

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
PRES	ENTATIONS AND DELEGATIONS	
2.	Colin Stansfield, Executive Director, Sunshine Coast Regional Economic Development Organization Regarding: Organization Update (Voting – Electoral Area Directors)	Annex A pp. 6-23
3.	Heather Evans-Cullen, Library Director, Gibsons and District Public Library Regarding: 2023 Budget Request (Voting – E, F, and Gibsons)	Annex B pp. 24-29
REPO	RTS	

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4.	2023-2027 Financial Plan Update at Round 2 General Manager, Corporate Services / Chief Financial Officer	Verbal
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)	Annex C pp. 30-34
6.	Community Partners Funding Updated Summary General Manager, Corporate Services / Chief Financial Officer (Voting – All Directors)	Annex D p. 35
7.	Electoral Areas' Grant-in-Aid and Economic Development Review of Discretionary Balances for 2023 <i>General Manager, Corporate Services / Chief Financial Officer</i> (Voting - All Directors - Based on Individual Functions	Annex E pp. 36-41

8.	2022 Final Surplus / Deficits <i>Manager, Financial Services</i> (Voting – All Directors)	Annex F pp. 42-49
9.	Final 2022 Project Carry-Forwards Senior Leadership Team (Voting – All Directors)	Annex G pp. 50-64
10.	Canada Community Building Fund (Gas Tax) - Update from Round 1 <i>Manager, Financial Planning</i> (Voting – A, B, D, E, F)	Annex H pp. 65-68
11.	2022 Drought Response Financial Update <i>Manager, Financial Services</i> (Voting – All Directors)	Annex I pp. 69-72
12.	Presentation – Sustainable Service Delivery – Asset Management at the SCRD <i>Manager, Asset Management</i> (Voting – All Directors)	Annex J pp. 73-78
13.	Previously Adopted Capital Plans <i>Manager, Asset Management</i> (Voting – All Directors)	Annex K pp. 79-116
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)

15.	2023 Round 2 Budget Proposal – [350] Regional Solid Waste Manager, Solid Waste Services (Voting – All Directors)	Annex M pp. 146-148
16.	2023 Round 2 Budget Proposal – [370] Regional Water Service <i>Manager, Utility Services</i> (Voting – A, B, D, E, F, Sechelt)	Annex N pp. 149-153
17.	2023 Round 2 Budget Proposal – [381-395] Wastewater Treatment Plants Asset Management Plans <i>Manager, Utility Services</i> (Voting – A, B, D, E, F)	Annex O pp. 154-156
18.	2023 Round 2 Budget Proposal – [365 / 366 / 370] Water Services and [350] Regional Solid Waste <i>Manager, Utility Services</i> (Voting – BP 1 – All) (Voting Water Services BP's – A, B, D, E, F, Sechelt)	Annex P pp. 157-159
19.	2023 Round 2 Budget Proposal – [312] Fleet Maintenance <i>Manager, Transit and Fleet</i> (Voting – All Directors)	Annex Q pp. 160-163
20.	Sunshine Coast Provision of Cemetery Services <i>Manager, Parks Services</i> (Voting – All Directors)	Annex R pp. 164-167
21.	2023 Round 2 Budget Proposal – [400] Cemetery Services <i>Manager, Parks Services</i> (Voting – All Directors)	Annex S pp. 168-171
22.	2023 Round 2 Budget Proposal [615] Community Recreation Facilities <i>Manager, Facilities Services</i> <i>Manager, Recreation Services</i> (Voting – B, D, E, F, Sechelt, sNGD, Gibsons)	Annex T pp. 172-174
23.	School Facilities – Joint Use Agreement General Manager, Community Services (Voting – A, B, D, E, F, Sechelt, Gibsons)	Annex U pp. 175-187
24.	2023 Round 2 Budget Proposal [630] School Facilities – Joint Use <i>Manager, Recreation Services</i> (Voting – A, B, D, E, F, Sechelt, Gibsons)	Annex V pp. 188-190

25.	2023 Round 2 Budget Proposal [400 / 650 / 665 / 680] – Parks Operation Technician <i>Manager, Parks Services</i> (Voting – All Directors)	Annex W pp. 191-193
26.	2023 Round 2 Budget Proposal [400 / 650] – Solid Waste Bylaw Implementation <i>Manager, Parks Services</i> (Voting – All Directors)	Annex X pp. 194-197
27.	2023 Round 2 Budget Proposal [136] Regional Sustainability Services <i>Manager, Sustainable Development</i> (Voting – All Directors)	Annex Y pp. 198-201
28.	2023 Round 2 Budget Proposal [210-218] Fire Services <i>Manager, Protective Services</i> (Voting- All Directors)	Annex Z pp. 202-203
29.	2023 Round 2 Budget Proposal [222] Sunshine Coast Emergency Planning <i>Manager, Protective Services</i> (Voting – All Directors)	Annex AA pp. 204-206
30.	2023 Round 2 Budget Proposal [500] Regional Planning General Manager, Planning and Development (Voting – All Directors)	Annex BB pp. 207-209
31.	2023 Round 2 Budget Proposal [540] Hillside Development Project <i>General Manager, Planning and Development</i> (Voting – All Directors)	Annex CC pp. 210-213
32.	2023 Round 2 Budget Proposal [110] General Government <i>Chief Administrative Officer and Corporate Officer</i> (Voting – All Directors)	Annex DD pp. 214-216
33.	2023 Round 2 Budget Proposal [115] Human Resources <i>Senior Manager, Human Resources</i> (Voting – All Directors)	Annex EE pp. 217-221
34.	2023 Round 2 Budget Proposal [116] Purchasing and Risk Management <i>Manager, Purchasing and Risk Management</i> (Voting – All Directors)	Annex FF pp. 222-224

(Voting – All Directors)

 35. 2023 Round 2 Budget Proposal [117] Information Services Manager, Information Technology / Geographical Information Systems (Voting – All Directors)
 36. 2023 Round 2 Budget Proposal [112/113] Corporate Finance / Finance General Manager, Corporate Services / Chief Financial Officer

COMMUNICATIONS

NEW BUSINESS

ADJOURNMENT

ANNEX A



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.

