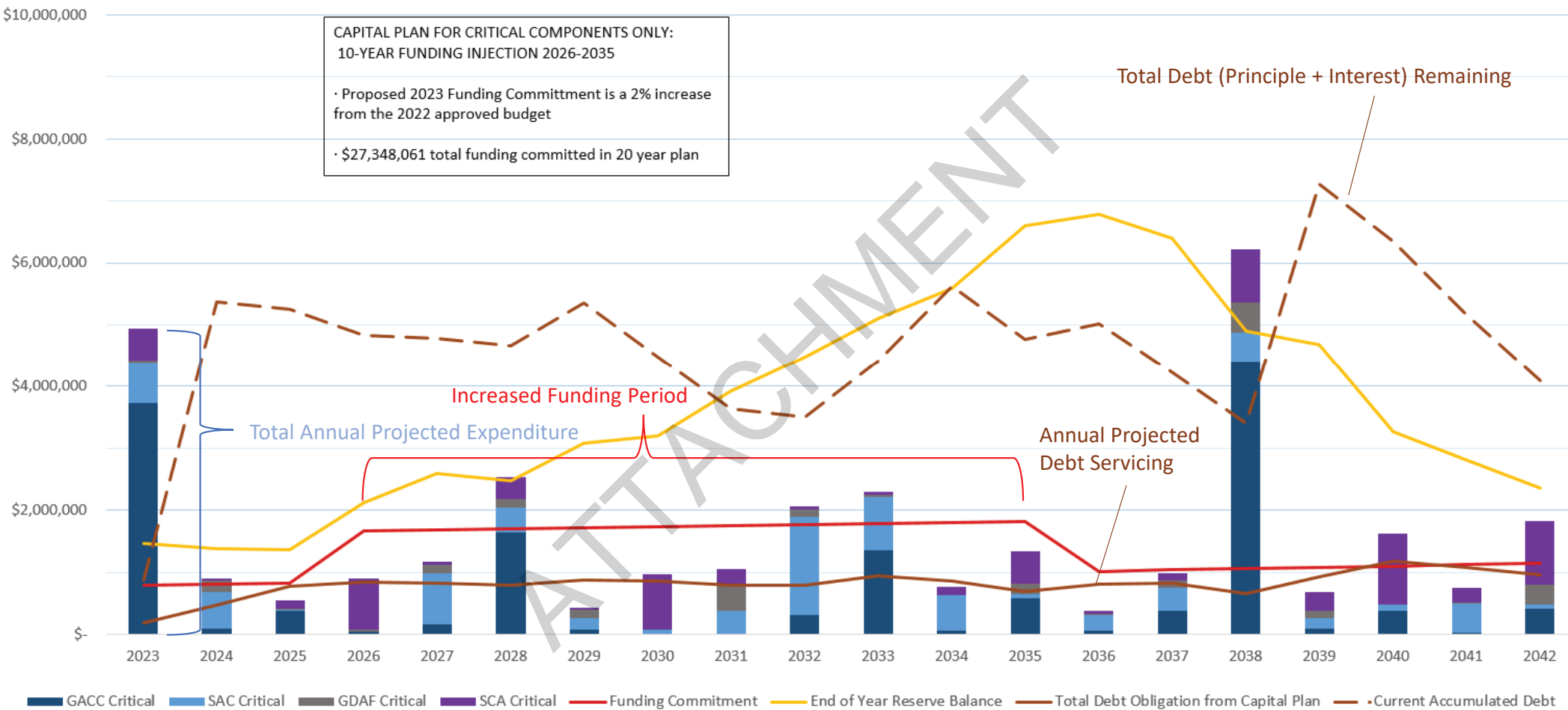
B – Proposed Recreation Equipment 20-Year Capital Plan

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

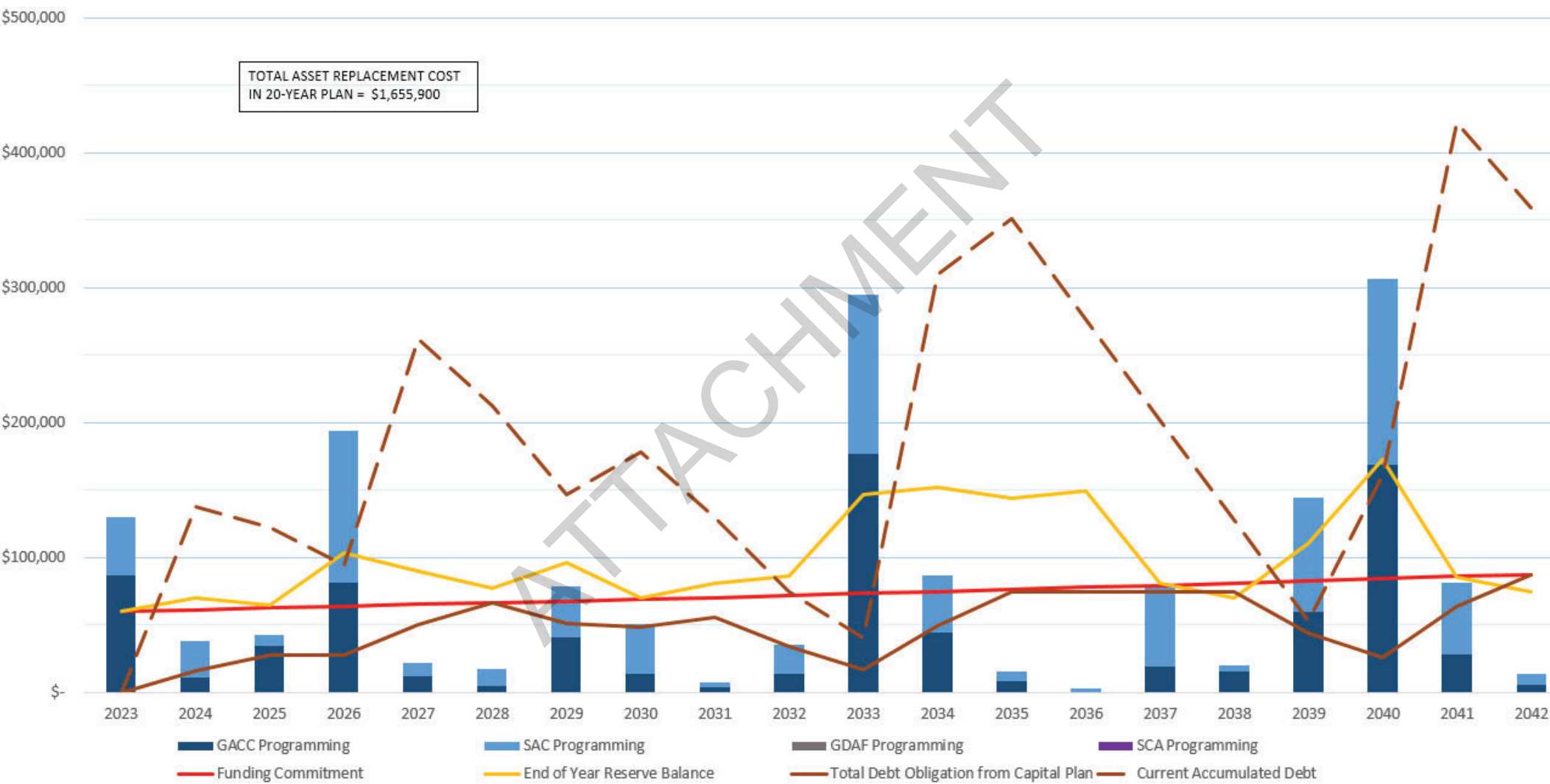
Attachment A – Recreation Facilities 20-Year Capital Plan - Option 1



Attachment A – Recreation Facilities 20-Year Capital Plan - Option 2



Attachment B – Recreation Equipment 20-Year Capital Plan - Option 1



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee Pre-Budget – December 5-7, 2022

AUTHOR: Kyle Doyle, Manager, Asset Management
Matt Treit, Manager, Protective Services

SUBJECT: GIBSONS AND DISTRICT FIRE PROTECTION SERVICE [210] 20-YEAR CAPITAL PLAN UPDATE

RECOMMENDATION(S)

THAT the report titled Gibsons and District Fire Protection Service [210] 20-Year Capital Plan Update be received for information;

AND THAT capital expenditures of up to \$16,100 be included as part of 2023 Budget;

AND FURTHER THAT the 2023-2027 Draft Financial Plan be amended accordingly.

BACKGROUND

At the November 25, 2021 Corporate and Administrated Services Committee a report was provided which reviewed the existing funding for each of the four SCRD fire departments, and provided sustainable funding options for renewal of critical components and equipment at each of the fire protection services within the SCRD. This committee referred the Gibsons and District Fire Protection Service's (GDFPS) funding request to the Gibsons Fire Commission and the funding request was brought back to the second round of budget deliberations [on January 24, 2022](#) where the Board approved a 2-year stepped increase to the recommended funding level.

The purpose of this report is to update the Board on the Gibsons and District Fire Protection services' Capital Plan in preparation of Budget process.

DISCUSSION

The current projection for the GDFPS's 20-year Capital Plan suggests that the current funding level should be sufficient to fund all projected critical capital renewal projects as well as all critical fire protection equipment. Extending that outlook beyond the 20-year horizon indicates that some major expenditures exist that will influence this capital plan within the next five years.

All capital plans for fire protection service functions consider long-term loans for all major purchases at certain points which will require electoral approval. Understanding the resourcing implications to the supporting functions such as Legislative Services is being considered.

Options and Analysis

A change is not needed at this time as the current funding level is meeting the projected service level of the Plan. The graph detailing the 20-year Capital Plan can be found in **Attachment A**.

Similar to most capital plans produced for the SCRD, only “critical” facility components were considered when initially determining funding requirements. Components deemed to have a criticality rating of “high priority” or “desirable” will be brought forward with individual budget proposals when replacement is deemed necessary.

Financial Implications

Non-critical component/equipment replacement will continue to be brought to the Board for consideration on a case-by-case basis as required as part of the Budget process. These projects will require funding outside the capital renewal envelope.

Capital expenditures totaling \$16,100 are to be completed as part of the capital renewal plan and are recommended to be included in the 2023 Budget.

Timeline for Next Steps

Future AAP processes will be initiated when necessary to secure funding for major projects. For GDFPS it is anticipated that long term lending will be required in 2024. Communications efforts to maximize community engagement should precede this with adequate lead time (2-3 months approximately).

Where current funding levels have been established to meet the replacement need of components that are critical to the delivery of the current service, it may be desirable to consider expanding funding to enhance the service provisions. For fire protection services this may include aspects such as wildfire-fighting capabilities or firehall expansion which are deemed non-critical to the existing service. To further inform funding level decisions, it is anticipated that a more thorough service review will occur in the future.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan aligns with the SCRD’s Financial Sustainability Policy, Asset Management Policy, and the Asset Stewardship component of the SCRD’s Strategic Plan.

CONCLUSION

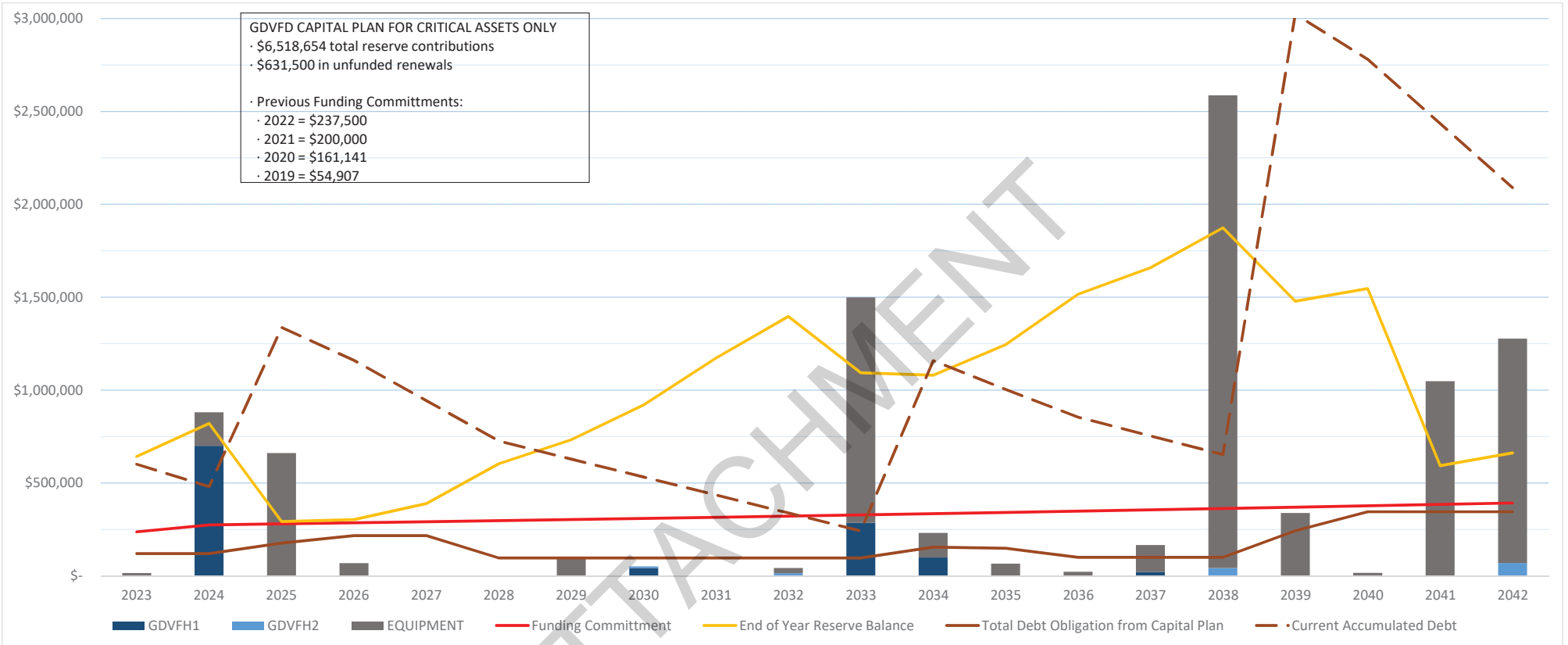
The 20-year capital plan for GDFPS has been updated this year and no funding changes are needed at this time. Capital expenditures totaling \$16,100 are to included in the 2023 Budget.

The use of longer-term loans for fire apparatus results in a lower annual funding requirement necessary to provide sustainable funding for critical component and equipment renewal at each service. Future reviews around the levels of service provided by each fire department will help to inform subsequent funding decisions.

ATTACHMENTS

Attachment A: Gibsons and District Fire Department 20-Year Capital Plan

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



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee Pre-Budget - December 5-7, 2022

AUTHOR: Kyle Doyle, Manager, Asset Management
Matt Treit, Manager, Protective Services

SUBJECT: **ROBERTS CREEK FIRE PROTECTION SERVICE [212] 20-YEAR CAPITAL PLAN UPDATE**

RECOMMENDATION(S)

THAT the report titled Roberts Creek Fire Protection Service [212] 20-Year Capital Plan Update be received for information;

AND THAT the annual funding commitment towards capital renewal for the Roberts Creek Fire Protection Service [212] be increased to \$190,000 from \$157,000 starting in 2023;

AND THAT Capital expenditures of up to \$8,000 be included in the 2023 Budget;

AND that the 2023-2027 Draft Financial Plan be amended accordingly.

BACKGROUND

At the [November 25, 2021](#) Corporate and Administrated Services Committee a report was provided which reviewed the existing funding for each of the four SCRD fire departments, and provided sustainable funding options for renewal of critical components and equipment at each of the fire protection services within the SCRD. The recommended \$7,000 annual increase in contributions to the Roberts Creek Fire Protection Service's (RCFPS) Capital Renewal fund was approved.

The purpose of this report is to update the Board on the Roberts Creek Fire Protection services' Capital Plan.

DISCUSSION

The current projection for the RCFPS's 20-year Capital Plan suggests that the current funding level will be slightly below the expenses projected for critical capital renewal projects as well as all critical fire protection equipment. Approximately \$700,000 in capital expenditures have been captured in the 20th year of the Capital Plan. This has contributed to a projected shortfall equivalent to approximately \$33,000 per year. Extending the outlook beyond the 20-year horizon indicates that few expenditures exist that will significantly influence this capital plan within the next five years.

All capital plans for fire protection service functions consider long-term loans for all major purchases at certain points which will require electoral approval. Understanding the resourcing implications to the supporting functions such as Legislative Services is being considered.

Options and Analysis

Based on the emerging projected expenditures it would be prudent to increase the annual funding to the RCFPS capital renewal from \$157,000 to \$190,000. This will maximize interest accrual and minimize the total taxpayer contribution to this service. Not raising funding at this juncture projects to result in a critical funding shortage by 2041. The graph detailing the 20-year Capital Plan can be found in **Attachment A**. Table 1 below shows the projected taxation impact of the Capital Renewal funding.

Table 1: Proposed Annual Contribution – Roberts Creek Fire Protection Services Capital Renewal Fund

Functional Area	Fire Department	2022 Contribution	2023 Contribution	Increase	Total Taxation per \$100K
212	Roberts Creek	\$ 157,000.00	\$ 190,000.00	\$ 33,000.00	\$ 9.61

It is recommended that the annual funding commitment towards capital renewal for the Roberts Creek Fire Protection Services' [212] be increased to \$190,000 from \$157,000. AND that the 2023-2027 Draft Financial Plan be amended accordingly.

Similar to most capital plans produced for the SCRD, only “critical” facility components were considered when initially determining funding requirements. Components deemed to have a criticality rating of “high priority” or “desirable” will continue to be brought forward with individual budget proposals when replacement is deemed necessary.

Financial Implications

The taxation impacts of the current funding scenario is presented in the Table 1 above.

Capital expenditures totaling \$8,000 are to be completed as part of the capital renewal plan and are recommended to be included in the 2023 Budget.

Non-critical component/equipment replacement will continue to be brought to the Board for consideration on a case-by-case basis as required as part of the Budget process. These projects will require funding outside the capital renewal envelope.

Timeline for Next Steps

The AAP process will be initiated when necessary to secure funding for major projects. For RCFPS it is anticipated that long term lending will be required in 2033. Communications efforts to maximize community engagement should precede this with adequate lead time.

Where current funding levels have been established to meet the replacement need of components that are critical to the delivery of the current service, it may be desired to consider expanding funding to enhance the service provisions. For protective services this may include aspects such as wildfire capabilities or firehall expansion that are deemed non-critical to the existing service. To further inform funding level decisions it is anticipated that a more thorough service review will occur in the future.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan align with the SCRD's Financial Sustainability Policy, Asset Management Policy, and the Asset Stewardship component of the SCRD's Strategic Plan.