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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 ascendency 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 laddered 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:

InvestSunshineCoast.ca

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

Investment Attraction for Blended Value Returns

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

Key deliverables from this next phase will include:

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

3.5 Research & Publication

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

Over the next year we will focus on:

2023 Economic Snapshot

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

Regional Growth & Sustainable Development

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

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

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

3.6 Regional Collaboration

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

Sunshine Coast Housing Action Table

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

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

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

BC Social Procurement Initiative

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

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

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

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

Vancouver Coast & Mountains Sustainability Council

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

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

3.7 Governance & Corporate Social Responsibility

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

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

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

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

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

4.0 Budget

4.1 FY2022 Operating Budget

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

2021-2022 Operating Budget

		FY2022 BUDGET		FY2022 ACTUAL		VARIANCE \$	VARIANCE %	
INCOME								
Funders' Contributions	\$	337,542.00	\$	153,653.00	-\$	183,889.00	-54%	*1
Grants & Contributions	\$	62,640.00	\$	146,299.00	\$	83,659.00	134%	*2
FUSE Memberships	\$	40,000.00	\$	41,518.00	\$	1,518.00	4%	
Total Income	\$	440,182.00	\$	341,470.00	-\$	98,712.00		
EXPENSES	e.							
	25							
Payroll	\$	175,000.00	\$	172,518.50	\$	2,481.50	1%	
Payroll Operating Expenses	\$	175,000.00 115,000.00	\$	172,518.50 117,033.00	-\$	2,481.50 2,033.00	-2%	_
	-	Description of the second second second		STREET, STREET, STREET,			arrandol (_
Operating Expenses	\$	115,000.00	\$	117,033.00	-\$	2,033.00	-2%	_
Operating Expenses Project Expenses	\$ \$	115,000.00 135,000.00	\$ \$	117,033.00 129,415.50	-\$ \$	2,033.00 5,584.50	-2% 4%	 *3

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 evelopment		Business Retention	SI	hared Interest Advocacy		Investment Attraction	Research & Publication		Regional Cooperation		Governance & Operations	FY2023 TOTAL
NCOME							100							
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	5					1				\$ 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 .														
			11.1		1		10.							
Payroll	\$	8,987.50		54,450.00	7	8,987.50	+	17,925.00	\$ 29,875.00	\$	11,950.00	Ŧ	47,825.00	1
Payroll Operating Expenses	\$ \$	8,987.50 97,525.00	\$	54,450.00 1,625.00	\$ \$	8,987.50 7,000.00	\$ \$	17,925.00 700.00	\$ 29,875.00	\$	11,950.00	\$ \$	47,825.00 21,150.00	\$ 180,000.00 \$ 128,000.00
					7	-1	+		29,875.00	\$	11,950.00	Ŧ		1
Operating Expenses	\$	97,525.00	\$	1,625.00	\$	7,000.00	\$	700.00	\$	\$	11,950.00	\$	21,150.00	\$ 128,000.00 \$ 159,500.00
Operating Expenses Project Expenses	\$	97,525.00 3,500.00	\$ \$	1,625.00 6,250.00	\$	7,000.00	\$ \$ \$	700.00 43,500.00	\$ 42,000.00	\$ \$	11,950.00 11,950.00	\$ \$ \$	21,150.00 63,750.00	\$ 128,000.00 \$ 159,500.00 \$ 17,850.00

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%
	<i>\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\</i>	φ00,001	φ102,007	φ100,100	ψ1,020	170
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%

T: 604.886.2130 / www.gibsons.bclibraries.coop



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.



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Financial Overview 2022 (Unaudited)

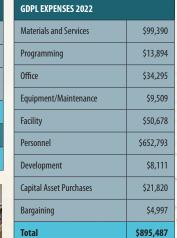
GDPL REVENUE 2022 Unaudited	d
Core Operational Budget	\$708,36
Provincial Grants	\$101,70
Revenue from fees and donations	\$12,23
Total 2022 Revenue	\$822,31
GDPL Reserves	\$54,29
Total	\$876,60
Start High M	



Introducing the library locker at the Gibsons & Area Community Centre



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GDPL ANNUAL REPORT 2022 | p2



"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 vou are not a consumer, but a citizen instead." — Caitlin Moran

Heather Evans-Cullen Library Director

2022 was a year of regeneration, challenge and growth at our library. As we returned to inperson 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

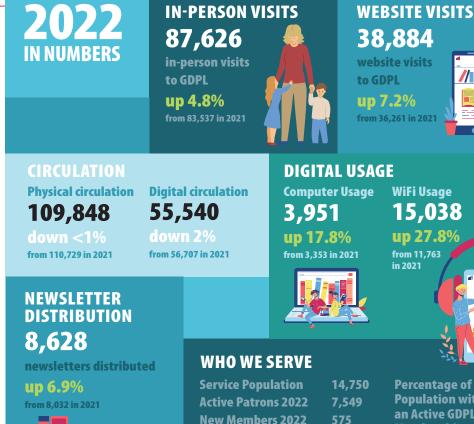


year strategic plan, we met our goals to: Build Community, Enable Lifelong Learning, Invigorate People & Culture, and Create Welcoming Spaces. There are countless examples of our accomplishments under that plan, and the board is especially proud of the Territorial Acknowledgement installed on

In 2022, the final year of a four-

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





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Percentage of the **Population with** an Active GDPL Membership

59%

ANNEX C

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	\$883,416	\$909,918	\$937,216	\$965,332

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 programing at 7% (\$50,153), both assuming a base of \$708,366.

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

Operating from 201	19 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 Boards 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

	Gibson	Gibsons & District Public Library 2023 Funding Request							Sechelt Public Library 2023 Funding Request						23 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		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 SCRD 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

	Gib	Gibsons & District Public Library 2023 Funding Request						Public L	ibrary 2023	3 Funding I	Request	Reading Rooms 2023 Funding					Area Totals		
	Gran	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		-	-	-	-	-	166,779	161,638	5,141
	19% 69,7							10,568	108,990	101,422	7,568	16,500	1,772	18,272	16,445	1,827	212,204	196,377	15,826
	.48% 162,9			198,530	181,570	16,959						-	-				198,530	181,570	16,959
	.37% 260,6			317,572	304,292	13,280						-	-				317,572	304,292	13,280
	.96% 265,1				290,851	32,178						-	-				323,028	290,851	32,178
Regional District Funding Total 10	00% 758,5	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	688,6	36					296,340					18,980					-		
2022 ToG One-time Contribution	19,7						200,010					10,000							
Total 2022 Funding	708,3																		
% Change in Taxation	10.1	1%					2.96%					6.37%							
% Change in Funding Received	7.0	8%					1												
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								
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ANNEX D

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 SCRD 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	А		\$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 Halfmoon Bay-Chatelech Community School Association:	121-129	A, B, D, E, F A, B, D, E, F, ToG,	\$83,429	\$42,028	\$96,258	\$50,604	\$105,010	\$52,628	\$2,024	4.000%	
Restorative Justice	125	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%	
		Regional (except F-	-								
Sechelt Community Schools Society: Youth Programs	670	islands) Regional (except F-		\$10,000		\$10,000		\$10,000	\$0	0.000%	
Sechelt Community Schools Society: Youth Centre Pender Harbour Community School Society: Youth	670	islands) Regional (except F-		\$12,600		\$17,713		\$42,000	\$24,287	137.114%	
Programs	670	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%	
				1-7 -		1-7					
Roberts Creek Community School Soceity: 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%	
		Electoral Area Ec-						_			
Sunshine Coast Tourism	531-535	Dev	\$82,000	\$20,000	\$82,000	\$20,000	\$82,000	\$20,000	\$0	0.000%	
Pender Harbour Chamber of Commerce	531	Electorla 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%	
		Electoral Area Ec- Dev (Typically									
Gibsons and District Chamber of Commerce	531-535	Areas E & F)		\$7,700		\$8,500		\$9,000	\$500	5.882%	
Sunching Coast Regional Economic Douglar ment		Electoral Area Fa									
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 (AII)		\$5,100		\$5,100		\$5,100	\$0	0.000%	
Sunshine Coast Marine Search and Rescue Station 14 Gibsons	222	SCEP (All)									
	222	SCEP (AII)		\$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 orginal 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 budges 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 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 AREAS' GRANT-IN-AID 2023

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

Staff Report to the Finance Committee (Round 2 Budget) – March 2, 2023 Electoral Areas' Grant-in-Aid and Economic Development - Review of Discretionary Balances for 2023 Page 3 of 6

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				

ANNEX F

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 yearend 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 <u>Policy:</u> 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 onetime 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

		Recommended	d Allocation	
	Year End		Transfer to	
	Surplus /	Carried Forward	Operating	Unfunded
Function	(Deficit)	in 2023 Budget	Reserves	Deficit
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)		-
to i i i yaamay ou oor Eighting	1 1	('')		

226 Suppuside Street Lighting	40	(40)	
336 - Sunnyside Street Lighting	40	(40)	-
340 - Burns Road Street Lighting 342 - Stewart Road Street Lighting	(108) 21	108	-
345 - Ports Services		(21)	-
	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	• • • • •	\$ 169 429
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ANNEX G

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 suture 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 carryforward 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:

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

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 rational 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



2022 Preliminary Carry-Forward List

Attachment- A

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
13	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
17	Information Systems	Field Road Space Planning; IT Capital	0.00	37,934.00	37,934.0
17	Information Systems	Expansion of Digital, Online collaboration Software & Hardware	77,532.12	113,922.00	36,389.8
17	Information Systems	Records Management System Enhancements	13,387.00	75,000.00	61,613.0
135	Corporate Sustainability	Greenhouse Gas Quantification Community Climate Plan	0.00	15,000.00	15,000.0
36	Community Sustainability		20,810.48	40,000.00	19,189.5
210	Gibsons Fire Dept.	Fire Department Records Management Software	0.00	2,500.00	2,500.0
10	Gibsons Fire Dept.	Emergency Generator	0.00	150,000.00	150,000.0
10	Gibsons Fire Dept.	SCRD Corporate Recycling Program infrastructure costs-GDVFD	0.00	1,279.00	1,279.0
210	Gibsons Fire Dept.	Fire Truck Replacement	0.00	585,000.00	585,000.0
210	Gibsons Fire Dept.	Flooring and hot water tank	1,856.63	10,400.00	8,543.3
210	Gibsons Fire Dept.	Wildfire Preparedness Equipment (GDVFD)	2,577.11	35,000.00	32,422.8
210	Gibsons Fire Dept.	GDVFD Capital Renewal Projects	20,000.78	256,698.00	236,697.0
212	Roberts Creek Fire Dept.	Engine #1 Replacement	0.00	16,050.00	16,050.0
212	Roberts Creek Fire Dept.	Fire Department Records Management Software	0.00	2,500.00	2,500.0
212	Roberts Creek Fire Dept.	RCVFD Training Structure	77,640.21	121,445.00	43,804.7
212 212	Roberts Creek Fire Dept.	Exhaust Fan and Electrical Panel	0.00	8,500.00	8,500.0
212	Roberts Creek Fire Dept.	Wildfire Preparedness Equipment (RCVFD)	0.00	30,000.00	30,000.0
	Halfmoon Bay Fire Dept	Fire Department Records Management Software	0.00	2,500.00	2,500.0
216 216	Halfmoon Bay Fire Dept Halfmoon Bay Fire Dept	Firehall #2 Redevelopment Design	0.00 49,500.03	250,000.00 224,300.00	250,000.0
	Halfmoon Bay Fire Dept	Self-Contained Breathing Apparatus (HBVFD)			174,799.9
216 218	· · · · · · · · · · · · · · · · · · ·	Vehicle, Chevrolet Silverado	0.00 0.00	131,548.00	131,548.0 2,500.0
218 218	Egomont Fire Dept. Egomont Fire Dept.	Fire Department Records Management Software	0.00	2,500.00	
220	· · ·	Egmont Fire Truck Donation-2007 Dodge Crew Cab		11,500.00 262,250.00	11,500.0
220 220	911 Emergency	Chapman Creek Radio Tower Gibsons Radio Tower	15,731.90 2,478.12	46,600.00	246,518.1 44,121.8
220	912 Emergency				
220 220	913 Emergency	911 Tower and Spectrum Upgrading	6,452.60	15,183.00	8,730.4
220 220	914 Emergency	Radio Tower Capital Project Consulting Services	19,950.00 52,835.10	88,691.00	68,741.00 71,938.90
220	915 Emergency	911 Emergency Communications Equipment Upgrade	0.00	124,774.00	
222	Sunshine Coast Emergency Preparedness	Contracted Services for Statutory, Regulatory & Bylaw Reviews	0.00	20,000.00	20,000.00
222	Sunshine Coast Emergency Preparedness	Removal of SCEP Trailer	130.51	12,510.00	12,379.49
222	Sunshine Coast Emergency Preparedness	Egmont Evacuation Plan	0.00	25,000.00	25,000.0
222	Sunshine Coast Emergency Preparedness	Reception Centre Modernization	0.00	24,967.00	24,967.00
222	Sunshine Coast Emergency Preparedness	EOC Modernization Project	0.00	25,000.00	25,000.00
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	10,000.0
312	Fleet Services	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	2,122.40	10,000.00	7,877.6
312	Fleet Services	HVAC Maintenance Safety System	0.00	4,000.00	4,000.0
312	Fleet Services	Pressure Washer (Fleet Portion)	0.00	5,250.00	5,250.0
312	Fleet Services	Garage Hoist	0.00	162,000.00	162,000.0
312	Fleet Services	Security System & CCTV (Maintenance Facility)	0.00	3,250.00	3,250.0
312	Fleet Services	Security lighting improvements (Maintenance Facility)	5,866.00	6,000.00	134.0
315	Mason Rd	Mason Road Lease Renewal & Site Plan Implementation	200.00	42,500.00	42,300.0
315	Mason Rd	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Mason Road Portion)	0.00	45,000.00	45,000.0
345	Ports	West Bay Float	0.00	220,000.00	220,000.0
345	Ports	Halkett Bay Approach	0.00	44,736.00	44,736.0
345	Ports	Major Inspections	0.00	77,600.00	77,600.0
45	Ports	New Brighton Dock Study	0.00	25,000.00	25,000.0
45	Ports	Keats Landing Float & Dolphins	0.00	240,000.00	240,000.0
45	Ports	Gambier Harbour Structural Components	0.00	55,000.00	55,000.0
45	Ports	Eastbourne Wharhead Repairs	0.00	110,000.00	110,000.0
50	Regional Solid Waste	Future Waste Disposal Options Analysis Study	42,663.49	84,010.00	41,346.5
350	Regional Solid Waste	Solid Waste Management Plan	5,927.81	149,547.00	143,619.1
350	Regional Solid Waste	Future Solid Waste Disposal Options Study – Phase 2	1,797.39	150,000.00	148,202.6
50	Regional Solid Waste	RSW Waste Composition Study	44,330.70	100,000.00	55,669.3
351	Regional Solid Waste/Pender Landfill	Traffic Control Lights for PH Transfer Station	0.00	10,000.00	10,000.0
351	Regional Solid Waste/ Pender Landfill	Pender Harbour Transfer Station Site Improvements – Phase I	4,576.91	96,000.00	91,423.0
352	Regional Solid Waste/ Sechelt Landfill	Biocover Feasibility Study-Phase 2	0.00	150,000.00	150,000.0