CONCLUSION

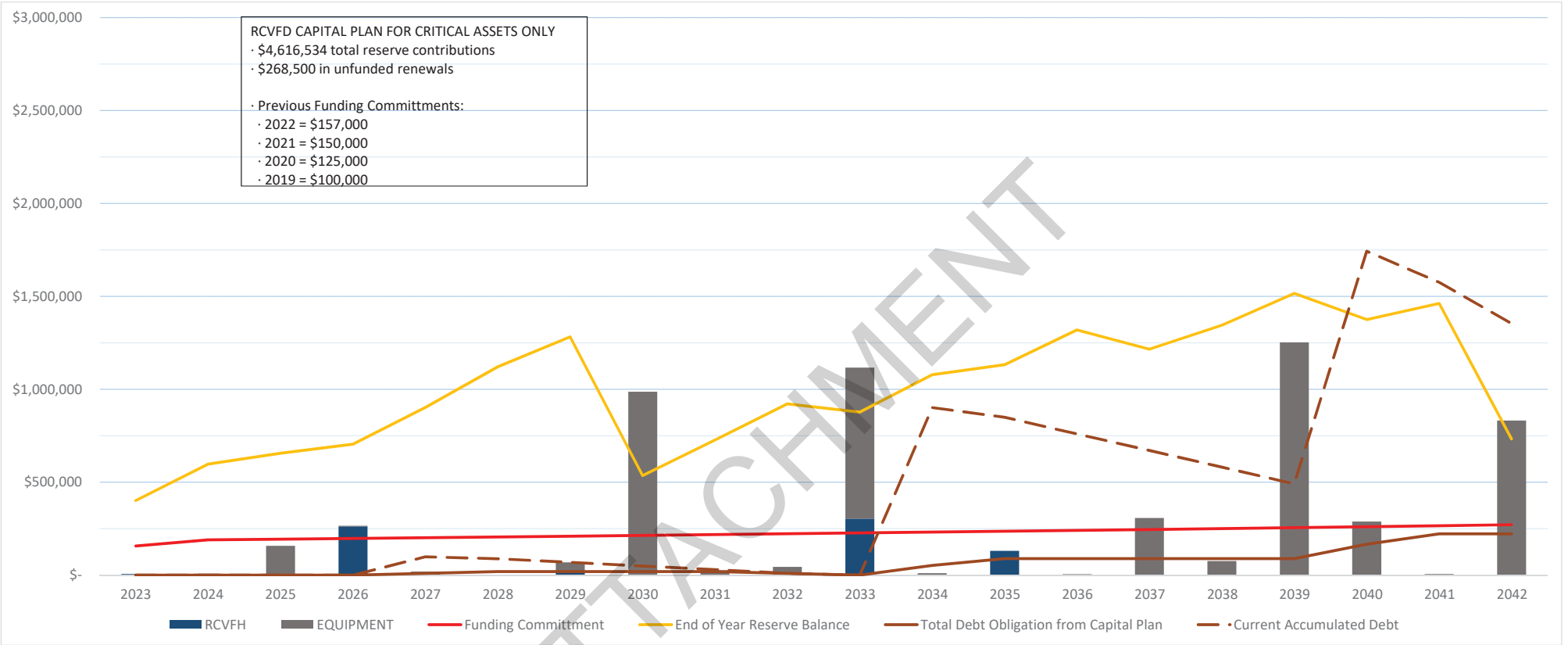
The 20-year capital plan for RCFPS has been updated this year and it is recommended that Capital Renewal Funding be increased from \$157,000 annually to \$190,000. Capital expenditures totaling \$8,000 are to be included in the 2023 Budget.

The use of longer-term loans for fire apparatus results in a lower annual funding requirement necessary to provide sustainable funding for critical component and equipment renewal at each service. Future reviews around the Levels of Service provided by each Fire Department will help to inform subsequent funding decisions.

ATTACHMENTS

Attachment A: Roberts Creek Fire Department 20-Year Capital Plan

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



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee Pre-Budget - December 5-7, 2022

AUTHOR: Matt Treit, Manager, Protective Services
Kyle Doyle, Manager, Asset Management

SUBJECT: HALFMOON BAY FIRE PROTECTION SERVICE [216] 20-YEAR CAPITAL PLAN UPDATE

RECOMMENDATION(S)

THAT the report titled Halfmoon Bay Fire Protection Service [216] 20-Year Capital Plan Update be received for information;

AND THAT the annual funding commitment towards capital renewal for the Halfmoon Bay Fire Protection Service [216] be increased to \$196,000 from \$173,000 starting in 2023;

AND THAT for 2023, the Halfmoon Bay Fire Protection Service's Rescue 1 Fire Apparatus Replacement project in the amount of \$623,200 be funded through long-term borrowing;

AND THAT Electoral Approval for a loan of up to \$623,200 for a term of 10 years be sought through the Alternate Approval Process to fund Halfmoon Bay Fire Protection Service's Rescue 1 Fire Apparatus Replacement project;

AND that the 2023-2027 Draft Financial Plan be amended accordingly.

BACKGROUND

At the [November 25, 2021](#) Corporate and Administrated Services Committee a report was provided which reviewed the existing funding for each of the four SCRD fire departments, and provided sustainable funding options for renewal of critical components and equipment at each of the fire protection services within the SCRD. The recommended \$48,000 annual increase in contributions to the Halfmoon Bay Fire Protection Service's (HMBFPS) Capital Renewal fund was approved.

The purpose of this report is to update the Board on the Halfmoon Bay Fire Protection services' Capital Plan.

DISCUSSION

The current projection for the HMBFPS's 20-year Capital Plan indicates that the current funding level will be slightly below the expenses projected for critical capital renewal projects as well as all critical fire protection equipment. Several components previously slated for replacement were reassessed this year and it was determined that their performance was satisfactory and were rescheduled for 2024 replacement. As the 20-year outlook of the capital plan advances to include 2042, approximately \$310,000 in additional capital expenditures have been captured in the updated version of the Capital Plan. Increasing costs of fire protection apparatus have been observed and also have been factored into the updated capital plan. This has resulted in a

projected shortfall equivalent to approximately \$33,000 per year. Extending the outlook beyond the 20-year horizon indicates that few expenditures exist that will significantly influence this capital plan within the five years following.

All capital plans for fire protection service functions consider long-term loans for all major purchases at certain points which will require electoral approval. Understanding the resourcing implications to the supporting functions such as Legislative Services is being considered.

For 2023, the Plan accounts for the purchase of Rescue 1 Fire Apparatus Replacement (fire truck). The estimated cost for this vehicle is estimated at \$623,200 and will be funded through a long-term loan as the life of the asset is 20 years. It is recommended to be placed in the 2023-2027 Financial Plan with delivery in 2024.

Options and Analysis

Based on the emerging projected expenditures it is recommended to increase the annual funding to the HMBFPS capital renewal from \$173,000 to \$196,000. This will maximize interest accrual and minimize the total taxpayer contribution to this service. Not raising funding at this point projects to result in a critical funding shortage by 2040. The graph detailing the 20-year Capital Plan can be found in **Attachment A**. Table 1 below shows the projected taxation impact of the Capital Renewal funding.

Table 1: Proposed Annual Contribution – Halfmoon Bay Fire Protection Services Capital Renewal Fund

Functional Area	Fire Department	2022 Contribution	2023 Contribution	Increase	Total Taxation per \$100K
216	Halfmoon Bay	\$ 173,000.00	\$ 196,000.00	\$ 23,000.00	\$ 9.65

Similar to most capital plans produced for the SCR D, only “critical” facility components were considered when initially determining funding requirements. Components deemed to have a criticality rating of “high priority” or “desirable” will be brought forward with individual budget proposals when replacement is deemed necessary.

Organizational and Intergovernmental Implications

Corporate Services will assist with the implementation of the AAP required to obtain electoral approval for the longer-term loans.

Financial Implications

The taxation impacts of the current funding scenario is presented in the Table 1 above.

Non-critical component/equipment replacement will continue to be brought to the Board for consideration on a case-by-case basis as required as part of the Budget process. These projects will require funding outside the capital renewal envelope.

The purchase of the vehicle will be included in the Financial Plan with debt principal and interest occurring in 2024. The debt principal is considered as part of the capital plan funding envelope with the interest being funded through operations.

Timeline for Next Steps

The AAP process will be initiated when necessary to secure funding for major projects. For HMBFPS it is anticipated that long term lending will be required in 2024. Communications efforts to maximize community engagement should precede this with adequate lead time (2-3 months approximately).

Where current funding levels have been established to meet the replacement need of components that are critical to the delivery of the current service, it may be desired to consider expanding funding to enhance the service provisions. For Protective Services this may include aspects such as wildfire-fighting capabilities or firehall expansion that are deemed non-critical to the existing service. To further inform funding level decisions, it is anticipated that a more thorough service review will occur in the future.

Communications Strategy

A communication strategy should be developed to clearly communicate the benefits of extended equipment loan timelines versus the status quo. It is anticipated that much of the effort to communicate this information to residents can be reused for each subsequent AAP.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan align with the SCRD's Financial Sustainability Policy, Asset Management Policy, and the Asset Stewardship component of the SCRD's Strategic Plan.

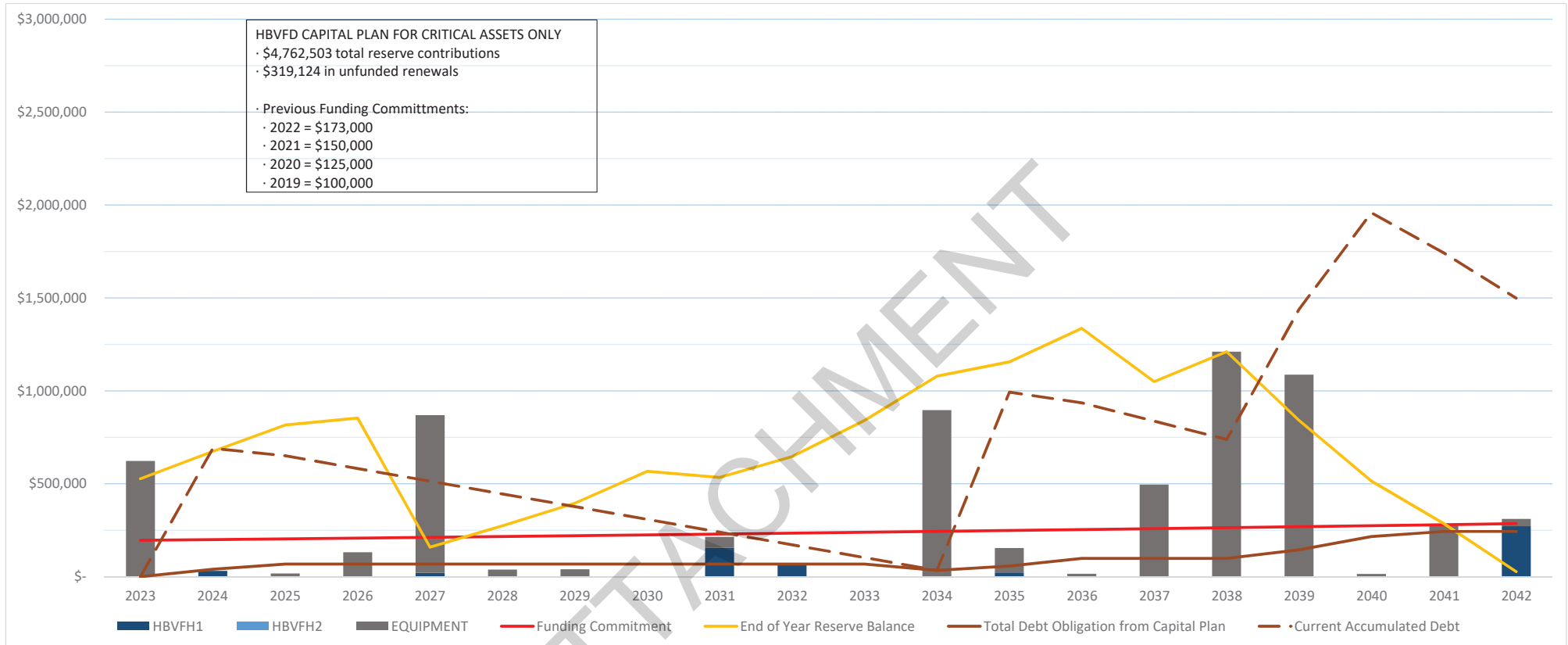
CONCLUSION

The 20-year capital plan for HMBFPS has been updated this year and it is recommended that Capital Renewal Funding be increased from \$173,000 annually to \$196,000. The use of longer-term loans for fire apparatus results in a lower annual funding requirement necessary to provide sustainable funding for critical component and equipment renewal at each service. Future reviews around the Levels of Service provided by each Fire Department will help to inform subsequent funding decisions.

ATTACHMENTS

Attachment A: Halfmoon Bay Fire Department 20-Year Capital Plan

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



cSUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee Pre-Budget - December 5-7, 2022

AUTHOR: Matt Treit, Manager, Protective Services
Kyle Doyle, Manager, Asset Management

SUBJECT: EGMONT FIRE PROTECTION SERVICE [218] 20-YEAR CAPITAL PLAN UPDATE

RECOMMENDATION(S)

THAT the report titled Egmont Fire Protection Service [218] 20-Year Capital Plan Update be received for information;

AND THAT the annual funding commitment towards capital renewal for the Egmont Fire Protection Service [212] be increased to \$10,000 from \$5,000 starting in 2023;

AND THAT the annual funding commitment towards capital renewal for the Egmont Fire Protection Service [212] be increased by \$5,000 each subsequent year until 2027 for a 2027 commitment of \$30,000.

AND that the 2023-2027 Draft Financial Plan be amended accordingly.

BACKGROUND

At the [November 25, 2021](#) Corporate and Administrated Services Committee a report was provided which reviewed the existing funding for each of the four SCRD fire departments, and provided sustainable funding options for renewal of critical components and equipment at each of the fire protection services within the SCRD. At the time of the report a review of the Egmont Fire Protection Services tax rate bylaw was under review and no increase to the Egmont Fire Protection Service's (EFPS) Capital Renewal fund was proposed until the completion of that process.

The purpose of this report is to update the Board on the Egmont Fire Protection services' Capital Plan.

DISCUSSION

The current projection for the EFPS's 20-year Capital Plan suggests that the current funding level will be significantly below the expenses projected for critical capital renewal projects as well as all critical fire protection equipment. This plan has considered the purchase of used fire vehicles to leverage the rural fire protection standards and save costs on fire apparatus. Increasing costs of used fire protection apparatus have been factored into the updated capital plan. The next replacement of fire apparatus is anticipated for 2026.

Long-Term lending has not been considered for used fire apparatus as the eligibility of such equipment is uncertain.

Options and Analysis

Based on the emerging projected expenditures it would be prudent to increase the annual funding to the EFPS capital renewal. This will help to mitigate any unplanned taxation increases due to borrowing. Fire Protection Services have a responsibility to meet certain apparatus standards in order to maintain adequate coverage for property insurance needs. Not raising funding at this point projects to result in a critical funding shortage by 2027. The graph detailing the 20-year Capital Plan can be found in **Attachment A**. Table 1 below shows the projected taxation impact of the Capital Renewal funding for the next five-years.

Table 1: Proposed Annual Contribution – Egmont Fire Protection Services Capital Renewal Fund

Functional Area	Fire Department	2022 Contribution	2023 Contribution	Increase	Total Taxation per \$100K
218	Egmont & District	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 3.49

It is recommended that the annual funding commitment towards capital renewal for the Egmont Fire Protection Services' [212] be increased to \$10,000 from \$5,000.

AND THAT the annual funding commitment towards capital renewal for the Egmont Fire Protection Service [212] be increased by \$5,000 each subsequent year until 2027 for a 2027 commitment of \$30,000.

AND that the 2023-2027 Draft Financial Plan be amended accordingly.

Similar to most capital plans produced for the SCRD, only “critical” facility components were considered when initially determining funding requirements. Components deemed to have a criticality rating of “high priority” or “desirable” will be brought forward with individual budget proposals when replacement is deemed necessary.

Financial Implications

The taxation impacts of the current funding scenario are presented in the Table 1 above. The increase to the tax servicing limit in 2022 to \$1.42/\$1,000 looks to be sufficient to cover the proposed annual increases. This will be considered as part of the annual review of the capital plan.

Non-critical component/equipment replacement will continue to be brought to the Board for consideration on a case-by-case basis as required as part of the Budget process. These projects will require funding outside the capital renewal envelope.

Timeline for Next Steps

The AAP process will be initiated when necessary to secure funding for major projects. For EFPS it is anticipated that long term lending will be required in 2026. Communications efforts to maximize community engagement should precede this with adequate lead time.

Where current funding levels have been established to meet the replacement need of components that are critical to the delivery of the current service, it may be desired to consider expanding funding to enhance the service provisions. For protective services this may include aspects such as wildfire capabilities or firehall expansion that are deemed non-critical to the existing service. To further inform funding level decisions it is anticipated that a more thorough service review will occur in the future.

STRATEGIC PLAN AND RELATED POLICIES

The implementation and use of a Capital Plan align with the SCRD's Financial Sustainability Policy, Asset Management Policy, and the Asset Stewardship component of the SCRD's Strategic Plan.