2022 Preliminary Carry-Forward List

Attachment- A

352	Regional Solid Waste/	Power Supply System Replacement Interim Operating Costs	43.75	9,681.00	9,637.25
352	Sechelt Landfill 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 shishalh 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	
	e de la constante de		· · · · · · · · · · · · · · · · · · ·		221,333.03
370	Regional Water	Bylaw 422 Update Water Treatment Plant Sludge Deciduale Dispessel & Planning	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
070	Designative	DWC Vehicle Durchasse	0.00	040.000.00	010 000 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

2022 Preliminary Carry-Forward List

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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	Special Capital Project Request- Vinyl Flooring	0.00	37,726.00	37,726.00
110	Clinic		0.00	01,120.00	01,120.00
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	Capital Renewal Plan Projects	127,231.45	1,184,312.00	1,057,080.55
615	Facilities Community Recreation	SAC Sprinkler System Replacement	0.00	173,027.00	173,027.00
	Facilities				
615	Community Recreation Facilities	Fall Protection Systems Upgrades-Phase 1	0.00	60,000.00	60,000.00
615	Community Recreation	Brine Chiller & Condenser (GACC)	0.00	917,600.00	917,600.00
615	Facilities	Health & Safety Bequirements Showers and Eve Weath Station	0.00	105 000 00	105 000 00
615	Community Recreation Facilities	Health & Safety Requirements-Showers and Eye Wash Station	0.00	105,000.00	105,000.00
615	Community Recreation	Domestic Hot Water System	4,000.00	35,000.00	31,000.00
615	Facilities Community Recreation	Water Management Plan Implementation- Water Treatment Equipment	0.00	9,500.00	9,500.00
010	Facilities		0.00	0,000.00	0,000.00
615	Community Recreation	Carbon Neutral Design – Recreation Facilities	15,248.75	50,000.00	34,751.25
045	Facilities		40,404,00	40,000,00	0.040.00
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
680 680	Dakota Ridge Dakota Ridge	One-Time Minor Capital – Upgrades and Renewal Replacement of Snowmobile #417	0.00	22,000.00	22,000.00

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				Returneu		
150		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, shishálh Nation, and Skwxú7mesh Uxwumixw 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	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	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.	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		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 Carrie	ed 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	0	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	Thi add
370	Regional Water	Summer Student (4 months) – Water Asset Inventory Update	0	29,092	29,092	Thi gra
Modified	for 2023		From	То		
216	Halfmoon Bay Fire	From: Capital Renewal (HBVFD) To: Truck Purchase		131,548	120,200	Ma tru

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.This project was completed in 2022 through other sources, including Summer Canada jobs
grant.Recommend return remaining funds to
operating reserves.

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

Attachment B

Remaining funds will be returned to the capital reserves in consideration of overall capital renewal plan.