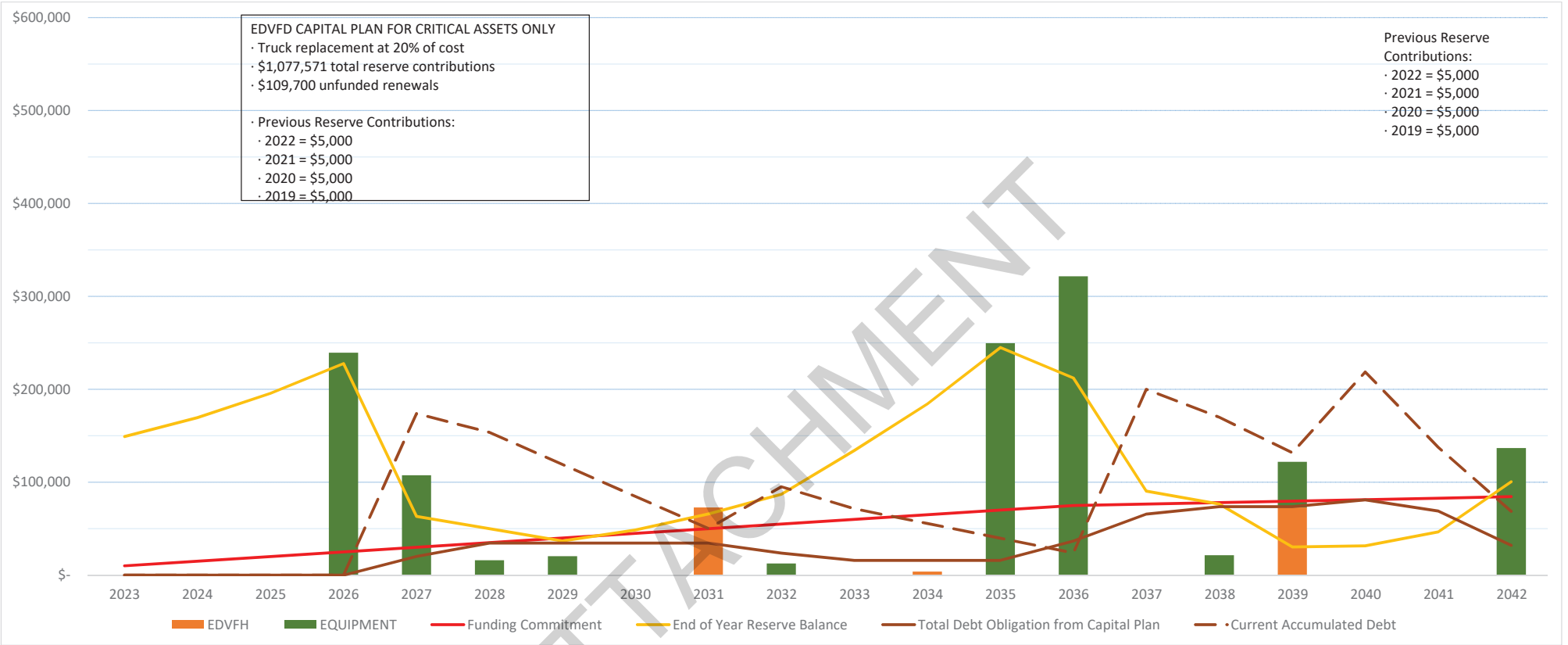
CONCLUSION

The 20-year capital plan for EFPS has been updated this year and it is recommended that Capital Renewal Funding be increased from \$5,000 annually to \$10,000. Future reviews around the Levels of Service provided by each Fire Department will help to inform subsequent funding decisions.

ATTACHMENTS

Attachment A: Egmont Fire Department 20-Year Capital Plan

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



ANNEX L

			Function Mo	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) / Work Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or other description)	FTE Requested	Approved/Fc # (to be hidden)	HR Adjust (to be hidden)	Amount (to be hidden)	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Rate %	Budget Item Cost	% of Budget Proposals	Participation Rate %	Budget Item Cost	% of Total Budget Allocation	Participation Ratio %	Budget Item Cost	% of Budget Proposals	Participation Rate %	Budget Item Cost	% of Budget Proposals										
CORPORATE AND ADMINISTRATIVE SERVICES																				Area A		Area B		Area D		Area E		Area F		DoS		ToG		sNGD										
1	110		General Government - Hybrid Meeting Solutions and Board Room Modifications (Other)	Contracted services to develop audio-visual options (including hardware, sound, cameras, electrical, space needs), pricing, and an implementation plan to facilitate a range of hybrid meetings (Board, Board Committees, Advisory Committees/Commissions, Public Hearings, Intergovernmental). The Board has further recommended the scope for the Hybrid Meeting Solutions project be broadened to incorporate costs for Boardroom furniture reconfiguration, including furniture replacement, which may be necessary to facilitate the installation of new AV hybrid technology in the Boardroom. RFP is under development. No bids were received by the close of the RFP deadline. Staff are reaching out to potential audio-visual service providers. Furniture and space reconfiguration options will be contemplated in association with audio-visual needs. Boardroom chairs have been ordered and replaced. A kick-off meeting with an audio-visual service provider has been scheduled for November 21.	\$119,650	All	Regional																																					
2	110		General Government - Website Redesign (Phase 2)	Contracted services to develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience. RFP completed and in Purchasing queue to send out for Tender. Project kicked-off April 26. Work is underway and nearing completion.	\$37,748	All	Regional																																					
3	110		General Government - Meeting Management Solutions	Software solution to bridge remote and in-person meeting rooms for hybrid Board and Committee meetings. In order for the virtual and physical domains to smoothly function together as a single meeting, a system is required to seamlessly manage both environments and their respective participants in real-time. Meeting management software streamlines the full cycle from report and agenda creation to electronic publishing to meeting video livestreaming and archiving. Software services are subject to an annual subscription fee. This budget request is for year-one implementation. Once implemented, annual subscription fees will apply and could be in the range of \$18,000 to \$20,000 per year. A meeting management solution has been identified. Work to commence in early December.	\$25,000	All	Regional																																					
4	110		General Government - Legislative Services Assistant (0.5 FTE Temporary Casual to 0.4 FTE Permanent)	FTE Lift for Legislative Services Assistant (0.5 casual to 0.5 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 2022 to then be re-evaluated to determine whether an ongoing need existed. To complete increasing work plans this permanent lift is now requested.	\$25,000	All	Regional	bisc	1	\$25,000	1	1-Taxation	Base Budget Increase 2023 Prorated 9 months \$18,750	0.400					15.04	\$3,760.00	0.031	12.84	\$3,210.00	0.026	9.77	\$2,442.50	0.020	7.59	\$1,897.50	0.015	12.14	\$3,035.00	0.025	28.41	\$7,102.50	0.058	12.35	\$3,087.50	0.025	1.86	\$465.00	0.004		
5	110		General Government - Corporate Review - Organizational	Comprehensive review of the Sunshine Coast Regional District's organizational structure identifying any gaps or opportunities to create better alignment with services and expectations. In addition, the review will assess staff resourcing levels and whether or not current staffing is sufficient in consideration of such things as the size of the community, the size of the organization, the SCRD's overall budget and the services that the SCRD is currently providing.		All	Regional	bisc	2	\$30,000	4	4-Reserves	Operating Reserves							\$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					
6	110		General Government - Consulting Services - 2023-2026 Strategic Planning	The Board will put together a Strategic Plan for the term 2023-2026.		All	Regional	bisc	4	\$30,000	4	4-Reserves	Operating Reserves							\$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					
7	110	Deferred to 2024	General Government - Organizational Policy and Bylaw Review (1.0 FTE Temporary for 1 year)	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. A temporary full-time resource is being requested to coordinate this organization-wide initiative that will benefit policy work in all SCRD departments.		All	Regional	bisc	5											\$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					
8	110	**NEW	**NEW - General Government - Reduction / Rate Stabilization	The General Government Reserve has been building over the past few years. In 2022 in particular, the service experienced a higher than expected surplus of \$346,358 due to higher than expected interest earned on tax requisition funds and unconditional provincial grant. Both of these sources of revenue are meant to reduce the impacts of tax subsidy and is therefore suggested to return the funds to taxpayers in 2023, 2024-2026 and will be re-evaluated after each time. An amount should be left for unexpected events.	-\$200,000	All	Regional	bisc	6		4	4-Reserves	Reduction to Taxation through Operating Reserves						15.04	-\$30,080.00	-0.245	12.84	-\$25,680.00	-0.209	9.77	-\$19,540.00	-0.159	7.59	-\$15,180.00	-0.124	12.14	-\$24,280.00	-0.198	28.41	-\$56,820.00	-0.463	12.35	-\$24,700.00	-0.201	1.86	-\$3,720.00	-0.030		

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9	115		Human Resources - Human Resources Advisor (1.0 FTE) and Human Resources Assistant (0.4 FTE)	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.		All	Regional	disc	1	\$170,600	3	3-Support Services	Prorated for 2023 - HR Advisor (1.0 FTE for 7 months) \$75,750 and HR Assistant (0.40 FTE for 8 months) \$23,733	1.400					\$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			
10	115		Human Resources - LinkedIn Annual Recruiter Package	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 \$12,000 for purposes of a LinkedIn Recruiter package is viewed as vital to ongoing talent acquisition.		All	Regional	disc	2	\$12,000	3	3-Support Services								\$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		
11	115	Previously Approved - Required Revision	Human Resources - Discontinue Ongoing Contribution to Reserve and Rate Stabilization	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. 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.		All	Regional	disc	3	-\$50,000	4	4-Reserves	-\$10,000 Discontinue annual contribution and use \$40,000 as a rate stabilization from Operational Reserves (Support Service Reduction)							\$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		
12	116		Purchasing and Risk Management - Business Continuity Management Program	It is expected that in 2023 it will be legislatively mandated for local governments to have business continuity plans (BCP) will be mandated by the Province. The SCRD does not have a completed BCP and this project is to develop a comprehensive corporate plan using a combination of staff and external consultants.		All	Regional	disc	1	\$18,000	3	3-Support Services								\$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		
13	116		Purchasing and Risk Management - Procurement Buyer Support (0.3 FTE Casual)	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. A 0.3 FTE casual 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.		All	Regional	disc	2	\$26,522	3	3-Support Services	2024 - \$26,022 (difference between 2023 and 2024 - operating costs)	0.300							\$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	
14	117		Information Services - Digital Collaboration Solutions	2-year increase in funding for IT operating and capital budgets to expedite online collaborative software tools, digital services, and related equipment/devices. The project includes a temporary 2-year internal resource - comprised of: a) Temporary staffing: 2021 (7 months) b) Professional services consulting c) Hardware purchases d) Software purchases/subscriptions New Job Description posted in late June 2021. Project Initiation complete. Detailed planning phase underway. Backfill TTT staff position hired. Licenses purchased. MS Teams rolled out to early adopters. 100 Thin Clients procured and deployment in process. Phase 2 being procured and scheduled.	\$33,139	All	Regional																																		
16	117		Information Technology - Electronic Document and Records Management System (EDRMS) Functionality Enhancements	Advanced Content Server functionality that was not turned on during the initial system roll out, and increases digital enablement of business processes and electronic interaction with and between staff and the public. Awarded consulting contract to Cadence. Project kickoff meeting planned. Records enhancements to be implemented with migration to MS SharePoint for better alignment with MS Teams implementation.	\$58,163	All	Regional																																		
16	117		Information Technology - Cybersecurity Analyst (1.0 FTE)	To implement Critical Security Controls following best practices of the Center for Internet Security (CIS), including cybersecurity recommendations resulting from the 2022 engagement of cyber security consultants. This ongoing position will design, develop, and administer a formal cybersecurity resilience program for the SCRD following applicable industry standards and evolving best practices.		All	Regional	disc	1	\$125,875	3	3-Support Services	2023 Prorated for 9 months \$99,906 plus one-time expenses \$5,500	1.000							\$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	
17	117		Information Technology - Cyber Insurance	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.		All	Regional	Not Rec	2	\$50,000	3	3-Support Services	Base Budget Increase / 2024 \$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	

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26	114 / 310 / 312 / 365 / 366 / 370 / 650		Various Functions - Corporate Electric Vehicle (EV) Charging Stations (Phase 2)	Phase 2 involves: • electrical system assessments of Mason Road and Field Road sites; • electrical system upgrades of the Field Road site which could involve a new subpanel on the IT building with conduit from the main electrical room or separating the Search and Rescue (SAR) building from the Field Road building and SAR. Discussions started for greater integration with other Field Rd and Mason Rd planning and retrofit work. Oct 2022: RFP being written.	\$70,000	Various	Sechelt / Gibsons																																	
SUBTOTAL CAS					\$ 511,021.86					\$ 388,697.00		4,780						\$26,320.00	-1.31%		\$22,470.00	-1.12%		\$17,097.50	-0.85%		\$13,282.50	-0.66%		\$11,245.00	-0.56%		\$49,717.50	-2.48%		\$21,612.50	-1.07%		\$3,255.00	-0.16%
COMMUNITY SERVICES																		Area A		Area B		Area D		Area E		Area F		DoS		ToG		sNGD								
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 item first (external parking lot lighting). Work anticipated to be completed in September 2021. CCTV and security project to be carried forwarded 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	\$2,353	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	0.00%	15.11	\$15,677.68	0.128	11.5	\$11,932.06	0.097	8.93	\$9,265.50	0.076	14.29	\$14,826.88	0.121	33.44	\$34,696.34	0.283	14.53	\$15,075.89	0.123	2.19	\$2,272.28	0.019
30	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 ACA \$354,296, and Fares \$75,625				0	\$0.00	0.00%	15.11	\$87,437.19	0.713	11.5	\$66,547.17	0.542	8.93	\$51,675.32	0.421	14.29	\$82,692.09	0.674	33.44	\$193,507.58	1.577	14.53	\$84,080.90	0.685	2.19	\$12,672.89	0.103
31	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	0.00%	15.11	\$8,145.50	0.066	11.5	\$6,199.42	0.051	8.93	\$4,813.98	0.039	14.29	\$7,703.45	0.063	33.44	\$18,026.84	0.147	14.53	\$7,832.83	0.064	2.19	\$1,180.59	0.010

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57	615		Recreation Facility Maintenance - Health and Safety Equipment	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).		B, D, E, F, TOG, DOS, SNGD	Gibsons and Sechelt	disc	1		\$21,500	4	4-Reserves	Operating / One-Time					\$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%			
58	615		Recreation Facility Maintenance - Base Budget Increase for Snow and Ice Control at Gibsons and Area Community Centre (GACC) and Gibsons and District Aquatic Facility (GDAP)	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 3rd 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 GDAP to align operating budgets with actual expenditures.		B, D, E, F, TOG, DOS, SNGD	Gibsons	disc	2		\$23,500	1	1-Taxation	Base Budget Increase				0	\$0.00	0.00%	16.05	\$3,771.75	0.031	10.44	\$2,453.40	0.020	9.56	\$2,246.60	0.018	12.87	\$3,024.45	0.025	33.96	\$7,985.30	0.065	13.8	\$3,243.00	0.026	3.3	\$775.50	0.006
59	615		Recreation Facility Maintenance - Viability of Alternate Water Source for Sunshine Coast Arena Ice Maintenance	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.		B, D, E, F, TOG, DOS, SNGD	Sechelt	disc	3		\$10,000	4	4-Reserves	Operating / One-Time					\$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%			
60	615		Community Recreation Facilities - Aquatic Instructor Base Budget Lift	To address the ongoing Aquatics staffing shortage (lifeguards and instructors) on the Sunshine Coast, a new position is proposed - Aquatic Instructor. 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.		B, D, E, F, TOG, DOS, SNGD	Sechelt / Gibsons	disc	4		\$55,483	1	1-Taxation	One Time Travel \$15,000 and 2023 Prorated 9 month Salary and Benefits \$30,362				0	\$0.00	0.00%	16.05	\$8,905.02	0.073	10.44	\$5,792.43	0.047	9.56	\$5,304.17	0.043	12.87	\$7,140.66	0.058	33.96	\$18,853.12	0.154	13.8	\$7,656.65	0.062	3.3	\$1,830.94	0.015
61	625		Pender Harbour Fitness and Aquatic Centre - Storage Container	PHAFAC requires an external container (sea-can) to store equipment and facility parts. Previously had been sharing an old storage container with the SD, however the SD is replacing this container with a much smaller one, and the needs of PHAFAC have increased. May 9: This project requires a building permit and further coordination with the School District prior to working through the purchasing requirements and delivering to site. Project progressing with anticipated completion later in Q4. Jul 14: Work has not commenced further due to staff capacity limitations. Sep 22: Work has not commenced further, will likely result in a carryforward into 2023. Nov 24: No change from previous update.	\$10,000	A	A																																		
62	625		Pender Harbour Fitness and Aquatic Centre - Annual Fitness Equipment Replacement	October 8 update: Staff have identified which item is to be replaced and have received budgetary quotes for its replacement. Purchasing has been engaged to confirm which procurement instrument is appropriate. Mar 22 update: PO issued, enroute, invoice submitted. Project complete.	\$14,437	A	A																																		
63	625		Pender Harbour Fitness and Aquatic Centre - Aquatic Instructor Ongoing Base Budget Lift	To address the ongoing Aquatics staffing shortage (lifeguards and instructors) on the Sunshine Coast, a new position is proposed - Aquatic Instructor. 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		A	A	disc	1		\$40,863	1	1-Taxation	One Time Travel \$7,500 and 2023 Prorated 9 month Salary and Benefits \$25,022				100	\$40,863.00	0.333	0	\$0.00	0.00%	0	\$0.00	0.00%	0	\$0.00	0.00%	0	\$0.00	0.00%	0	\$0.00	0.00%	0	\$0.00	0.00%	0	\$0.00	0.00%

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64	630		School Facilities - Joint Use - Joint Use Agreement Implementation	The Joint Use Agreement with SD46 has been in place since 2016. The agreement allows for the reciprocal use of publicly funded facilities. The school can use SCRD facilities for curriculum and extra-curricular activities and the SCRD can use SD46 facilities to run registered programs or hold community meetings, although there is no exchange of cash for the use of facilities, the financial implications need to be captured in the operating budget. This budget proposal recognizes the financial implication to support the application of the Joint Use Agreement.		A, B, D, E, F, TOG, DOS	Regional	bisc	1	\$44,850	1-Taxation	2024 - \$44,850						15.32	\$6,871.02	0.056	13.06	\$5,866.38	0.048	9.95	\$4,462.58	0.036	7.73	\$3,466.91	0.028	12.37	\$5,547.95	0.046	28.95	\$12,984.08	0.106	12.58	\$5,642.13	0.046	0	\$0.00	0.000
65	650		Community Parks - Suncoaster Trail (Phase 2) Community Trail Project	Scope includes decommissioning a steep fall-line trail, re-routing a sustainable grade switch back trail, rebuilding two sections of boardwalk. Funding will support any archeological related costs, the acquisition of materials, and staff time organizing the event. Mar 22: Discussions and Planning in Q2 - project was delayed due to COVID-19 and staff capacity. May 9: Staff met with regional trail partners and First Nations representatives to discuss progressing the project in the late summer. Target is to support community-led trail project connecting SCRD and DoS sections of Suncoaster Phase 2 route. Nation works authorizations underway May 2022. Sep 22: Preliminary project approvals from BC RSTBC completed. Staff awaiting project work until RSTBC aligns its own fall project for Big Tree Rec Site. Project will be delivered within same timeframe and scope. Currently designing project and ordering all materials. Nov 24: Staff will support a volunteer event with CMBTA and Community Forest to complete the majority of this project in November, occurring concurrently with an RSTBC improvement project at Big Tree Rec Site. Approvals from land manager in place under partnership agreement maintenance scope. Parks Operations coordinating materials and labour to support initial project planning and preparation. Final piece of the project includes a trail re-routing project, if sufficient funds remain.	\$10,881	A, B, D, E, F	B, D, E, F																																		
66	650		Community Parks - Archeological and Environmental Studies	With protocols and shared decision making processes, more due diligence in archeological assessments, management plans and other studies are becoming common practice. In 2022, this project will allow Parks to move forward on protective mitigation strategies specifically for Bakers Beach and tenure renewal on Ocean Beach Esplanade, which require AMP's and further assessments, but also provides ongoing base budget for these types of studies that are now becoming requirements of lease renewal and reinvestments in to park spaces, etc. May 9: preparing works permit applications and service agreements for Archeological Impact Assessment (AIA) and Site Alteration Permit (SAP) through the Nation. Anticipate submission late May 2022. July 4: contract finalized with shishah and In-Situ for Bakers Beach Park AIA and planning. Contract with Skwwo7mesh for OBE in development. Sept 22: In Situ Archeology has been commissioned via Nation to perform reviews and planning at Baker Beach. OBE project is awaiting final signatures from Skwwo7mesh Nation to finalize contract and work can begin Q3. Nov 24: Both projects have been initiated and contracts for services are now under review by both Nation's Chief and Council. Once approved, project will proceed accordingly.	\$46,202	A, B, D, E, F	Various																																		
67	650		Community Parks - Community Led Improvement Project Support	Community groups are eager to provide capital funding for park improvements and also enter into partnership agreements for the ongoing operations/stewardship of parkland and assets. This supports the planning of the potential projects and includes such costs as public consultations, surveys, cost estimates, etc. Planning includes working through details such as capital and ongoing operating costs as well as roles and responsibilities of the parties involved. Specifically, in 2022, the two current community ideas for projects that require further exploration include a pathway around Katherine Lake and improvements / enhancements to Dan Bosch Park. Mar 22: working with community groups to outline roles and responsibilities and determine a project plan, which will include community discussions regarding proposed projects. May 9: Working on Nation works permits and authorizations. Project Charter being drafted. Jul 14: Nation works permit applications for both projects submitted. Community engagement sessions regarding the proposed projects to occur in the fall 2022. Nov 24: Dann Bosch application to Nation for works permits are in review status. Katherine Lake PAFR scheduled for early November. QEP scheduled for both sites in November. Community engagement to follow Nation review and QEP recommendations in early 2023.	\$1,258	A, B, D, E, F	Various																																		

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78	650		Community Parks - District Lot 1313 Nominal Rent Tenure (NRT) Application	At the June 23, 2022 COW meeting, staff were delegated to explore budgetary implications of applying for nominal rent tenure (NRT) for DL 1313, as well as the associated Parks planning implications of this process to develop a budget proposal for the 2023 budget consideration. Considerations for the application include the development of a parks management plan, Nation and community engagement, and related fees. If the tenure application is approved, there may also be future costs which would be brought forward during future budgets for consideration at that time.		A, B, D, E, F	Regional	bisc	2	\$21,500	1	1-Taxation						26.21	\$5,635.15	0.046	22.38	\$4,811.70	0.039	17.03	\$3,961.45	0.030	13.29	\$2,844.40	0.023	21.16	\$4,549.40	0.037	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000				
79	650		Community Parks - Sunshine Coast Sports Fields Strategy	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 entities own and maintain an inventory of sport fields, yet serve the same customer (SCRD, ToG, DoS, SnGD, SD46) . 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. The SCRD is willing to take a leadership role to support and guide the planning in collaboration with the other jurisdictions. The budget proposed represents the proposed SCRD contribution to the total budget, with each jurisdiction contributing to the total cost (estimated to be \$40,000). Grants will also be explored.		A, B, D, E, F	Regional	bisc	3	\$16,800	1	1-Taxation	Possible Grant						26.21	\$4,927.48	0.040	22.38	\$4,207.44	0.034	17.03	\$3,201.64	0.026	13.29	\$2,467.24	0.020	21.16	\$3,978.08	0.032	0	\$0.00	0.000	0	\$0.00	0.000	0	\$0.00	0.000			
80	650	Deferred with grant explorations	Community Parks - Egmont Park Capital Asset Replacements (0.019 FTE)	Egmont Park is a 1.46 acre neighbourhood park located in central Egmont. Park assets include an aging tennis court, swing set, playground, 2 picnic tables, and a grass playing field. The SCRD holds an agreement to occupy the Old Egmont School Site (Egmont Park) with SD 46 in which the SCRD is responsible for all ongoing maintenance and capital renewal. The park is in disrepair and most of the assets at the end of their lifespan. This project proposes resurfacing of the outdoor court surface for a variety of uses (tennis, pickleball, ball hockey, basketball), a new chain link fence around the court, installation of bollards, and park furniture. A 2024 base budget increase (\$2,600 for 0.019 FTE) is also requested to address ongoing repair and maintenance of the renewed asset.		A, B, D, E, F	A	Not Rec	4									\$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					
81	650	Deferred	Community Parks - Katherine Lake Park and Campground Management Plan	Over the past 15 years, increasing population and tourism on the Sunshine Coast has outpaced the parks capacity to provide adequate space and amenities versus demand. The result has been overcrowding on the beach, high demand for the day use area, inadequate RV sites and tenting sites, and lack of adequate parking. Parks infrastructure and water distribution system are old and need to be considered for capital replacement. In addition, high visitor usage has the potential to negatively impact the sensitive ecosystems and riparian areas that provide critical habitat for Western Red Painted Turtles, Red Legged Frogs, Cutthroat Trout, and Coho Salmon. Balancing recreational demands, habitat and species preservation, and climate resiliency considerations are the challenges identified and need to be studied and addressed in a Park Asset and Management Plan for Katherine Lake. This budget proposal is in alignment with the 2014 SCRD Parks and Recreation Management Plan recommendation to: Prepare individual park management plans for parks that experience significant use and/or have high potential demand in relation to their current condition or have environmental or other factors justifying and individual management plan."		A, B, D, E, F	A	Not Rec	5									\$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					
82	665		Bicycle and Walking Paths - Lower Road Retaining Wall Repair Resolution #079/21 from March 11, 2021	Engineered mitigation of a retaining wall adjacent to a bike lane. Consultant provided Geotechnical report with design/construction options. Jul 14: Working with Fortis and Engineer to finalize construction design, determine scope of impact, riparian considerations, archaeological and environmental sensitivities, as well as an updated cost estimate. Sep 22: Conceptual design supported by Fortis, and new cost estimate received which exceeds approved budget. 2023 budget proposal being prepared. Nov 24: No change from previous update.	\$74,089	B, D, E, F	D																																						

[illegible]

|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

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200	370		Regional Water Service - Groundwater Investigation Round 2 Phase 3	Langdale: Test well drilling of the pilot holes completed in June. Production size test well drilling began in July with productivity testing to be completed in November, pending drought restrictions being lifted. Mayenne West: monitoring plan development plan scheduled to be initiated in Q4 2022	\$912,421	A, B, D, E, F, F Islands and DoS	E and F																															
201	370		Regional Water Service - Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources	In order to explore the potential of new sites in 2022/2023 the following approach is recommended: - Update 2017 desktop study with most recent information and analytical tools - Drilling of smaller wells for increased understanding of factors such as aquifer types, depth, composition - Drill, test and analyze up to 3 additional test wells to confirm their potential water supply potential. (estimated at \$100,000 each) - Contingency allowance Given the current workload for the Capital Project Division it's anticipated that this project could be initiated late 2022/early 2023 for completion late 2023 at the earliest.	\$375,000	A, B, D, E, F, F Islands and DoS	Regional																															
202	370		Regional Water Service - Meters Installation Phase 3 District of Sechart	AAP successful to secure the electoral approval for the Long-Term Loan for this project. RFP to secure meter supplier/installer is being drafted targeting Q4 release.	\$7,250,000	A, B, D, E, F, F Islands and DoS	Sechart																															
203	370		Regional Water Service - Feasibility Study Surface Water Intake Upgrades Gray Creek	The flow monitoring equipment was installed in late September, followed by flow monitoring for the next two years.	\$100,141	A, B, D, E, F, F Islands and DoS	Sechart																															
204	370		Regional Water Service - Reed Road and Elphinstone Road Water Main Replacement	Work is included in construction tender of Church Road project and the replaced and upsized water mains have been installed and are operational Project Holdback won't be released until 2023	\$139,917	A, B, D, E, F, F Islands and DoS	E																															
205	370		Regional Water Service - Chapman and Edwards Lake Communication System Upgrade	Installation of a radio repeater to improve the reliability and create redundancy in the communication system with the lake level monitoring and control systems for Chapman and Edwards Lake. Starlink satellite installed at Chapman Lake, communication reliability improved, Wi-Fi at dam now, will also support photographs to be taken, no need for radio repeater. A camera still needs to be installed. Project substantially Complete	\$65,826	A, B, D, E, F, F Islands and DoS	D																															
206	370		Regional Water Service - Emergency Repair Watermain Sechart Airport		\$22,457	A, B, D, E, F, F Islands and DoS	Sechart																															
207	370		Regional Water Service - Installation and Decommissioning of the Edwards Lake Siphon System and Drought Response Costs		\$354,390	A, B, D, E, F, F Islands and DoS	Regional																															
208	370		Regional Water Service - Chapman Creek Environmental Flow Requirements Update	Request for an amended EFN (combination of 200 l/s, 180 l/s and 160 l/s) have been submitted to FLNRORD for their review. Submission to DFO will be initiated at later point	\$42,800	A, B, D, E, F, F Islands and DoS	D																															
209	370		Regional Water Service - Reed Road Building Repair		\$164,844	A, B, D, E, F, F Islands and DoS	E																															
210	370		Regional Water Service - Church Road Well Field Project (Base Budget Increase)	The SCRD is nearing completion of a well field construction project on Church Road in Gibsons. This project will result in the construction of additional groundwater supply infrastructure and additions to the operational requirements within the Regional Water service area. Additional base operating budget funds are required to account for the increase in operating expenses that will be associated with operating and maintaining the new pump station and associated works.		A, B, D, E, F, F Islands and DoS	Gibsons	NON DISC	1	\$112,196	2	2-User Fees	Base Budget Increase					\$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	
211	370		Regional Water Service - Chapman Siphon Removal	BC Parks Use Permit #102714, expiring October 31, 2023, allowed the installation and use of a siphon for water extraction from Chapman Lake in times of drought. This project is for the development of a Siphon Removal Plan as well as the deconstruction and complete removal of the siphon and associated works at Chapman Lake and Chapman Creek. Costs of this work will include helicopter flights, heavy machinery rentals, and other subcontractor costs.		A, B, D, E, F, F Islands and DoS	D	NON DISC	2	\$100,000	2	2-User Fees						\$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	
212	370		Regional Water Service - Chapman Creek Water Treatment Plant UV Upgrade (Phase 2 - Construction)	The Chapman Creek Water Treatment Plant (WTP) utilizes ultraviolet (UV) radiation as one of the many treatment processes at the facility. The UV is a critical component of the disinfection process that destroys illness causing micro organisms prior to the distribution of drinking water at the Chapman Creek Treatment Plant. Due to more accurate cost estimates received in the Q3 2022 the budget will need to be increased due to increased costs for UV equipment and more in depth modifications to the plant than was initially expected to meet health requirements.		A, B, D, E, F, F Islands and DoS	D	NON DISC	3	\$1,905,950	5	5-Other (Debt, Grant, Fees, etc.)	Short Term Loan (MFA)					\$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	

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220	370		Regional Water Service - Sechelt Nation Government District - Zone Metering	As sNGD is not installing water meters, zone metering of sNGD areas is required to analyse water use for the Chapman Water System.		A, B, D, E, F, F Islands and DoS	sNGD	disc	11	\$250,000	4	4-Reserves	Capital					\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%	
221	370		Regional Water Service - Generator(s) Purchase for Various Sites	Utilities has two mobile generators which are well beyond their useful life and have high hours. These need to be replaced to maintain water supply in various areas where power outages are less impactful. Sandy Hook pump station requires a generator to ensure the Sandy Hook area always receives water. Egmont WTP requires a generator to maintain water flows depending on time of year and demand.		A, B, D, E, F, F Islands and DoS	Regional	disc	12	\$375,000	4	4-Reserves	Capital 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%	
222	370		Regional Water Service - Eastbourne Groundwater Supply Expansion (Phase 2)	Currently, the Eastbourne water system on Keats Island serves permanent and seasonal customers and the water system has a pumping and supply capacity limitation including a residential fire flow deficit. During the peak summer months there have been instances in which the residential customers have run out of water. The system also has inadequate fire 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 any backup to them. This project is to enable the development of the wells, tie in and construction required to connect these wells to the existing Eastbourne system.		A, B, D, E, F, F Islands and DoS	F	disc	13	\$1,200,000	5	5-Other (Debt, Grant, Fees, etc.)	Gas Tax \$753,000 and Capital Reserve \$447,000					\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%	
223	370	Deferred to 2024 Budget	Regional Water Service - Pneumatic Boring Tool	The utility crew installs water services in roadways. Currently staff use a 20+ year old "Mole" boring tool which includes a cage to installed in the shoulder of the road hydraulically pushing a metal rod under the road and pulling a service back from across the road. 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. This is a request to purchase a hoghose kit and compressor to replace the existing "mole" boring tool.		A, B, D, E, F, F Islands and DoS	Regional	Not Rec	14									\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%	
224	381		Greaves Road Waste Water Plant - Septic Field Repairs	A 2020 feasibility study identified that the west septic field at Greaves WWTP has severe root intrusion and clogging in 2 of 4 laterals that will be addressed. Jetting and cleaning of two runs were completed while the two remaining runs may need to be replaced entirely due to excessive roots. Trees within 3m to 5m will be removed to prevent further root intrusion in Q4 2022.	\$1,840	A	A																												
225	382		Woodcreek Park Waste Water Treatment Plant - Inspection Chamber Repairs	To be completed in Q4 2022	\$5,964	E	E																												
226	382		Woodcreek Park Wastewater Treatment Plant – Collection System Designs	On October 22, 2020 a grant application was submitted in support of the construction phase upgrades to the treatment plant and collection system. In April 2022, the SCRD was notified of the successful grant selection by the Province in the amount up to \$769,000. At the June 23, 2022 Board meeting, the Board formally approved staff's recommendation to enter into a contract with the Federal Government for this grant in the amount of \$769,000 of which the SCRD's match would be up to \$200,000 funding from the following sources: \$25,000 capital reserves, \$75,000 operating reserves and \$100,000 short term debt if needed. RFP for engineering services being drafted for 2022 Q4 release.	\$18,918	E	E																												
227	382		Woodcreek Park Wastewater Treatment Plant – System Upgrades		\$945,916	E	E																												
228	383		Sunnyside Wastewater Treatment Plant - Feasibility and Planning Study	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 regards to the site and ownership and/or use considerations. Feasibility studies improve the success rate of receiving grants which will assist the users with associated costs.		E	E	disc	5	\$7,500	4	4-Reserves	Operating					\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%		\$0.00	0.00%	

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248	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 been 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	\$17,649	A, B, E, F	A, B, E, F																																	
249	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 WWTPs floated to the surface, the SCRD hired a local dive team to re-link 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-link 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	ISC	4	\$22,000	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%		\$0.00	0.00%				
			SUBTOTAL ISC		\$ 24,074,644.36					\$ 7,261,339.66			1.000		-	\$ -		\$57,152.00	2.852		\$48,792.00	2.435		\$37,126.00	1.852		\$28,842.00	1.439		\$46,132.00	2.302		\$107,958.00	5.387		\$46,930.00	2.342		\$7,068.00	0.353
			Net Cost of Budget Proposals		\$ 36,125,229.42					\$ 12,268,963.93			16.236		-	\$ -		\$149,567.86	7.483		\$216,734.52	10.814		\$163,546.06	8.160		\$128,168.60	6.395		\$213,142.02	10.635		\$372,216.05	18.572		\$160,986.90	8.033		\$28,076.36	1.401

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Marc Sole, Manager, Solid Waste Services

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR REGIONAL SOLID WASTE [350]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Regional Solid Waste [350] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 1 – Incorporated at Round 1. Sechelt Landfill Interim Power Supply [350], \$48,000 funded through Taxation and \$52,000 for 2024;
- Budget Proposal 2 – Incorporated at Round 1. Sechelt Landfill Power System Replacement, \$87,000 funded from Municipal Finance Authority Short Term Loan, for a total project Budget of \$299,000, and \$10,000 for base budget ongoing electricity costs;
- Budget Proposal 4 – Incorporated at Round 1. Islands Clean-Up (Additional Funding – Base Budget), \$35,000 funded through Taxation (\$7,000 for 2024 and \$42,000 for 2025);
- Budget Proposal 5 – Incorporated at Round 1. Future Waste Disposal Option Analysis – Phase 2, \$75,000 funded through Taxation;
- Budget Proposal 6 – Incorporated at Round 1. Green Waste Program (increased tonnage) Base Budget Increase, \$140,000 funded through Taxation (\$117,000 for 2024 and \$147,000 for 2025);
- Budget Proposal 7 – Incorporated at Round 1. Pender Harbour Transfer Station Upgrades (Phase 2), \$765,000 funded by Municipal Finance Authority Short Term Loan;
- Budget Proposal 8 – Incorporated at Round 1. Sechelt Landfill Extending Useful Life, \$50,000 funded through Taxation;
- Budget Proposal 9 - Incorporated at Round 1. Biocover Feasibility Pilot Phase 2 (Additional Funding), \$136,000 funded from Operating Reserves;
- Budget Proposal 3 – as follows, was referred to 2023 Round 2 budget per the following recommendation:

- Budget Proposal 3 – Sechelt Landfill Aggregates [350], \$32,000 funded through Taxation.