2022 Final Carryforward Projects

Functional No.				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
210 210	Capital Renewal (GDVFD)	29,765	258,648 1,279	228,883 1,279
	SCRD Corporate Recycling Program infrastructure costs-GDVFD	-		
210 212	Wildfire Preparedness Equipment Training Structure	14,838	35,000	20,162 9,642
212	Capital Renewal (RCVFD)	111,803	121,445 8,500	9,642
212	Wildfire Preparedness Equipment (RCVFD)	-	30,000	30,000
212		56,977	224,300	
216	Self-Contained Breathing Apparatus (HBVFD) Capital Renewal (HBVFD)	15,493	251,748	<u>167,323</u> 131,548
210	Firehall #2 Redevelopment Design	15,495	250,000	250,000
216	Chapman Creek Radio Tower	16,011	250,000	250,000
220	Radio Tower Capital Project Consulting Services	26,700	262,250	61,991
220	911 Emergency Communications Equipment Upgrade	52,835	124,774	75,189
220	911 Emergency Communications Equipment Opgrade 911 Tower and Spectrum Upgrading	12,153	124,774	3,030
220	Contracted Services for Statutory, Regulatory & Bylaw Reviews	-	20,000	20,000
222	Removal of SCEP Trailer		12,510	10,379
222	Egmont Evacuation Plan	2,131	25,000	25,000
222	Reception Centre Modernization	-	23,000	23,000
222	EOC Modernization Project	- 11,318	24,967	
	Security lighting improvements [310]		6,000	13,682 2,353
310		3,647		
310 310	Pressure Washer (Public Transit Portion) Security System & CCTV	-	5,250 3,250	5,250 3,250
310	Loaner Vehicle	-	3,250	3,250
312	Security lighting improvements [312]	3,647	6,000	2,353
312 312	HVAC Maintenance Safety System Pressure Washer (Fleet Portion)	-	4,000 5,250	4,000 5,250
312	Garage Hoist	-	162,000	162,000
312	Security System & CCTV	-	3,250	3,250
312	Electric Vehicle Maintenance - Charger/Tools/Diagnotic Equipment		10,000	7,878
312	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Mason Road Portion)	2,122	45,000	45,000
315	Mason Road Lease Renewal & Site Plan Implementation	- 14,795	43,000	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
		0,220		
<u>351</u> 351	Traffic Control Lights for PH Transfer Station Pender Harbour Transfer Station Site Improvements	6,081	10,000 96,000	10,000 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	2,300,000
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	10,207	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 Supply Plan - NPHWS 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-Public Participation-water Supply Plan Development	69	2,000	1,931
	NPH-Feasibility Study Long-Term Surface Water Supply Sources		5,000	5,000
	South Pender Harbour Water Treatment Plant Upgrades	7,224	58,087	50,863
365		1,224	5,000	50,863
366	Customer Relationship Management Tool [366]		5,000	
366 366	Customer Relationship Management Tool [366]	-	00 000	00.000
366 366 366	Vehicle Repalcement (Unit #436)	-	80,000	
366 366 366 366	Vehicle Repalcement (Unit #436) Mcneil Lake Dam Upgrades	47,239	79,255	32,016
366 366 366 366 366	Vehicle Repalcement (Unit #436) Mcneil Lake Dam Upgrades McNeil Lake Dam Safety Improvments-Construction	180	79,255 525,000	32,016 524,820
366 366 366 366	Vehicle Repalcement (Unit #436) Mcneil Lake Dam Upgrades		79,255	80,000 32,016 524,820 600,000 5,000