DISCUSSION

2023 R2 Budget Proposals by Category

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>	<p>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.</p> <p>In November 2021 site works were completed to resolve drainage issues around the scale and scale building. A new gravel road base surface was applied on top of the re-graded works. As this gravel settles, potholes and other erosion issues may occur. Additional aggregates are required to rectify these issues as they arise to provide an acceptable road surface for landfill customers.</p> <p>Maintenance of the perimeter road surrounding the base of the landfill is a regulatory requirement. Staff have observed that the perimeter road is in poor condition. This road is used to access all areas of the site for regulatory monitoring and inspection purposes. It also provides access for vehicles and equipment in the event of a fire or other emergency. Additional aggregates are</p>

		required to ensure this road remains in drivable condition.
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2024: \$40,000 2025: \$50,000

Financial Implications

Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 184,389	\$ 418,389	\$ 418,389	\$ 418,389	\$ 418,389
2022 Operating Surplus	\$ 370,000	\$ -	\$ -	\$ -	\$ -
Biocover Feasibility Phase 2	\$ (136,000)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 418,389	\$ 418,389	\$ 418,389	\$ 418,389	\$ 418,389

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) - March 2, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR REGIONAL WATER SERVICE [370}

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Regional Water Service [370] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 1 – Incorporated into Round 2. Church Road Well Field Project (Operational Costs), \$112,196 funded from User Fees;
- Budget Proposal 2 – Incorporated into Round 2. Chapman Siphon Removal \$100,000 funded from User Fees;
- Budget Proposal 3 – Incorporated into Round 2. Chapman Creek Water Treatment Plant UV Upgrade (Phase 2 Construction), \$1,905,950 funded by Municipal Finance Authority Short Term Loan (Loan Under Agreement);

AND THAT a loan of up to \$1,905,950 for a term of 5 years be requested through the Municipal Finance Authority section 403 of the *Local Government Act* (Liabilities Under Agreement) to fund the Chapman Creek Water Treatment Plant UV Upgrade (Phase 2 Construction);

- Budget Proposal 4 – Incorporated into Round 2. Chapman Creek Water Treatment Plant Chlorine Gas Decommissioning, \$65,000 funded from User Fees;
- Budget Proposal 5 – Incorporated into Round 2. Dam Safety Upgrades to Chapman and Edwards Lakes – Construction Cost Increases, \$322,000 funded from Capital Reserves;
- Budget Proposal 6 – Incorporated into Round 2. Egmont Water Treatment Plan – Feasibility Study and Preliminary Development, \$275,000 funded \$75,000 funded from Operating Reserves and \$200,000 funded from Capital Reserves;
- Budget Proposal 7 – Incorporated into Round 2. Chaster Well Upgrades – Well Protection Plan Phase 2 – Additional Funding, \$78,500 funded from Capital Reserves;

- Budget Proposal 8 – Incorporated into Round 2. Church Road Well Field – Compliance Monitoring, \$200,000 funded from User Fees (base operating budget in 2024 of \$200,000);
- Budget Proposal 9 – Incorporated into Round 2. Chapman Creek Water Treatment Plant Mechanical Equipment Upgrades, \$135,000 funded from Capital Reserves;
- Budget Proposal 10 – Incorporated into Round 2. Exposed Watermain Rehabilitation Chapman Intake Line – New Project, \$220,000 funded from Capital Reserves;
- Budget Proposal 11 – Incorporated into Round 2. Sechelt Nation Government District – Zone Metering, \$250,000 funded from Capital Reserves;
- Budget Proposal 13 – Incorporated into Round 2. Eastbourne Groundwater Supply Expansion (Phase 2), \$1,200,000 funded \$753,000 from Canada Community Building Fund (Gas Tax) and \$447,000 funded from Capital Reserves.

The following budget proposal be referred to the 2023 Round 2 Budget with confirmation of the allocation of Canada Community Building Fund (Gas Tax) from the Electoral Areas and the contribution by the District of Sechelt:

- Budget Proposal 12 – Generators(s) Purchase for Various Sites, \$375,000 funded from Canada Community Building Fund (Gas Tax).

The following budget proposal be deferred to the 2024 Budget:

- Budget Proposal 14 – Pneumatic Boring Tool, \$57,200 funded by Municipal Finance Authority Short Term Loan.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

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>	Changed to Capital Reserves from 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 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</p>

		<p>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 SCR D 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> <p>As the final fuel source can not be confirmed for all generators, and two of them are to be mobile, the funding source has been changed from Gas Tax to Capital Reserves. When the final generators are to be awarded, a proposal to alter funding to Gas Tax from Reserves may be recommended.</p>
	<i>Climate Action Impact</i>	<p>Generators are designed to serve as a redundant energy supply in the case of disruption to hydroelectricity. The most common fuel sources for generators are gasoline, diesel, propane, and natural gas. It is not currently known which fuel source(s) will be utilized in these generator purchases at this time.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>It is not anticipated that the purchase of these generators will have a meaningful impact on the overall operating costs within the Regional Water Service Area. Staff annually review the base operating budget and if the additional generator units require an increase to base operating costs, then Staff will make a proposal at a future date. The generators will be incorporated into asset management planning in regards to useful lives and replacement cost analyses.</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	\$ 4,170,720	\$ 4,561,430	\$ 4,561,430	\$ 4,561,430	\$ 4,561,430
Budgeted contributions	\$ 2,418,210	\$ -	\$ -	\$ -	\$ -
2023 Projects	-\$ 1,652,500	\$ -	\$ -	\$ -	\$ -
*2023 Generators	-\$ 375,000				
Closing Balance in Reserve	\$ 4,561,430	\$ 4,561,430	\$ 4,561,430	\$ 4,561,430	\$ 4,561,430

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	\$ 1,787,139	\$ 1,787,139	\$ 1,787,139	\$ 1,787,139
Cancelled carryforward	\$ 135,000	\$ -	\$ -	\$ -	\$ -
EMBC funding (est to date)	\$ 319,000	\$ -	\$ -	\$ -	\$ -
Projected 2022 surplus	\$ 280,121				
Budgeted contributions	\$ 851,893				
2023 Projects	-\$ 443,113	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,787,139	\$ 1,787,139	\$ 1,787,139	\$ 1,787,139	\$ 1,787,139

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: **2023 ROUND 2 BUDGET PROPOSAL FOR WASTEWATER TREATMENT PLANTS [381-395]**

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Wastewater Treatment Plants [381-395] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated at Round 1. [387] Square Bay Wastewater Treatment Plant – Square Bay Collection System – Infiltration Reduction (Phase 1 and 2), \$5,000 funded from User Fees;
- Budget Proposal 3 - Incorporated at Round 1. [381-395] Wastewater Treatment Plants – Pumpout Costs, \$19,435 funded from User Fees;
- Budget Proposal 4 - Incorporated at Round 1. [384 / 385] Secret Cove / Jolly Roger Wastewater Treatment Plant – Outfall Maintenance Phase 1, \$22,000 funded [384] Jolly Roger \$11,000 from Operating Reserves and [385] Secret Cove \$11,000 from Operating Reserves;
- Budget Proposal 5 - Incorporated at Round 1. [383] Sunnyside Wastewater Treatment Plant – Feasibility and Planning Study, \$7,500 from Operating Reserves;
- Budget Proposal 6 - Incorporated at Round 1. [384] Jolly Roger Wastewater Treatment Plant – Feasibility and Planning Study, \$12,500 from Operating Reserves;
- Budget Proposal 7 - Incorporated at Round 1. [385] Secret Cove Wastewater Treatment Plant – Feasibility and Planning Study, \$12,500 from Operating Reserves.
- Budget Proposal 1 – as follows, was referred to 2023 Round 2 Budget pending confirmation of the grant:
 - Budget Proposal 1 – [387] Square Bay Wastewater Treatment Plant – Square Bay Collection System – Planning for System Upgrade, \$15,000 funded \$10,000 from the Infrastructure Planning Grant Program and \$5,000 from Operating Reserves.

DISCUSSION

2023 R2 Budget Proposals by Category

NON - DISCRETIONARY

1	Function Number – Project Name:	[387] – Square Bay Wastewater Treatment Plant - Square Bay Collection System - Planning for System Upgrade
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	B
	2023 Funding Required:	\$15,000
	Funding Source(s):	Grant \$10,000 / Operating Reserves \$5,000
	Asset Management Plan Implications:	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.
	Rationale / Service Impacts:	<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>As the BP is contingent on receiving the grant, this item will need to come back when the status of the grant in</p>

		known. No action can be made at this time.
	<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.

Financial Implications

Five-Year Capital Reserve Plan					
387-Square Bay Wastewater Service Area					
	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

Five-Year Operating Reserve Plan 387- Square Bay Wastewater Service Area

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 6,391	\$ 6,558	\$ 6,558	\$ 6,558	\$ 6,558
2022 Operating Deficit	\$ (12,000)	\$ -	\$ -	\$ -	\$ -
Plan-collection system	\$ (5,000)	\$ -	\$ -	\$ -	\$ -
Pumpout	\$ (3,952)				
Contribution to Reserve	\$ 21,119	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 6,558	\$ 6,558	\$ 6,558	\$ 6,558	\$ 6,558

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR REGIONAL SOLID WASTE [350], WATER SERVICES [365] [366] [370]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Regional Solid Waste [350], Water Services [365] [366] [370] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated at Round 1. Review of Sunshine Coast Regional District Servicing Bylaw No. 320, \$40,000 funded from User Fees with these allocations 85% from [370], 5% from [365] and 10% from [366];
- Budget Proposal 3 – Incorporated at Round 1. Water Rate Structure Review – Phase 2, \$60,000 from User Fees with these allocations 85% from [370], 5% from [365] and 10% from [366];
- Budget Proposal 4 – Incorporated at Round 1. Water Strategy Implementation – Develop Water System Action Plans, \$87,000 from User Fees with these allocations 85% from [370], 5% from [365] and 10% from [366].
- Budget Proposal 1 - as follows, was referred to 2023 Round 2 Budget with confirmation of Funding Sources between Water Services and Regional Solid Waste:
 - Budget Proposal 1 – Capital Projects Implementation Coordinator (1.0 FTE), \$63,750 (9 months prorated in 2023) and full time ongoing \$85,000 funded from Users Fees with these allocations 70% from [370], 10% from [366], 5% from [365] and 15% from [350].

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	Function Number – Project Name:	[350 / 365 / 366 / 370] – Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	\$63,750 [370] 70% • Salaries & Benefits - \$42,000 • Training & Development - \$1,312.50 • Office Expenses - \$1,312.50 [366] 10% • Salaries & Benefits - \$6,000 • Training & Development - \$187.50 • Office Expenses - \$187.50 [365] 5% • Salaries & Benefits - \$3,000 • Training & Development - \$93.75 • Office Expenses - \$93.75 [350] 15% • Salaries & Benefits - \$9,000 • Training & Development - \$281.25 • Office Expenses - \$281.25
	Funding Source(s):	370/366/365 User Fees 350 Taxation NEW (\$9,562.50 in 2023)
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	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 - \$2,500 (plus collective bargaining wage increases)</p> <p>Broken down as \$12,750 Taxation and \$72,250 as user fees</p>

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Ahmad Kidwai, Manager, Transit and Fleet

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR FLEET MAINTENANCE [312]

RECOMMENDATION(S)

THAT the report titled **2023 Round 2 Budget Proposal for Fleet Maintenance [312]** be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

AND THAT the following budget proposals be referred to the 2023 Round 2 Budget:

- Budget Proposal 1 – Standby / On Call Compensation, \$53,997 (9 months prorated in 2023) and future at \$71,996 (to be reviewed over the 2023 year) funded from Internal Recoveries;
- Budget Proposal 2 – Corporate Fleet Strategy, \$75,000 funded from Operating Reserves with potential for a grant.

DISCUSSION

2023 R2 Budget Proposals by Category

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>	All
	<i>2023 Funding Required:</i>	\$53,997 –prorated for 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>	<p>To ensure business continuity of bus service and essential Fleet / Equipment and emergency generators, the Fleet division should have a 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>																			
	<i>Climate Action Impact</i>	N/A																			
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$17,999 in 2024 (3 months)																			
		<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	<i>Function Number – Project Name:</i>	[312] Fleet Maintenance - Corporate Fleet Strategy
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2023 Funding Required:</i>	\$75,000 one time
	<i>Funding Source(s):</i>	Operating Reserves with potential for a grant

	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>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) 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>It was recommended by staff to defer the BP to R2 pending year-end to ensure the operating reserve was still a viable source of funding. Staff can confirm it is and can be considered.</p>
	<i>Climate Action Impact</i>	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.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	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	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
2022 Surplus/Deficit	\$ 6,000				
Corporate fleet strategy	-\$ 75,000				
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000

Reviewed by:			
Manager		Acting CAO / Finance	X– T. Perreault
GM	X - S. Gagnon	Legislative	
CAO		Other	

SUNSHINE COAST SCRD STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: SUNSHINE COAST PROVISION OF CEMETERY SERVICES

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Provision of Cemetery Services be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

Recommendation No. 79 *Cemetery Services [400] – 2023 R1 Budget Proposal*

The Finance Committee recommended that following budget proposal be referred to the 2023 Round 2 Budget with further information on the Sunshine Coast SCRD's provision of cemetery services:

- Budget Proposal 1 – Seaview Cemetery Expansion Project, \$589,600 funded \$294,800 Municipal Finance Authority (MFA) Short Term Loan and \$294,800 from Operating Reserves (0.05 FTE Senior Parks Worker to be included in 2024 at \$15,130 funded from Taxation).

The purpose of this report is to provide the Board with further information on the Sunshine Coast SCRD's provision of cemetery services. During the budget discussion there was interest expressed in understanding whether the SCRD is obligated to continue to provide cemetery services.

SCRD's cemetery service was first established by supplementary Letters Patent in October 1974. Regulatory guidance on the operation and maintenance of SCRD cemeteries is provided under *Sunshine Coast Regional District Cemetery Bylaw No. 689, 2014*. The SCRD is responsible for every cemetery under their ownership, control, operation, maintenance, and management. The SCRD is accountable to the province of British Columbia, cemetery client families, cemetery visitors, and the community at large. Governing authorities are responsible, to provide through legislation, the regulatory framework for how every cemetery is operated, how service is provided, and how they are maintained. It is the responsibility of a cemetery owner/operator to establish and maintain an up-to-date bylaw for cemeteries under their control.

SCRD owns, operates, administers, and manages three community cemeteries: Seaview, Kleindale and Elphinstone. These properties all 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 care and maintenance activities. Plot excavation services and some larger property maintenance duties are also conducted through contracted services.

Seaview Cemetery, located at 1706 Lower Road, in Roberts Creek, is 5.68 acres (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 was acquired by SCRD on May 13, 1974, and provides an important public service for the Sunshine Coast through addressing key community needs for meaningful places of burial and commemoration.

Kleindale Cemetery, located at 5767 Menacher Road, in Madeira Park is a small, 2-acre (0.81 hectares) property, and has never been a sanctioned cemetery. Following SCRD acquisition in 1980, Kleindale Cemetery was closed on November 9, 1982, for cemetery service and is currently operated and maintained as a regular park-site property. Responsibilities for perpetual care, maintenance and upkeep of the cemetery is set out in provincial legislation.

Elphinstone Cemetery is located at 1059 Keith Road, in Gibsons, and is an open and sanctioned cemetery with a license to operate as such. The property is approximately 10 acres (4.05 hectares) in size and was acquired by SCRD on May 28, 2014. Cemetery Services respects and honors any reservations that were acquired prior to SCRD acquisition of the property, but the cemetery is inactive, as no new reservations or interments are currently admitted due to challenges with existing site design, limited functional space for additional interments, and the requirement for planning, property improvements, and re-development. The cemetery is operated and maintained as a regular park-site property.

The following are other organizations that provide cemetery services on the lower Sunshine Coast.

- Forest View Cemetery in Madeira Park is a family owned and operated sanctioned cemetery, run by dedicated trustees, accepting interments for (historical) family locals only, with very few plots available.
- St. Hilda's church located in Sechelt has a very small cemetery. They are not accepting full burials, and only accept cremation interments to parishioners.
- A small historical cemetery located in lower Gibsons near Molly's Reach that has been officially closed for years.
- shíshálh Nation Cemetery located on band land in Sechelt that is only open to Nation members.
- Mariner's Rest, a provincially designated site for burial of ashes at sea, is located in Howe Sound in Thornbrough Channel off the West coast of Gambier Island. The Anglican Mission is the custodian of their records.

Devlin's Funeral Home provides cremation and funerary services to the lower Sunshine Coast.

More information of the SCRD's cemetery services can be found in the DRAFT Cemetery Master Plan.

DISCUSSION

The following legislation governs the provision of cemetery services:

- *Cremation, Interment and Funeral Services Act (Provincial legislation governing cemeteries)*
- *Business Practices and Consumer Protection Act (Provincial legislation governing business practices and consumer protection with respect to cemeteries)*
- *Sunshine Coast Regional District Cemetery Bylaw No. 689, 2014 (relates to the operation and maintenance of SCRD cemeteries)*
- *Sunshine Coast supplementary Letters Patent ID-14 Cemetery (establishes SCRD cemetery service as a continued service)*

Whether the SCRD continues to provide active cemetery services to the community after it runs out of developed cemetery land will largely depend on the philosophy of current and future elected officials regarding the SCRD's role in providing cemeteries as a community service to its residents. Many local governments value the community benefits of operating cemeteries; whether it is providing a place to honor our Veterans; creating places of communal grief and mourning or places for our diverse society to celebrate their deceased and honor those anniversaries; the role of cemeteries in the overall parks and open space system; or simply providing places of quiet contemplation and solace for the community.

There is no requirement in the *BC Cemetery and Funeral Services Act* for local government to provide cemetery services. The Act outlines the requirements that must be adhered for the provision cemetery services but there is not a requirement to continue interment service provision once the cemetery property is full, and all available in-ground and cremation interment plots are sold (available inventory has run out). The SCRD would be obligated to fulfil the terms of existing agreements/contracts (e.g., individuals that have already purchased family plots with intent to inter subsequent family members as time proceeds and individuals pass away). As such, current SCRD obligations to individual plot sales and interment contracts may continue over many years and perhaps generations.

The SCRD is also mandated to fulfill the perpetual care requirements for existing cemeteries, which ensure that the property is operated, maintained, and protected in perpetuity. The SCRD is committed to the perpetual care of the three cemeteries it owns (Kleindale, Elphinstone and Seaview cemeteries). Perpetual care or "endowment care" means the maintenance, repair, and care of all places in the cemetery. Perpetual care means the maintenance and the reasonable administration of the cemetery grounds and buildings in keeping with a cemetery properly maintained using a care and maintenance trust fund.

The *BC Cemetery and Funeral Services Act* outlines the required process if the SCRD chooses to close a cemetery property, stop or discontinue providing cemetery services. This process includes written notification to the Registrar (The Minister's delegate under the *BC Public Service Act*), and due diligence with properly notifying existing cemetery plot contract holders. There is no formal approval required, however, valid reasons for either site closure and/or service disruptions must be provided via formal written notification (i.e., lack of space, or insufficient inventory).

Further, changes to the service will require consent from two-thirds of the participants in the service as well as approval from the Province (Inspector of Municipalities) before initiating those

changes or discontinuing any part of the service as was established through supplementary Letters Patent.

A final note: Staff conferred with industry experts Erik Lees & Associates, a firm with over 25 years of experience providing cemetery consulting services to local, regional, provincial, and national governments. They noted in their experience that it is a rare occurrence for local governments to ‘get out’ of the cemetery businesses for many reasons, not the least of which was the prospect of responding to citizens disappointed at the lack of burial and memorialization spaces. Ceasing cemetery services may result in families having to find new burial plots at a location separate from where their ancestors/family members are presently buried. Public perception is a risk that should be considered if thinking about the discontinuation of the service.

CONCLUSION

This report provides information on the provision of cemetery services by the SCRD.

Reviewed by:			
Manager		Acting CAO / Finance	X- T. Perreault
GM	X - S. Gagnon	Legislative	X - S. Reid
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 2 BUDGET PROPOSAL FOR COMMUNITY SERVICES – CEMETERY SERVICES [400]**

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Community Services – Cemetery Services [400] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

Recommendation No. 79 *Cemetery Services [400] – 2023 R1 Budget Proposal*

The Finance Committee recommended that following budget proposal be referred to the 2023 Round 2 Budget with further information on the Sunshine Coast Regional District's provision of cemetery services:

- Budget Proposal 1 – Seaview Cemetery Expansion Project, \$589,600 funded \$294,800 Municipal Finance Authority (MFA) Short Term Loan and \$294,800 from Operating Reserves (0.05 FTE Senior Parks Worker to be included in 2024 at \$15,130 funded from Taxation).

See March 2, 2023 Finance Committee Meeting Staff Report: Sunshine Coast Provision of Cemetery Services for additional information on cemetery services.

DISCUSSION

2023 R2 Budget Proposals by Category

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>	<p>2023 - \$294,800 Short Term MFA Loan 2023 - \$294,800-Operating Reserve</p> <p>2024 - \$15,130 Taxation includes 0.05 FTE – (wages \$3,514, benefits \$1,115, \$10,500 operating)</p>
<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 we 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>

	<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

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	\$ 143,200	\$ 157,200	\$ 175,200	\$ 193,200
2022 Operating Surplus	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Cemetery expansion project	\$ (294,800)	\$ (4,000)	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Closing Balance in Reserve	\$ 143,200	\$ 157,200	\$ 175,200	\$ 193,200	\$ 211,200

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM	X - S. Gagnon	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Allen van Velzen, Manager, Facility Services
Graeme Donn, Manager, Recreation Services

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR COMMUNITY RECREATION FACILITIES [615]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Community Recreation Facilities [615] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated at Round 1. Base Budget Increase for Snow and Ice Control at Gibsons and Area Community Centre (GACC) and Gibsons and District Aquatic Facility (GDAF), \$23,500 funded through Taxation;
- Budget Proposal 3 – Incorporated at Round 1. Viability of Alternate Water Source for Sunshine Coast Area Ice Operations, \$10,000 One Time funded from Operating Reserves;
- Budget Proposal 4 – Incorporated at Round 1. Aquatic Instructor Ongoing Base Budget, \$15,000 One Time and \$30,362 (9 months prorated in 2023) and future at \$40,483 funded through Taxation;
- Budget Proposal 1 - as follows, was referred to 2023 Round 2 Budget per the following recommendation:
 - Budget Proposal 1 – Health and Safety Equipment, \$21,500 One Time funded from Operating Reserves.

DISCUSSION

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.

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	\$ 821,762	\$ 827,062	\$ 832,362	\$837,662
2022 Projected operating surplus	\$ 65,000	\$ -	\$ -	\$ -	\$ -
Viability of alternate water source	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Health and safety equipment	-\$ 21,500				
Budgeted contribution	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300
Forecasted closing balance	\$ 821,762	\$ 827,062	\$ 832,362	\$ 837,662	\$842,962

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM	X – S. Gagnon	Legislative	
CAO		Other	

SUNSHINE COAST SCRD STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Shelley Gagnon, GM Community Services

SUBJECT: SCHOOL FACILITIES – JOINT USE AGREEMENT

RECOMMENDATION(S)

THAT the report titled School Facilities – Joint Use Agreement be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

Recommendation No. 86 *School Facilities - Joint Use [630] – 2023 R1 Budget Proposal*

The Finance Committee recommended that the following budget proposal be referred to the 2023 Round 2 Budget for further information on the current joint use agreement:

- Budget Proposal 1 – Joint Use Agreement – Financial Implications, \$44,850 funded through Taxation.

The purpose of this report is to provide the Board with further information on the Joint Use Agreement held between the Sunshine Coast Regional District (SCRD) and the Board of Education School District No.46 (SD46).

The SCRD and SD46 first entered into a Joint Use Agreement in 1977 that was revised in 1999. The purpose of the Agreement was stated as:

“The Regional District and the School District agree that the purpose of this agreement is to outline how the parties shall share the capital and operating costs and coordinate efforts in the development of school, recreational and other community use sites, facilities and programs in order to avoid duplication and to make such facilities and programs available to members of the community. It is the further intention of this agreement that the parties shall mutually coordinate the planning and programming for activities in such facilities. Notwithstanding this agreement it will not always be feasible to develop joint use facilities hence each of the parties shall remain free to develop facilities outside of the terms of this agreement.”

This agreement was in effect until 2015 and included provisions related to the following facilities:

- An SCRD construction contribution towards a music room, kitchen and general purpose/instruction room at Pender Harbour School
- An SCRD construction contribution towards 1978 Joint Facilities Programme - various school rooms, 1979
- Construction and operations of the swimming pool at Pender Harbour Secondary School, 1979
- SCRD construction contribution towards a community hall/gymnasium at Roberts Creek Elementary School, 1982
- SCRD construction contribution towards a community use room, kitchen and community storage area at Davis Bay Elementary School, 1981
- SCRD construction contribution towards a general purpose room, kitchen and storage room at West Sechelt Elementary School, 1984

In 2016, the SCRD and SD46 worked collaboratively for several months to draft a revised Joint Use Agreement based on the following guiding principles:

- The agreement should be simple and broad in scope
- It should be mutually beneficial
- It should allow for increased use of community assets with manageable costs

On October 13, 2016 the SCRD Board passed a resolution to enter into a Joint Use Agreement with SD46. The key elements of the Joint Use Agreement included:

- Recognition of a shift in the commitment in how each organization will cooperate;
- Facilities will be shared and a priority booking has been established;
- Facilities will be utilized by either party at no cost. Additional staffing such as instructional/program related facilities is at cost recovery;
- A Joint Use Committee, with representation by both the SCRD Board and SD46 Board of Trustees will meet regularly;
- Communication and cooperation is mutually recognized.

The revised Agreement was signed by both organizations and became effective on September 1, 2017. The agreement included provisions for reciprocal use of identified spaces within all SD46 school facilities as well as the five SCRD operated recreational facilities, community halls and sport fields. The agreement also acknowledges that the Regional District and the School District may enter into separate agreements for the purpose of constructing, maintaining, operating, or contributing to the cost of construction, maintenance or operation of facilities for community use on school sites.

Of note: Community groups use of SD46 or SCRD facilities are not included in the Joint Use Agreement. Both the School District and Regional District welcome community use of their facilities and community groups can book the facilities through an established process and are charged a fee based on the respective parties fees and charges rates.

The Agreement includes the provisions for a Joint Use Committee, which includes elected representatives from both the SCRD and SD46 Boards, to meet at least once per calendar year. The purpose of the Joint Use Steering Committee is to guide the implementation and success of the Joint Use Agreement and support the community by making the most effective use of public resources by avoiding duplication of efforts and assets, wherever possible.

DISCUSSION

Although the Agreement stipulates that the ‘facilities will be utilized by either party at no cost’, these are considered ‘non-cash’ transactions for both entities. This means the bookings by both parties need to be recorded through the statement of operations per public sector accounting standards. This was also highlighted as part of the [SCRD's Independent Audit findings for 2017](#). Therefore, there is a tax implication to this agreement.

Both the SCRD and SD46 track and share booking information, and the associated revenues and expenses are recorded. For each year of active use of the Agreement, year-end deficits have resulted as follows: 2017-\$1,257; 2018-\$8,991; 2019- \$33,857; 2020/2021-n/a due to global pandemic.

The first year of full implementation was in 2019. Over that year, the SCRD booked a school facility 32 times (approximate value of \$2,900), as compared to 415 bookings of SCRD facilities by the SD46 (approximate value of \$38,500).

Typical activities in which the SD46 accessed SCRD facilities include: swimming, ice skating, dryland activities, weight room sessions, and squash games. School District facilities are available for SCRD hosted public meetings, or SCRD registered programs offered to the public (have not offered these programs to date, due to the pandemic and timing).

With the lifting of restrictions, SD46 use of SCRD facilities began again in 2022 (approximate value of \$22,600), however, the SCRD only used an SD46 facility once last year. There is no amount budgeted to account for facility use, and in 2022 there was a \$23,651 deficit for the Joint Use function [630].

Of note: Once the pandemic restrictions were lifted, community groups resumed booking School District facilities as well as Regional District facilities.

At the regular SCRD Board meeting on July 14, 2022, the Board approved renewing the Joint Use Agreement for an additional 5 years (expires August 31, 2027). Either party may terminate the Agreement at any time upon six (6) months written notice. On September 21, 2022, the Joint Use Steering Committee met for the first time since prior to the pandemic.

CONCLUSION

This report provides further information on the Joint Use Agreement held between the SCRD and the Board of Education SD46.

Attachment:

A. Master Joint Use Agreement dated August 12, 2022

Reviewed by:			
Manager		Acting CAO / Finance	X- T. Perreault
GM	X - S. Gagnon	Legislative	X - S. Reid
CAO		Other	

MASTER JOINT USE AGREEMENT

THIS AGREEMENT made the 12 day of August, 2022

BETWEEN: SUNSHINE COAST REGIONAL DISTRICT

1975 Field Road

Sechelt, BC

V0N 3A1

(the "Regional District")

AND: THE BOARD OF EDUCATION SCHOOL DISTRICT NO. 46

(Sunshine Coast)

494 South Fletcher Road Box 220

Gibsons, BC V0N 1V0

(the "School District")

WHEREAS:

The *Local Government Act* and the *Public School Act* provide that the Regional District and the School District may enter into an agreement for the purpose of constructing, maintaining, operating, or contributing to the cost of construction, maintenance or operation of facilities for community use on school sites;

AND WHEREAS The School District wishes to develop and maintain certain educational facilities and to operate schools;

AND WHEREAS The Regional District wishes to develop and maintain certain recreational facilities and to organize or facilitate certain public recreational programs;

AND WHEREAS It is in the best interest of all parties to make the most effective economical use of public resources by avoiding duplication of facilities, land, services and equipment.

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the respective and mutual covenant, undertakings, terms and conditions set forth hereunder, the Parties hereby agree as follows:

1. FACILITIES TO BE INCLUDED IN THIS AGREEMENT

- 1.1 The Regional District wishes to make available to the School District, Facilities for school use as laid out in Schedule A (list of the facilities that are part of the agreement with times defined) hereto, and the School District wishes to make available to the Regional District, Facilities for community use as laid out in Schedule B (list of the facilities that are part of the agreement with times defined).
- 1.2 It is the mutual desire of the School District and the Regional District to construct new facilities, to refit existing facilities and to utilize facilities (including existing facilities) jointly, thereby increasing and improving services for the maximum benefit of their respective constituents.

2. DEFINITIONS

- 2.1 "Agreement" means this agreement including all schedules attached hereto, as amended or supplemented in writing from time to time.
- 2.2 The "Facility" means assets named in this agreement or schedules to the agreement.
- 2.3 "Community Space" means areas in School District Facilities that are used by the public for recreation programs and activities.
- 2.4 "Joint Use Committee" means the advisory group comprised of elected officials appointed by the Regional District and the School District.

3. REGIONAL DISTRICT FUNDING

- 3.1 The Regional District has and may agree to contribute funds toward the costs of the capital development of Community Space in specific schools and may agree to contribute annually to the use of joint Community Space in schools.

4. ASSURED ACCESS

- 4.1 The School District has agreed to provide assured access to the Facilities for Regional District on certain terms and conditions as are more particularly set out in this Joint Use Agreement.

- 4.2 The Regional District has agreed to provide assured access to the Facilities for the School District, on certain terms and conditions as are more particularly set out in this Joint Use Agreement.

5. JOINT USE COMMITTEE FUNCTIONS

- 5.1 The Joint Use Committee will be made up of representatives established in accordance with its terms of reference, as amended from time to time.
- 5.2 Notwithstanding section 5.1, the Joint Use Committee will meet at least once per calendar year.

6. JOINT USE AGREEMENT ADMINISTRATION

- 6.1 Staff from the School District and Regional District shall meet regularly.
- 6.2 Staff will make recommendations to the Joint Use Committee for reasons including, but not limited to, capital investment, policy changes, and contractual amendments.
- 6.3 Staff from each organization will develop and administer procedures, regulations and operating policies consistent with the spirit and intent of this Agreement.

7. DISPUTE RESOLUTION

- 7.1 A dispute that is not resolved by the Joint Use Committee may be submitted to mediation.

8. IDEMNIFICATION

- 8.1 The Regional District agrees to indemnify and save the School District, its officers, employees, servants, agents and contractors, harmless from any and all claims arising out of the Regional District's use and occupation of the facilities set out in Schedule "B" hereto except to the extent caused by the negligence of the School District or those persons for whom the School District is, in law, responsible.
- 8.2 The School District agrees to indemnify and save the Regional District, its officers, officials employees, servants, agents and contractors, harmless from any and all claims arising out of the School District's use and occupation of the facilities set out in Schedule "A" hereto except to the extent caused by the negligence of the Regional District or those persons for whom the Regional District is, in law responsible.

9. FEES

- 9.1 During regular operating hours, the School District Schools located within participating areas of the Regional District, may use the Regional District's facilities, as set out in Schedule A, free of charge for School District curricular and extra-curricular activities within and outside of school hours, provided that the facilities are not otherwise committed for use for Regional District programs. Exceptions are the School District shall pay all additional costs where the Regional District provides instructional or organized programs. Students outside of a school program under the Joint Use Agreement may not use a Facility for free where subject to the normal Regional District fees and charges.
- 9.2 During regular operating hours, the Regional District within participating areas of the School District, may use the School District's School Facilities as set out in Schedule B within the boundaries of the Regional District, free of charge for Regional District activities provided that the facilities are not otherwise committed for School District use. Exceptions are the Regional District shall pay all additional costs where the School District provides instructional or organized programs, or where the activity has caused measurable wear or damage to the Facility.

10. SCHEDULING AND USE OF FACILITIES

- 10.1 The day to day management, operation and bookings of the School District facilities will be under the direction of the School District administration.
- 10.2 The day to day management, operation and booking of the Regional District facilities will be under the direction of the Regional District administration.
- 10.3 Both parties agree to adhere to the policies governing use of each party's facilities.
- 10.4 Either party, can, without notice, intervene between the partner and the user group to close a facility or grounds area for reason of safety to the user and/or facility/grounds area.

11. PRIORITIES OF USE

- 11.1 In establishing and administering booking policies for the joint use facilities, the parties hereto agree to the following priority schedule:

First priority: facility owner
Second priority: joint use partner
Third priority: community groups

12. CANCELLATION

- 12.1 When a booking has been confirmed for the use of School District or Regional District facilities in accordance with the joint use agreement protocol, neither party hereto may unilaterally cancel the booking. It is understood that in exceptional circumstances, the School District or the Regional District may cancel a previously confirmed booking. All communication regarding cancellations shall be through the appropriate booking department for the Regional District or the School District. In the event of such a cancellation, the parties will utilize every effort to provide suitable alternate facilities for the holder of the cancelled booking.
- 12.2 The School District or the Regional District without notice may cancel a confirmed booking if in the opinion of the Facility owner acting reasonably, the Facility is unfit for the intended use.
- 12.3 In the case of any dispute with respect to a conflict in bookings or other emergent situation as to any of the facilities, an appeal may be made using the relevant party's protocol, as amended from time to time.

13. STAFFING

- 13.1 Except for recovery of additional labour and materials required as a result of the Joint Use Agreement, Regional District and School District facilities shall be provided to the parties to this agreement without cost.
- 13.2 In the event that a party provides any services that are requested by the other party that are above the regular staffing costs, the requesting party shall pay those costs.
- 13.3 It is understood that subject to a collective agreement, bargaining unit employees may be required to be in attendance where facilities are used and/or other provisions shall apply.

14. USE AND MAINTENANCE

- 14.1 The Regional District shall be responsible for the interior and exterior maintenance of all facilities as set out in Schedule A hereto and used by the School District pursuant to the provisions hereof, and the School District shall only be liable for the cost of repair of any damage caused to such facility arising out of misuse by the School District or any student, employee or volunteer.

- 14.2 The School District shall be responsible for the interior and exterior maintenance of all facilities as set out in Schedule B hereto and used by the Regional District pursuant to the provisions hereof, and the Regional District shall only be liable for the cost of repair of any damage caused to such facility arising out of misuse by the Regional District or any program participant, employee or volunteer.
- 14.3 The Regional District may establish rules of conduct for the use of the facilities set out in Schedule A hereto and on being informed of the rules of conduct, the Regional District shall observe those rules of conduct and communicate those rules of conduct to any program participant, employee or volunteer who makes use of those facilities. Any violation of such rules of conduct shall forthwith be reported by the Regional District to the School District.
- 14.4 The School District may establish rules of conduct for the use of the facilities set out in Schedule B hereto and on being informed of the rules of conduct, the School District shall observe those rules of conduct and communicate those rules of conduct to any student, employee or volunteer who makes use of those facilities. Any violation of such rules of conduct shall forthwith be reported by the School District to the Regional District.
- 14.5 The Principal of the school may authorize use of any school equipment. The Principal or designate will arrange the release of authorized equipment to user groups and other benefiting users. All requests for equipment must be made in writing 5 days prior to use of the facility.
- 14.6 Dependent on availability of space, the Regional District may be permitted to store equipment owned by them at a School District Facility in a place provided for and in a manner agreeable to the school Principal. All requests for equipment storage must be made in writing 5 days prior to use of the facility.
- 14.7 Dependent on availability of space, the School District may be permitted to store equipment owned by them at a Regional District Facility in a place provided for and in a manner agreeable to the Facility manager. All requests for equipment storage must be made in writing 5 days prior to use of the Facility.

15. TERMS OF THE AGREEMENT

- 15.1 This agreement shall be in effect for an irrevocable period commencing September 1, 2022 until August 31, 2027. Effective September 1, 2027 the agreement may be extended for an additional 5 years expiring on August 31, 2032.
- 15.2 Either party may terminate this agreement at any time upon six (6) months' written notice, and until so terminated this agreement shall remain in full force and effect.

- 15.3 Any amendments hereto, shall be in writing and executed with the same formality and in like manner as was this Agreement.

16. INSURANCE

- 16.1 The Parties must, without limiting each other's obligations or liabilities and at their own expense, purchase and maintain throughout the Term the following insurances with insurers licensed in Canada in forms and amounts acceptable to each other:

16.1.1 Commercial General Liability in an amount not less than \$5,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must:

16.1.2 include the the other Party as an additional insured,

16.1.3 include a cross liability clause.

- 16.2 All insurance described in section 1 of this Schedule must:

16.2.1 be primary; and

16.2.2 not require the sharing of any loss by any insurer of the other Party.

- 16.3 Evidence of insurance will be exchanged annually to confirm coverage.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the day and year first written.