Attachment B

366 366 366 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 3	Water Meter Data Analytics - SPHWS Dogwood Reservoir Feasibility SPH-Water Rate Structure Review SPH-Feasibility Study Long-Term Surface Water Supply Sources SPH Public Participation-Water Supply Plan Development Chaster Well Upgrades (Well Protection Plan - Phase 2) Exposed Water Main Rehabilitation Chapman Water Treatment Plant Chlorination System Upgrade Universal Water Meter Installations - Phase 3 (DOS & SIGD) Cove Cay Pump Station Rebuild and Access Improvements Reed Road and Elphinstone Watermain Replacement Chapman Creek Water Treatment UV Upgrade Vehicle Purchase – Strategic Infrastructure Division Utility Vehicle Purchase Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades Eastbourne Groundwater Investigation	863 - 1,905 2,723 - 1,371,463 - 1,038,153 28,667 - - 6,531,008 365,179 - 80,210	5,468 108,000 4,000 7,500 41,118 126,198 2,076,511 7,250,000 250,000 1,178,070 250,000 46,500 46,500 46,500 8,378,616 1,277,600 210,000 114,345	4,60 108,00 3,86 10,00 5,55 338,35 126,15 705,00 77,250,00 250,00 139,97 221,33 46,50 46,50 1,834,00 912,42
366 366 366 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 3	Dogwood Reservoir Feasibility SPH-Water Rate Structure Review SPH-Feasibility Study Long-Term Surface Water Supply Sources SPH Public Participation-Water Supply Plan Development Chaster Well Upgrades (Well Protection Plan - Phase 2) Exposed Water Main Rehabilitation Chapman Water Treatment Plant Chlorination System Upgrade Universal Water Meter Installations - Phase 3 (DOS & SIGD) Cove Cay Pump Station Rebuild and Access Improvements Reed Road and Elphinstone Watermain Replacement Chapman Creek Water Treatment UV Upgrade Vehicle Purchase – Strategic Infrastructure Division Utility Vehicle Purchase Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Chapman & Edwards Lake Communication System Upgrades	- 1,905 2,723 - 1,371,463 - 1,038,153 28,667 - 6,531,008 365,179 -	108,000 4,000 7,500 41,118 126,198 2,076,511 7,250,000 250,000 1,178,070 250,000 46,500 46,500 46,500 210,000	3,86 10,00 5,55 38,33 126,15 705,02 7,250,00 250,00 139,97 221,33 46,50 46,50 1,834,00
366 366 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370	SPH-Feasibility Study Long-Term Surface Water Supply Sources SPH Public Participation-Water Supply Plan Development Chaster Well Upgrades (Well Protection Plan - Phase 2) Exposed Water Main Rehabilitation Chapman Water Treatment Plant Chlorination System Upgrade Universal Water Installations - Phase 3 (DOS & SIGD) Cove Cay Pump Station Rebuild and Access Improvements Reed Road and Elphinstone Watermain Replacement Chapman Creek Water Treatment UV Upgrade Vehicle Purchase – Strategic Infrastructure Division Utility Vehicle Purchase Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	- 1,905 2,723 - 1,371,463 - 1,038,153 28,667 - 6,531,008 365,179 -	10,000 7,500 41,118 2,076,511 7,250,000 2,50,000 1,178,070 2,50,000 46,500 46,500 46,500 46,500 2,10,000	10,00 5,59 38,39 126,19 7,250,00 250,00 139,91 221,33 46,50 46,50 1,834,00
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370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370	Cove Cay Pump Station Rebuild and Access Improvements Reed Road and Elphinstone Watermain Replacement Chapman Creek Water Treatment UV Upgrade Vehicle Purchase – Strategic Infrastructure Division Utility Vehicle Purchase Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	28,667 - - 6,531,008 365,179 -	250,000 1,178,070 250,000 46,500 46,500 8,378,616 1,277,600 210,000	250,00 139,91 221,33 46,50 46,50 1,834,00
370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370	Reed Road and Elphinstone Watermain Replacement Chapman Creek Water Treatment UV Upgrade Vehicle Purchase – Strategic Infrastructure Division Utility Vehicle Purchase Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	28,667 - - 6,531,008 365,179 -	1,178,070 250,000 46,500 46,500 8,378,616 1,277,600 210,000	139,91 221,33 46,50 46,50 1,834,00
370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370	Chapman Creek Water Treatment UV Upgrade Vehicle Purchase – Strategic Infrastructure Division Utility Vehicle Purchase Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	28,667 - - 6,531,008 365,179 -	250,000 46,500 8,378,616 1,277,600 210,000	221,33 46,50 46,50 1,834,00
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370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370	Utility Vehicle Purchase Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	365,179	46,500 8,378,616 1,277,600 210,000	46,50 1,834,00
370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370	Church Road Well- Construction Phase Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	365,179	8,378,616 1,277,600 210,000	1,834,00
370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370 370	Groundwater Investigation-Langdale RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	365,179	1,277,600 210,000	
370 370 370 370 370 370 370 370 370	RWS Vehicle Replacement (2021) Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	-	210,000	91242
370 370 370 370 370 370 370	Chapman & Edwards Dam Improvements Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades	80,210		210,00
370 370 370 370 370 370	Reed Rd. Pump Station Zone 4 Improvements Chapman & Edwards Lake Communication System Upgrades			34,13
370 370 370 370 370	Chapman & Edwards Lake Communication System Upgrades	-	70,000	70,00
370 370 370		8,299	70,000	65,82
370 370		,		
370		191,189	350,000	158,8
	Development of Customer Relationship Management Tool	-	42,500	42,50
370	Trout Lake Re-Chlorination Station Upgrade	-	100,000	100,00
070	Valve Stems for Selma 2 Isolation	-	75,000	75,00
	Chapman Lake Dam Safety Improvements – Construction	270	783,000	782,73
	Edwards Lake Dam Safety Improvements – Construction	285	625,000	624,7
	Single Axle Dump Truck	-	225,000	225,00
	Light Duty Trucks	-	150,000	150,0
	RWS Vehicle Purchases (2022)	-	200,000	200,0
	Emergency Repair Watermain Sechelt Airport	477,543	500,000	22,4
	Implementation of shíshálh Nation Foundation Agreement	1,668	9,207	7,5
370	Confined Space Document Review	-	22,500	22,5
370	Bylaw 422 Update	180	30,000	29,8
370	Chapman Water Treatment Plant Sludge Residuals Disposal & Planning	46,479	558,211	511,7
	Water Metering Data Analytics	7,340	46,482	39,1
	Chapman Creek Environmental Flow Requirements Update	7,200	50,000	42,8
	Groundwater Investigation	25,763	186,563	160,8
	Regional Water Reservoir Feasibility Study Phase 4	8,254	84,965	76,7
	Groundwater Investigation-Maryanne West Park		100,000	100,0
	Feasibility Study Surface Water Intake Upgrades Gray Creek	24,859	125,000	100,14
	Water Supply Plan- Public Participation	15,141	20,000	4,8
	Water Supply Plan: Water Distribution Model Update and Technical Analysis	10,930	213,000	202,0
	RWS-Water Rate Structure Review	1,176	34,000	32,8
370	RWS-Feasibility Study Long-Term Surface Water Supply Sources	-	210,000	210,0
370	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources		375,000	375,0
	EOC Task # 22-5080 - Drought Response 2022	450,000	550,000	100,0
		,		
	EOC Task #225989- Reed Road Building Repair	156	165,000	164,8
	Septic Field Repairs	3,160	5,000	1,8
382	Woodcreek Park WWTP System Upgrade	22,675	968,591	945,9
	Woodcreek Park Inspection Chamber Repairs	-	5,964	5,9
	Woodcreek Park-WWTP Collection System Designs	584	19,502	18,9
	Statutory Right of Way- Sunnyside WWTP	-	4,000	4,0
	Statutory Right of Way- Jolly Roger WWTP	2,351	4,000	1,6
	Statutory Right of Way- Secret Cove WWTP	-	4,000	4,0
	Lee Bay Collection System Repairs	-	13,850	13,8
	Square Bay Infiltration Reduction	1,088	14,677	13,5
	Square Bay Infiltration Reduction Repairs	-	20,000	20,0
	Langdale WWTP Remediation Project	532	261,000	260,4
	Statutory Right of Way-Langdale WWTP	-	4,000	4,0
	EOC Task #225989- Langdale WWTP Building Repairs	-	21,000	21,0
	System Repairs & Upgrades	7,030	35,000	27,9
393	Statutory Right of Way-Lily's Lake WWTP	-	4,000	4,0
	Special Capital Project Request	-	37,726	37,7
	Regional Housing Coordinator	52,863	86,001	33,1
	Zoning Bylaw 310 re-write	7,880	18,285	10,4
	SCRD Planning Enhancement Project	-	203,050	203,0
	Planning Enhancement & OCP Harmonization	-	180,804	180,8
	Capital Renewal Fund (GACC)	26,287	204,200	162,7
	Capital Renewal Fund (SAC)	50,128	413,369	359,7
	Capital Renewal Fund (SCA)	167,739	462,588	283,0
	Capital Renewal Fund (SCA)	7,290	196,412	189,1
			196,412 813,619	
	SAC Sprinkler System Replacement	12,042		801,5
	Fall Protection Systems Upgrades	-	60,000	60,0
	General Recreation Capital Renewal Funding	-	4,581	4,5
	Brine Chiller & Condesner (GACC) Health & Safety Requirments-Showers and Eye Wash Station	-	917,600 105,000	917,6 105,0

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

ANNEX H

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:

<u>Recommendation No. 46</u> 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.