IN WITNESS WHEREOF the Corporate)
Seal of the **SUNSHINE COAST**)
REGIONAL DISTRICT was hereunto)
affixed in the presence of:)


_____)

CHAIR)


_____)

CORPORATE OFFICER)

C/S

IN WITNESS WHEREOF the Corporate)
Seal of **SCHOOL DISTRICT NO. 46** was)
hereunto affixed in the presence of:)

DocuSigned by:)

_____)
C60007FA7467457

SCHOOL BOARD CHAIR)

DocuSigned by:)

_____)
B2CECB0C280F409

SECRETARY-TREASURER)

C/S

SCHEDULE 'A'
REGIONAL DISTRICT FACILITIES
THAT ARE PART OF THIS AGREEMENT

Gibsons and Area Community Centre

Gibsons and District Aquatic Centre

Sechelt Aquatic Centre

Sunshine Coast Arena

Eric Cardinal Hall

Frank West Community Hall

Chaster Hall

Coopers Green Hall

Sports Fields

Pender Aquatic Centre

Grantham's Hall

ATTACHMENT

SCHEDULE "B"
SCHOOL DISTRICT FACILITIES
THAT ARE PART OF THIS AGREEMENT

Gymnasiums

Classrooms

Playing Fields

Kitchens

Multi-purpose Rooms

Theatre

Running Track

Industrial Arts (with qualified supervision)

Fitness Centres (with qualified supervision)

Bouldering Wall (with qualified supervision)

ATTACHMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Graeme Donn, Manager, Recreation Services

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR SCHOOL FACILITIES – JOINT USE [630]

RECOMMENDATION(S)

THAT the report titled **2023 Round 2 Budget Proposal for School Facilities – Joint Use [630]** be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

Recommendation No. 86 *School Facilities - Joint Use [630] – 2023 R1 Budget Proposal*

The Finance Committee recommended that the following budget proposal be referred to the 2023 Round 2 Budget for further information on the current joint use agreement:

- Budget Proposal 1 – Joint Use Agreement – Financial Implications, \$44,850 funded through Taxation.

See March 2, 2023 Finance Committee Meeting Staff Report: School Facilities - Joint Use Agreement, for additional information.

DISCUSSION

2023 R2 Budget Proposals by Category

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 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 \$44,850 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	-\$ 16,550	-\$ 16,550	-\$ 16,550	-\$ 16,550
2022 Operating Deficit	\$ (23,650)	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	-\$ 16,550	-\$ 16,550	-\$ 16,550	-\$ 16,550	-\$ 16,550

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM	X - S. Gagnon	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 2 BUDGET PROPOSAL FOR PARKS OPERATION TECHNICIAN – VARIOUS FUNCTIONS**

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Parks Operation Technician – Various Functions be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations (excerpt):

AND THAT the following budget proposal be referred to the 2023 Round 2 Budget for further consideration:

- Budget Proposal 1 – Parks Operation Technician (1.0 FTE), \$69,204 (9 months prorated in 2023) and future at \$92,272 funded through Taxation, as follows:
 - [650] Community Parks 70%
 - [665] Bicycle and Walking Paths 10%
 - [680] Dakota Ridge Recreation Services 10%
 - [400] Cemetery Services 10%.

DISCUSSION

2023 R2 Budget Proposals by Category

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>	<p>\$69,204 (pro-rated for 9 months)- consisting of \$51,392 wages, \$16,312 benefits, and \$1,500 training</p> <p>Split between Functional Areas:</p> <p>70% [650], 10% [665], 10% [680] and 10% [400]</p>

<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</p>

		<p>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>																														
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Future financial impact includes the 3 months prorated amount in 2024.</p> <table border="1" data-bbox="755 974 1362 1134"> <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>Annual 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" data-bbox="755 1266 1250 1507"> <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	Annual Ongoing	Function	%	Value	650	70	\$64,591	400	10	\$ 9,227	680	10	\$ 9,227	665	10	\$ 9,227		100	\$92,272
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Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM	X - S. Gagnon	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Kevin Clarkson, Manager, Parks Services

SUBJECT: **2023 ROUND 2 BUDGET PROPOSAL FOR SOLID WASTE BYLAW IMPLEMENTATION COMMUNITY PARKS [650] AND CEMETERY SERVICES [400]**

RECOMMENDATION(S)

THAT the report titled **2023 Round 2 Budget Proposal for Solid Waste Bylaw Implementation Community Parks [650] and Cemetery Services [400]** be received for information.

BACKGROUND

On February 9, 2023 the following resolution was approved at the Board Meeting (excerpt):

Recommendation No. 96 *Solid Waste Bylaw Implementation – [650] Community Parks and [400] Cemetery Services - 2023 R1 Budget Proposal*

The Finance Committee recommended that the following budget proposal be approved and incorporated into the 2023 Round 2 Budget:

- Budget Proposal 1 – Solid Waste Bylaw Implementation, \$94,667 (9 months prorated in 2023) and **full time ongoing \$102,701** funded through Taxation, as follows:*

*[400] Cemetery Services \$6,660 One Time and \$100 Ongoing;
[650] Community Parks \$79,973 One Time and \$7,934 Ongoing.*

Subsequent to approval it was noted that an error was made in the full-time ongoing figure of \$102,701 as highlighted in bold above. A recommendation was made to strike the above resolution and the purpose of this report is to bring back the proposal for reconsideration with corrected ongoing funding implications. All changes are highlighted in bold below.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	Function Number – Project Name:	[400/650] – Solid Waste Bylaw Implementation (0.03 FTE)
	Rating:	Enhancement to Service

	<i>Areas Affected (A-F, Regional, Islands):</i>	[400] All [650] A, B, D, E, F
	<i>2023 Funding Required:</i>	<p>2023 Funding = \$94,667</p> <p>One-time: [400] – \$6,660 [650] – \$79,973</p> <p>On-going base budget: [400] – \$100 [650] – \$7,934</p> <p>2023 funding of \$94,667 broken down as follows:</p> <p>\$86,633 in one-time expenses, \$1,295 in wages and benefits (prorated), \$6,740 in ongoing operating expenses (prorated).</p> <p>Funding to be split: [650] Community Parks – 93%, [400] Cemetery Services -7%</p> <p><i>Ongoing costs assume all new receptacles installed by mid-year 2023</i></p>
	<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</p>

	<p>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>																																													
Climate Action Impact	<p>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.</p>																																													
Future Financial Implications and Life Cycle Cost Breakdown	<p>This project proposes new receptacle units, that will need to be included in the Parks capital asset replacement plan.</p> <table><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><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></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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		<p>Ongoing costs of \$16,069 in 2024 and beyond consist of; \$2,589 in wages and benefits and \$13,480 in operating costs funded through taxation.</p> <p>Funding to be split:</p> <p>[650] Community Parks – 93%</p> <p>[400] Cemetery Services -7%</p>
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Financial Implications

As this is a Multi-Function Proposal – See individual Functions for Capital and Operation Reserves Plans.

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM	X – S. Gagnon	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Raphael Shay, Manager, Sustainable Development

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR REGIONAL SUSTAINABILITY [136]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Regional Sustainability [136] be received for information.

BACKGROUND

At Round 1 2023 Budget meeting, it was recommended:

Recommendation No. 99 *Regional Sustainability [136] - 2023 R1 Budget Proposal*

The Finance Committee recommended that the following budget proposal be referred to the 2023 Round 2 Budget, pending conformation of alternate sources of funding:

- Budget Proposal 2 – Association of Vancouver Island and Coastal Communities (AVICC) Climate Leadership Plan (CLP) Membership and Community Energy Association Membership, \$7,500 funded through Taxation.

Additionally, a new Budget Proposal #3 is being created as a result of a resolution made at the September 22, 2022 Board meeting, as follows:

247/22 **Recommendation No. 6** *UBCM Disaster Risk Reduction – Climate Adaptation Grant*

THAT the report titled Union of British Columbia Municipalities (UBCM) Disaster Risk Reduction – Climate Adaptation Grant Application – Coastal Flood Mapping be received for information;

AND THAT the Sunshine Coast Regional District (SCRD) supports the project application to the UBCM Disaster Risk Reduction – Climate Adaptation Program for development of a Coastal Flood Mapping for the SCRD and agrees to provide overall grant management;

AND FURTHER THAT requests for resolutions of support be forwarded to Town of Gibsons, District of Sechelt, Islands Trust, shíshálh Nation and Skwxwú7mesh Nation.

DISCUSSION

2023 R2 Budget Proposals by Category

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>	Grant (Local Government Climate Action Program - LGCAP)
	<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 for 2 years, which is the deadline for spending LGCAP funds. Value-for-money would be evaluated annually prior to membership renewal.

DISCRETIONARY

3	Function Number – Project Name:	***NEW [500] Regional Planning – Community Emergency Preparedness Fund (CEPF) Disaster Risk Reduction – Climate Adaptation: Coastal Flooding Project
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	\$510,000
	Funding Source(s):	Grant from Union of British Columbia Municipalities (UBCM) CEPF
	Asset Management Plan Implications:	Project results could lead to updates to SCRD asset management plans for assets within the project boundary.
	Rationale / Service Impacts:	SCRD was notified of grant success / approval in principle on January 19. Resolution from Islands Trust is required to confirm the approval (in progress, and due by February 19). Board direction to accept the grant and incorporate into the Financial Plan is required.
	Climate Action Impact	Project is in response to climate change and has potential to drive adaptation action.
	Future Financial Implications and Life Cycle Cost Breakdown	One-time costs for project.

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

Local Government Climate Action Program Funds

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 385,646	\$ 481,228	\$ 481,228	\$ 481,228	\$ 481,228
2023 Budget Proposals	\$ (7,500)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 103,082	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 481,228	\$ 481,228	\$ 481,228	\$ 481,228	\$ 481,228

Reviewed by:			
Manager		Acting CAO / Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR FIRE SERVICES [210-218]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Fire Services [210-218] be received for information.

BACKGROUND

On September 22, 2022 the Sunshine Coast Regional District (SCRD) Board adopted the following resolution 246/22 Recommendation No. 5:

THAT the report titled Community Emergency Preparedness Fund Grant Application for Fire Department Equipment and Training be received for information;

AND THAT a grant application of up to \$120,000 for Fire Department Equipment and Training be submitted to the Union of British Columbia Municipalities on behalf of the Sunshine Coast Regional District;

AND FURTHER THAT the Sunshine Coast Regional District supports the current proposed activities identified in the application and is willing to provide overall grant management.

SCRD was successful with the grant application. This proposal would accept the grant and incorporate the funding in to the 2023-2027 Financial Plan.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	Function Number – Project Name:	***NEW [210-218] – SCR D Fire Department Equipment Modernization and Enhancements
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	All
	2023 Funding Required:	\$30,000 (210 Gibsons and District Fire Protection) \$30,000 (212 Roberts Creek Fire Protection)

		<p>\$30,000 (216 Halfmoon Bay Fire Protection)</p> <p>\$30,000 (218 Egmont and District Fire Protection)</p> <p>\$120,000 (total for all four fire departments)</p>
	<i>Funding Source(s):</i>	UBCM CEPF grant funding
	<i>Asset Management Plan Implications:</i>	<p>This type of small equipment is not included in the 20-year capital plans for fire departments, so replacement funding is not budgeted for.</p> <p>A future decision on whether to replace (or not) the equipment at end of useful life (estimated at 15 to 20 years) would be needed. There are many factors such as future needs, future technology, grant availability, etc. that would play into such a decision.</p>
	<i>Rationale / Service Impacts:</i>	<p>The SCRD applied for a Community Emergency Preparedness Fund grant for fire department equipment and training to be better equipped and trained for structure and wildland urban interface fires.</p> <p>The SCRD was notified that the grant application was successful.</p>
	<i>Climate Action Impact</i>	Environmental impacts were considered as part of the application. Increasing the efficiency of the fire department is also expected to have a positive impact to the environment.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Staff will continue to pursue grant opportunities to update fire department response equipment. The fire department capital plans will be updated to reflect replacement cost of new equipment.

Financial Implications

See individual department operating and capital reserve tables.

Reviewed by:			
Manager		Acting CAO / Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: **2023 ROUND 2 BUDGET PROPOSAL FOR SUNSHINE COAST EMERGENCY PLANNING [222]**

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Sunshine Coast Emergency Planning [222] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated at Round 1. Emergency Support Services (ESS) Director (Exempt, Casual) (0.114 FTE), \$7,409.50 (9 months prorated in 2023) and future at \$9,879.33 funded through Taxation;
- Budget Proposal 3 – Incorporated at Round 1. Hazard, Risk and Vulnerability Analysis (HRVA) Update), \$50,000 funded through Taxation.
- Budget Proposal 4 – Incorporated at Round 1. Extreme Heat Planning Grant, \$120,000 funded by a Provincial Grant.
- Budget Proposal 1 - as follows, was referred to 2023 Round 2 Budget per the following recommendation (excerpt):

AND THAT the following budget proposal, contingent on a grant, be referred to the 2023 Round 2 Budget:

- Budget Proposal 1 – FireSmart 2.0 (up to 4.5 FTE), \$370,000 contingent on Union of British Columbia Municipalities (UBCM) Community Resiliency Investment Grant.

DISCUSSION

2023 R2 Budget Proposals by Category

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>	<p>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.</p> <p>This proposal is contingent on a successful grant application.</p> <p>Staff made enquiry with the grantor and results of the grant application are not expected until March 19th.</p> <p>If SCRD is successful with the application, a report to a future Committee to consider grant acceptance and a Financial Plan amendment will be prepared. Therefore, no decision can be made at this time.</p>
	<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.

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	\$ 5,820	\$ 30,820	\$ 55,820	\$ 80,820
2022 Operating Deficit	\$ (37,780)	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Closing Balance in Reserve	\$ 5,820	\$ 30,820	\$ 55,820	\$ 80,820	\$ 105,820

Reviewed by:			
Manager		Acting CAO / Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR REGIONAL PLANNING [500]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Regional Planning [500] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 1 – Incorporated at Round 1. Regional Housing Coordinator, \$76,997 funded by a Municipal Regional Destination Tax via Sunshine Coast Tourism;
- Budget Proposal 2 – Deferred to 2024 Budget with staff continuing to review grant opportunities. Sunshine Coast Regional District / Public Lands Comprehensive Review, \$100,000 funded through Taxation with potential of grant
- Budget Proposal 3 - as follows, was referred to 2023 Round 2 Budget per the following recommendation:

The Finance Committee recommended that the following budget proposal be referred to the 2023 Round 2 Budget with a report back providing further details from the Ministry of Transportation and Infrastructure:

- Budget Proposal 3 – Mt. Elphinstone Hydrological Study, \$150,000 funded through Taxation with potential of grant.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

3	Function Number – Project Name:	[500] Regional Planning – Mt. Elphinstone Watershed Strategy (please note updated project name and scope)
	Rating:	Enhancement to Service

<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
<i>2023 Funding Required:</i>	\$10,000
<i>Funding Source(s):</i>	Operating Reserve
<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>Based on further dialogue with partners including Town of Gibsons and MoTI related to the R1 proposal for a hydrology study of Mt. Elphinstone, this revised proposal would see SCRD convene a summit-style planning exercise that includes all governments, First Nations and agencies responsible for land management in the south Mt. Elphinstone watershed as a first step. NGOs with watershed management expertise could also play a role. The overall objective would be to improve watershed management to support ecological function/integrity and protect infrastructure and private property. SCRD's interests relate to emergency preparedness, aquifer protection, utility infrastructure and the land use/other bylaws that support these things.</p> <p>The exercise would identify all active watershed-related projects in the study area (there are many, including sub-area hydrological studies), perform a gap analysis, and create a strategy to promote coordination between projects and to address gaps. Recommendations for future projects matched with grant or other funding opportunities would be prepared.</p> <p>Funding would be used to hire a contracted facilitator/expert to run the exercise and prepare the report.</p> <p>The proposal is framed as [500] Regional Planning based on intergovernmental scope and potential for model to be exported to other watersheds.</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.

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	\$ 161,800	\$ 161,800	\$ 161,800	\$ 161,800
2022 Operating Surplus	\$ 34,000	\$ -	\$ -	\$ -	\$ -
Mt. Elpinstone Watershed	\$ (10,000)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 161,800	\$ 161,800	\$ 161,800	\$ 161,800	\$ 161,800

Reviewed by:			
Manager		Acting CAO / Finance	X - T. Perreault
GM	X – I. Hall	Legislative	
CAO	X -	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Ian Hall, General Manager, Planning and Development

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR HILLSIDE DEVELOPMENT PROJECT [540]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Hillside Development Project [540] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 1 - as follows, was referred to 2023 Round 2 Budget per the following recommendation:
 - Budget Proposal 1 – Headlease Renewal, \$213,600 (prorated in 2023) and future at \$250,000 funded from Operating Reserves.
- NEW Budget Proposal – Hillside Business Plan

032/23 **Recommendation No. 2** *Hillside Business Planning (Proposal for R2 2023 Budget Process)*

THAT the report titled Hillside Business Planning (Proposal for R2 2023 Budget Process) be received for information;

AND THAT staff prepare a proposal for the 2023 budget process that would reinvigorate the project, seeking leadership from SCREDO.

DISCUSSION

2023 R2 Budget Proposals by Category

NON - DISCRETIONARY

1	Function Number – Project Name:	[540] - Hillside Development Project - Headlease Renewal (0.2 FTE)
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Electoral Area F

<i>2023 Funding Required:</i>	<p>\$195,400 with prorated staff for 2023:</p> <p>2023 salary \$14,560 2023 mandatory employment-related costs \$3,640</p>
<i>Funding Source(s):</i>	Operating Reserve
<i>Asset Management Plan Implications:</i>	N/A
<i>Rationale / Service Impacts:</i>	<p>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 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>

DISCRETIONARY

2	<i>Function Number – Project Name:</i>	**NEW [540] - Hillside Development Project – Investment Attraction Analysis
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Electoral Area F
	<i>2023 Funding Required:</i>	\$120,000
	<i>Funding Source(s):</i>	Operating reserve: \$90,000 Grants: \$30,000 (ICET READY Capacity Building) Staff will research additional grant opportunities; grant could offset demand on reserves.
	<i>Asset Management Plan Implications:</i>	Will include planning for SCRD lands and assets. Implications to be determined through the plan process.
	<i>Rationale / Service Impacts:</i>	SCRD has large portions of land remaining from earlier Hillside Industrial Park subdivision. Industrial investment interest currently exists. However, the two large remaining properties (50 and 63 hectares) are not prepared for sale or development. A review of lands and related uses is recommended to attract investment opportunities at Hillside. An investment attraction analysis with support of a professional land management or economic development consultant can assist in enabling SCRD to make effective and coordinated decisions for land use and property disposition opportunities. A report on this proposal was provided to the February 9, 2023 Committee of the Whole.
	<i>Climate Action Impact</i>	Climate resilience can be integrated in the scope of analysis.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	One-time project costs.