<u>Recommendation No. 124</u> 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.

	Α	В		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	7.	5,000	75,000	75,000	75,000	375,000
Generator Purchases based on funding allocation	72,032	7	0,373	83,505	92,037	57,052	375,000
Difference	\$ 2,968	\$ 4	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

Attachment A

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								-		-		Tatal
Canada Community Building Fund (COBE)		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 Feasbility (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)				2,000				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	Ś	393,295	Ś	1,088,173	Ś	2,024,452	Ś	2,406,123	Ś	1,144,051	Ś	7,056,094
				,, -		/- / -		,, -		, ,		//
Prior Board Commitments (2022)												
Area A- Res. 070/22 No. 12 Connected Coast contribution in Principle (Earls Cove/Egmo	r	45,278										45,278
Area F- Res. 070/22 No. 12 Connected Coast contribution in Principle (Gambier & Keats	Islands	s)								314,429		314,429
2023 Approved Commitments												-
Eastbourne Groundwater supply expansion										753,000		753,000
Dam safety updgrades 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
Abandonded 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
			<u> </u>		1							
Incomplete CCBF Projects												
Gower Point Road Bicycle/Walking Path - Secret Beach to Gibsons								20,812				
Redrooffs 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

ANNEX I

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 SCRD 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 SCRD Board seek approval from the shishalh 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 SCRD Board request emergency water provision from the Town of Gibsons;

AND THAT the SCRD 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.

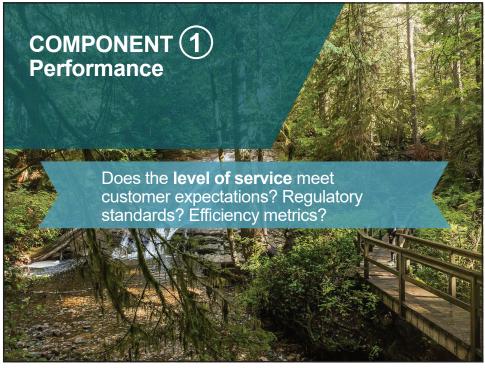
Future costs related to decommissioning of the Edwards Lake Siphon are estimated at \$100,000, and EMCR has approved reimbursement of expenses up to \$75,000 for decommissioning. Delaying decommissioning will likely result in this authorization being withdrawn/cancelled.

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

ANNEX J



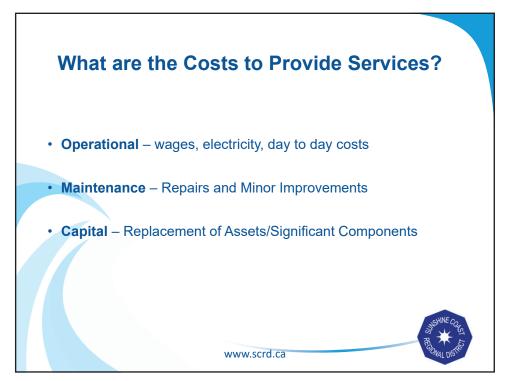


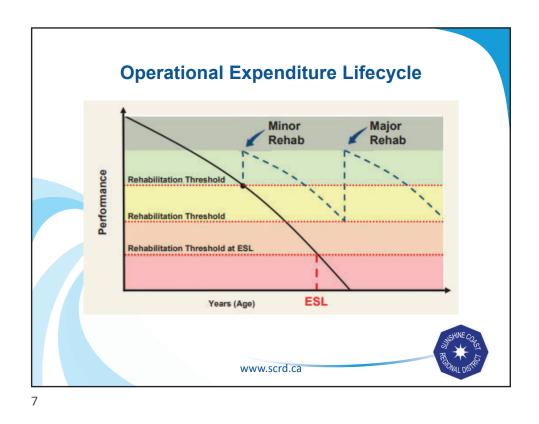


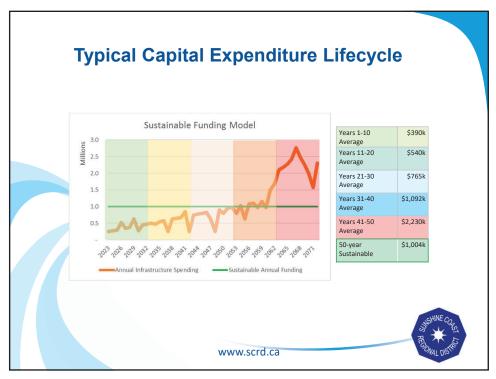


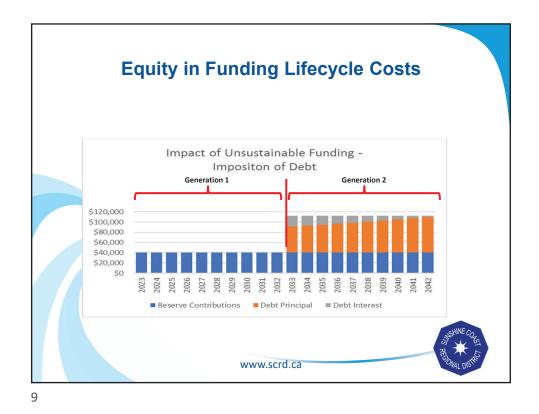


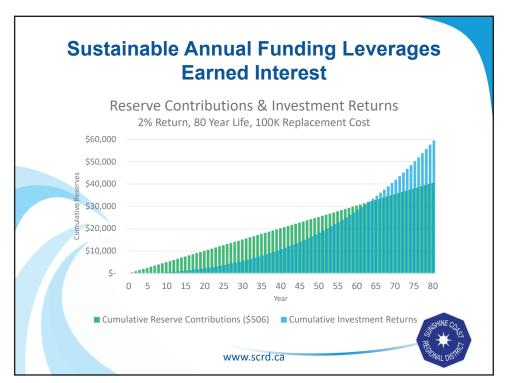


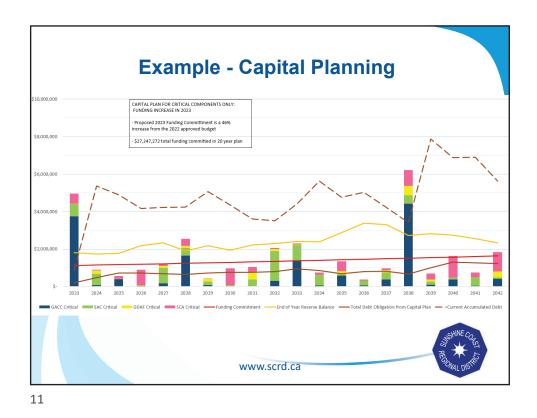














ANNEX K

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.