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	\$ 511,500	\$ 456,900	\$ 456,900	\$ 456,900
2022 Operating Surplus	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Headlease Renewal	\$ (195,400)	-\$ 54,600	\$ -	\$ -	\$ -
Investment attraction analysis	\$ (90,000)				
Other committed projects	\$ (200,000)	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 511,500	\$ 456,900	\$ 456,900	\$ 456,900	\$ 456,900

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X -	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Sherry Reid, Corporate Officer

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR GENERAL GOVERNMENT [110]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for General Government [110] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated at Round 1. Corporate Review – Organizational, \$30,000 funded from Operating Reserves.
- Budget Proposal 3 – Incorporated at Round 1. [110 / 117] Electronic Document Records Management System (EDRMS) Conversion (0.6 FTE), \$127,000 (\$45,000 One Time Records Management, \$40,000 One Time Consulting Services, \$12,000 Annual Maintenance and \$27,000 Annual Salary - 9 months prorated in 2023) and future at \$48,000 (Annual Maintenance and Full Salary Value \$36,000), funded in 2023 from:
 - Operating Reserves \$85,000
 - Support Services \$12,000
 - Taxation \$27,000.
- Budget Proposal 4 – Incorporated at Round 1. Consulting Services – 2023-2026 Strategic Planning, \$30,000 funded from Operating Reserves.
- Budget Proposal 5 – Deferred to 2024. Organizational Policy and Bylaw Review (Temporary 1.0 FTE for two years) \$79,400 (9 months prorated in 2023) and future at \$99,200 funded through Taxation.
- Budget Proposal 1, as follows, was referred to 2023 Round 2 Budget for further consideration per the following recommendation:
 - Budget Proposal 1 – Legislative Services Assistant (0.5 FTE temporary Casual to Permanent), \$18,750 (9 months pro-rated in 2023) and future at \$25,000, funded through Taxation;
- ****NEW** Budget Proposal 6 – Reduction / Rate Stabilization

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	Function Number – Project Name:	[110] – Legislative Services Assistant (0.5 FTE temporary casual to 0.4 permanent)
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	2023 prorated (9 months) - \$18,750
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	<p>FTE Lift for Legislative Services Assistant (0.5 casual to 0.4 permanent lift) - pilot to permanent.</p> <p>In 2020, a 0.5 FTE lift was approved for Legislative Services. The temporary lift provided support through to the end of 2022 and was to then be re-evaluated to determine whether an ongoing need existed. Given current workloads within the department, as well as the demand for Legislative support services for projects from other departments, the need to maintain 0.4 of the original 0.5 lift will be required as a result of the growing corporate workplan expectations.</p> <p>This permanent 0.4 lift allows Legislative Services to maintain its current level of service delivery. The role supports day-to-day operational needs such as Board and Committee meetings, elector approval processes, and general administrative support for the Corporate Officer. The role also fulfills a significant need for backfill within the department, in particular providing leave coverage for the Deputy Corporate Officer, Receptionist, Office Assistant, and the Records Technician as required.</p>
	Climate Action Impact	n/a
	Future Financial Implications and Life Cycle Cost Breakdown	\$25,000 annual ongoing

6	Function Number – Project Name:	**NEW [110] – Reduction/Rate Stabilization
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	2023-(\$200,000)
	Funding Source(s):	Operational Reserve (Reduction to taxation)
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	<p>The General Government Reserve has been building over the past few years. In 2022 in particular, the service experienced a higher than expected surplus of \$346,358 due to higher than expected interest earned on tax requisition funds and unconditional provincial grant. Both of these sources of revenue are meant to reduce the impacts of tax subsidy and is therefore suggested to return the funds to taxpayers in 2023, 2024-2026 and will be re-evaluated after such time. An amount should be left for unexpected events.</p> <p>This aligns with the Financial Sustainability Policy.</p>
	Climate Action Impact	n/a
	Future Financial Implications and Life Cycle Cost Breakdown	<p>2024-(\$100,000)-Rate Stabilization from OP Reserves</p> <p>2025-2026-(\$50,000) Rate Stabilization from OP Reserves</p>

Financial Implications

Five-Year Operating Reserve Plan

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 458,285	\$ 477,285	\$ 377,285	\$ 327,285	\$ 277,285
2022 Operating Surplus	\$ 364,000	\$ -	\$ -	\$ -	\$ -
Corporate Organizational Review	\$ (30,000)	\$ -	\$ -	\$ -	\$ -
EDRMS	\$ (85,000)				
Strategic Plan Development	\$ (30,000)				
*New-Rate Stabilization	\$ (200,000)	\$ (100,000)	\$ (50,000)	\$ (50,000)	
Closing Balance in Reserve	\$ 477,285	\$ 377,285	\$ 327,285	\$ 277,285	\$ 277,285

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 02, 2023

AUTHOR: Gerry Parker, Senior Manager, Human Resources

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR HUMAN RESOURCES [115]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Human Resources [115] be received for information;

AND THAT the Rate Stabilization for Human Resources [115] be increased by \$20,000 for 2023-2027.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated at Round 1. LinkedIn Annual Recruiter Package [115] - Online Tool License Purchase, \$12,000 funded from Reserves;
- Budget Proposal 3 – Incorporated at Round 1. Discontinue Ongoing Contribution to Reserve and Rate Stabilization [115], \$30,000 funded from Reduction.
- Budget Proposal 1 - as follows, was referred to 2023 Round 2 Budget per the following recommendation:
 - Budget Proposal 1 – Human Advisor (1.0 FTE) \$78,750 (7 months prorated in 2023) and future at \$135,000 and Human Resources (0.4 FTE) \$23,733 (8 months prorated in 2023) and future at \$35,600 funded from Support Services.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	Function Number – Project Name:	[115] – Human Resources Advisor (1.0 FTE) and Human Resources Assistant (0.40 FTE)
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	HR Advisor (1.0 FTE):

	<p>2023 pro-rated at 7 months \$78,750.</p> <p>HR Assistant (0.4 FTE):</p> <p>2023 pro-rated at 8 months \$23,733.</p>
<i>Funding Source(s):</i>	Support Services
<i>Asset Management Plan Implications:</i>	n/a
<i>Rationale / Service Impacts:</i>	<p>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.</p> <p>Of the 250 line items currently planned to be in front of the Board in the 2023 Round 2 budget (including carryforwards, approved proposals, and those under review), there is a direct connection to 54 of those proposals (21.6%) impacting HR services in terms of recruitment, health and safety, data entry or management, training, or general input/consultation. Most will require the direct involvement of the Senior Manager and HR Advisor, both of whom are already fully engaged in all aspects of HR management (including recruitment). This proposal speaks to both the need for a dedicated talent acquisition specialist who can oversee most of the recruitment activities (enabling senior HR staff to focus on other priorities) and to the need for additional transactional support and administrative or logistical arrangements. While this proposal is presented as a package, the specific roles within this proposal are not necessarily tied together. The primary focus of these roles will be to address the ongoing and incremental recruitment needs, associated job description redesign, reclassification,</p>

		<p>creation of advertisements, development of selection criteria / interview questions, testing methodology, and all other elements of talent acquisition (especially in difficult to fill roles). Staffing levels have increased substantially over the past number of years producing more internal churn, more scheduled orientation, on-boarding, benefit administration, claims management, documentation administration and ongoing training and development needs.</p> <p>The anticipated service impact is to ensure more senior staff are able to dedicate a focus on the many mandatory, non-discretionary elements to manage within HR including interpretation and guidance on adherence to the Workers' Compensation Act, Occupational Health and Safety Regulations, Employment Standards Act, BC Human Rights Code, BC Labour Code, Criminal Records Review Act, BC Accessibility Act, FOIPPA, and the Declaration on the Rights of Indigenous People, just to name a few, as well as associated policy revision, collective agreement interpretation, negotiations and administration.</p> <p>There are also many outstanding elements typically associated with HR (many organizations are calling them "culture") in need of attention such as a wellness program, Diversity, Equity, and Inclusion (DEI), Indigenous Relations, Psychological Safety, and Accessibility.</p> <p>As outlined within the Service Plan, of the approximate 460 people that comprise the total workforce of the SCRD, the composition of the HR Department is currently 4.60 fte's, or about 1%. This proposal seeks support to increase the composition up to 6.00 fte's which would equate to 1.3% of the current workforce.</p>
	<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
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	n/a

3	<i>Function Number – Project Name:</i>	*Revised [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 2023- (\$50,000) Reduction
	<i>Funding Source(s):</i>	-\$10,000 Discontinue annual contribution and use -\$20,000 \$40,000 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 \$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	\$ 313,580	\$ 341,580	\$ 301,580	\$ 261,580	\$ 221,580
2022 Operating Surplus	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Linked In Recruiter	\$ (12,000)				
Rate stabilization-Revised	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)
Closing Balance in Reserve	\$ 341,580	\$ 301,580	\$ 261,580	\$ 221,580	\$ 181,580

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: **2023 ROUND 2 BUDGET PROPOSAL FOR PURCHASING AND RISK MANAGEMENT [116]**

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Purchasing and Risk Management [116] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 1 – Incorporated at Round 1. Business Continuity Management Program, funded from Support Services.
- Budget Proposal 2 - as follows, was referred to 2023 Round 2 Budget per the following recommendation:
 - Budget Proposal 2 – Procurement Buyer Support (0.3 FTE Casual) \$27,810 for 2023 and \$28,303 for 2024 funded from Support Services.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	116 – 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 \$20,165 annual salary, \$6,645 for benefits and WCB and \$1,000 for software and office equipment.

		<p>Updated 2023 total - \$28,522</p> <p>\$20,765 annual salary, \$6,657 for benefits and WCB and \$1,000 for software and office equipment</p>
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>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> <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 a 193% increase from 2016 to 2022.</p> <p>A 0.3 FTE casual 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> <p>As other divisions projects/staff increase in their capacity the current FTE allotment is struggling to meet service levels expectations. In addition to purchasing operational growth outlined above, staff are responding to emerging risk events and disasters (which have been increasing every year).</p>

		<p>Division staff also provide a lead support in most Emergency Operations Centers as there usually is a requirement for logistics support.</p> <p>The division is also responsible for the implementation and management of the newly required Business Continuity Management Program and the SCRDS Alternative Workplace Strategy which are not within the division current funding envelopment</p>
	<i>Climate Action Impact</i>	<p>Climate change is an increasing influence on the purchasing and risk management staff. As weather events continue to change resulting in flooding events, windstorms and erosion have accelerated the degree of reported and emerging concerns in our communities.</p> <p>Staff are spending more time responding, assessing, and mitigating these events within the SCRD and with public members.</p>
	<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> <p>Updated 2024 total - \$28,022</p> <p>\$20,765 annual salary, \$6,657 for benefits and WCB and \$600 for annual software.</p>

Financial Implications

This function has no reserve funds.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

AUTHOR: David Nelson, Manager, Information Services

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR INFORMATION TECHNOLOGY [117]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for INFORMATION TECHNOLOGY [117] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations and the Committee requested for these projects to change status category to “Discretionary” or “Not Recommended”:

- The Finance Committee recommended that the following budget proposals be referred to 2023 Round 2 Budget:
 - Budget Proposal 1 – Cybersecurity Analyst (1.0 FTE) \$99,906 (9 months prorated in 2023) and future at \$125,875 funded from Support Services.
 - Budget Proposal 2 – Cyber Security Insurance \$50,000 (2024 and future years at \$60,000) funded from Support Services.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[117] – Cybersecurity Analyst (1.0 FTE)
	<i>Rating:</i>	Enhancement to Service to: Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	\$99,906 consisting of: Salary \$71,250, Benefits \$23,156 (prorated 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 SCRD information assets, records, and operational processes.
	<i>Rationale / Service Impacts:</i>	<p>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> <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> <p>Subsequent to the referral of the Budget proposal, several new projects were approved at Round 1 which will require additional Information Technology support. These projects were presented with the understanding that additional resources would be required from support services, including [117] Information Technology. Some of the items include:</p> <ul style="list-style-type: none"> • Electronic Document Records Management System (EDRMS) Conversion • Business Continuity Management Program • Digital Plan Review Preparedness – Hardware, Software and Training • Sechelt Landfill Power System Replacement • Regional Water Services SNGD Zone Metering • Pender Harbour Transfer Station Upgrades • New Assistant Manager Rural Planning

		<p>There are also several existing carryover projects on the work-plan as well as improving long-term IT asset management and business continuity requirements that demand a significant draw on Information Technology services. These all require IT analysis, provisioning, configuration, ongoing support, and security oversight that is not currently available.</p> <p>Not approving additional resources will result in more unfinished projects, longer project delays, strained internal staff service relations; as well as potentially more perilous cyber-attacks by organized criminals who may:</p> <ul style="list-style-type: none"> • breach SCRD data and scramble records • suspend/cripple online operations and automated infrastructure control systems • demand decryption ransoms • sell and/or publicly post the personal information of members of the public and staff. <p>Information Technology staff have worked a yearly average of 260 hours of paid/banked overtime over the last 6 years, with January 2023 showing 35 OT hours already (if trends continue, 420 hours for 2023). In addition, the Manager, IS has worked a yearly average of 124hrs/or 3.5 weeks in unpaid or overtime hours over the last 6 years.</p> <p>The loss of key IT staff in 2022 resulted in workloads that contributed to burn-out conditions.</p> <p>Dedicated IT [117] staff (excluding Manager, IS and Mapping/Civic-Addressing functions [506/510]) has increased from 3.0 FTE in 2007 to 5.0 FTE in 2023.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2024 and ongoing (1.0 FTE): Salary \$95,000, Benefits \$30,875, for a total of \$125,875 per year, following collective agreement increases.</p>

***NOT RECOMMENDED**

2	<i>Function Number – Project Name:</i>	[117] – Information Technology - Cyber Security Insurance
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<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 and offset to potential litigation claims.
	<i>Rationale / Service Impacts:</i>	<p>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 SCRD exposure to 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.</p> <p>Subsequent to the referral of the Budget proposal, discussions with risk professionals, insurers, other local governments, and NGOs indicate that cyber-insurance applications may be denied or cost prohibitive. Therefore, this Budget Proposal is not recommended at this time.</p> <p>All of these security initiatives will be enabled and supported by Budget Proposal 1 – Cybersecurity Analyst (1.0 FTE), which is the most important of the two proposals. Insurance coverage responds to a peril that has already occurred by mitigating damages and costs. The primary focus needs to be on reducing the SCRD cyber-risk attack surface</p>

		and preventing data breaches before they happen. Nonetheless insurance can defray the recovery and legal costs of breaches that can exceed millions of dollars based on industry averages.
	<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	\$ 178,100	\$ 178,100	\$ 178,100	\$ 178,100
2022 Operating Surplus	\$ 29,000.00	\$ -	\$ -	\$ -	\$ -
2023 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 178,100	\$ 178,100	\$ 178,100	\$ 178,100	\$ 178,100

Reviewed by:			
Manager	X – D. Nelson	Acting CAO / Finance	X - T. Perreault
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – March 2, 2023

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

SUBJECT: 2023 ROUND 2 BUDGET PROPOSAL FOR CORPORATE FINANCE / FINANCE [112/113]

RECOMMENDATION(S)

THAT the report titled 2023 Round 2 Budget Proposal for Corporate Finance / Finance [112/113] be received for information.

BACKGROUND

Following is a summary of the Round 1 2023 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated at Round 1 – **Requires Amendment**. Reduction / Rate Stabilization (\$50,000) from Operational Reserves and Reduction (2023-2027).
- Budget Proposal 1 – as follows, was referred to 2023 Round 2 Budget per the following recommendation:
 - Budget Proposal 1 – Financial Analyst (1.0 FTE), \$61,658 (7 months prorated in 2023) and future at \$105,700 funded from Support Services.

DISCUSSION

2023 R2 Budget Proposals by Category

DISCRETIONARY

1	<i>Function Number – Project Name:</i>	[112/113] – Financial Analyst (1.0 FTE)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2023 Funding Required:</i>	2023 - \$61,658 (prorated 7 months)
	<i>Funding Source(s):</i>	Support Services
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	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

	<p>reporting as well as utility billing. The other section supports treasury (debt, investments, and cash flow) grants, 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> <p>Subsequent to the referral of the Budget Proposal, several new projects were approved at Round 1 which will require</p>
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		<p>Financial Services support. The projects, many being non-discretionary, were presented with the understanding that additional resources would be required from support service, including-Finance. Some of the items include:</p> <ul style="list-style-type: none"> • Water Rate Structure Review-Phase 1 & 2 • Subdivision Servicing Bylaw Review • Water Strategy (Financial Implications) • Detailed Financial Analysis-Solid Waste Service (Board resolution) • Financial implications Landfill 2.0 • Business Continuity Management Program • Connected Coast Connectivity Feasibility • Additional support for Grant funded projects and grant programs: <ul style="list-style-type: none"> ○ -Firesmart, Extreme Heat, Infrastructure planning, Infrastructure Canada (ICIP)-Woodcreek Park & Coopers Green, Regional Housing Coordinator (MRDT/OAP), • Hillside Headlease renewal • Transit expansion and budget support • Corporate Fleet Strategy • Financial support for Capital Plan's • Unified Alternative Approval Processes for Fire and Recreation <p>There are also existing projects on the work-plan as well as improved long-term financial planning that requires a significant draw on financial services than in prior years. In 2019 we had approximately 70 active projects where it is anticipated there are well over 200. These all require financial oversight that is not currently available.</p>
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		<p>Not approving additional resources will result in projects not being completed or long delays, missed opportunities for grant funding,</p> <p>Existing senior Finance Staff (5 staff) have already worked over 70hrs/or 2 weeks in unpaid or overtime hours in January 2023. These trends pose a risk to staff retention.</p> <p>See below-the Rate Stabilization/reduction to Support Services will more than offset the financial implication of the new position for 2023 and partially offset up to 2027.</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>	Revised 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 2023- (\$100,000) 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> <p>In addition to the change in carry-over, the 2022 surplus, due to various staffing vacancies can be used to reduce Support Service for Finance.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2024 \$50,000 Rate Stabilization from OP Reserves</p> <p>2024-(\$75,000 Rate Stabilization)</p> <p>2025-2027 \$40,000 Rate Stabilization from OP Reserves</p> <p>2025-2027 (\$50,000 Rate Stabilization)</p>

Financial Implications**Five-Year Operating Reserve Plan**

	2023	2024	2025	2026	2027
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 558,189	\$ 603,189	\$ 378,189	\$ 328,189	\$ 278,189
2022 Operating Surplus	\$ 70,000	\$ -	\$ -	\$ -	\$ -
2022 Cancel Carry-Forward (ARO Implementation)	\$ 75,000				
Reduction/Rate Stabilization	\$ (100,000)	\$ (75,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)
2024-Software Update		-\$ 150,000			
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 603,189	\$ 378,189	\$ 328,189	\$ 278,189	\$ 228,189

Reviewed by:			
Manager		Acting CAO / Finance	X – T. Perreault
GM		Legislative	
CAO		Other	