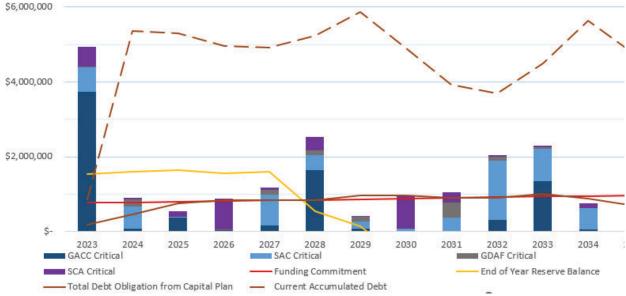
The attached Capital Plans are the product of financial modelling that considers various sources of funding including taxation (also parcel tax for utilities), drawing from reserves, and the use of debt funding for every projected critical asset replacement within the duration of the Capital Plan. Grants 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:

- 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.

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.

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

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

Attachment A A#1

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 inhouse 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.

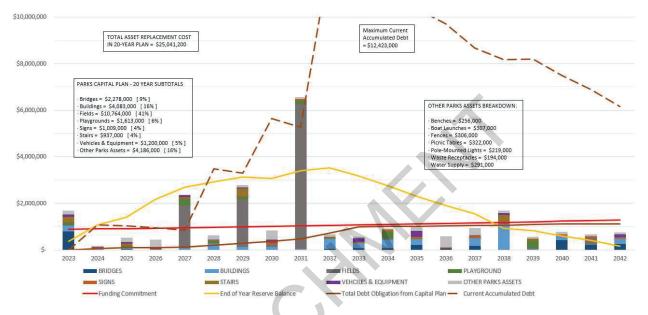


Figure 1 below shows the 20-year projection of capital expenditures for Community Parks.

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	Tota	l 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.

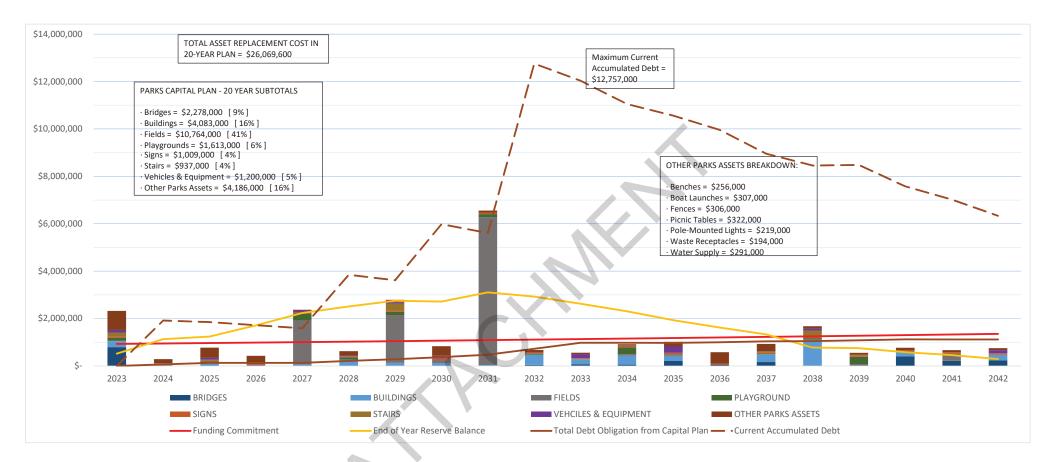
Attachments:

A- Community Parks- Preliminary 20 year-Capital Plan

Reviewed by:

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

*



SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

SUBJECT:	2023 COMMUNITY RECREATION CAPITAL FUNDING REVIEW
AUTHOR:	Kyle Doyle, Manager, Asset Management Allen Van Velzen, Manager, Facility Services Graeme Donn, Manager, Recreation Services
TO:	Finance Committee-Pre-Budget – December 5-7, 2022

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

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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 <u>updated report was brought to the Board in July 2022</u> 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 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

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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.

CAPITAL PLAN 202			2022 2023		2024		2025		2026		2027	
5% of User Fee Revenue	\$	89,598	Ş	91,390	\$	93,218	\$	95,082	\$	96,984	Ş	98,923
Funding Commitment	\$	770,198	Ş	1,121,408	Ş	1,143,836	Ş	1,166,713	Ş	1,190,047	\$	1,213,848
Opening Reserve Balance	\$	2,338,314	\$	1,587,427	Ş	1,860,791	Ş	1,788,044	Ş	1,830,991	\$	2,253,827
Carry Forward Projects	\$	755,615	Ş	-	Ş	-	Ş	-	Ş	-	Ş	-

Table 1: Option 1 - Five Year P	Projections
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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 <u>September 17, 2020</u> <u>CAS report</u>. 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.

A					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	\$ -	\$ -	ş -	ş -	ş -

Table 2: Option 2 - Five Year Projections

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 F	Funding Projections
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						Injection =	\$ 826,000					
CAPITAL PLAN	202	22	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Funding Commitment	\$77	70,198	\$ 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.

CAPITAL PLAN	2022 2		2023	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

Table 4: Funding Fitness Equipment - Five Year Projections

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.

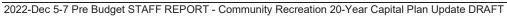
It is recommended to increase funding for critical items \$1,121,408 and include \$60,000 for Recreation Programming equipment replacement, both with a 2% annual increase applied thereafter (for a combined 2023 increase in contributions of \$411,210). This will require an amendment to the 2023-2027 Draft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

Attachments

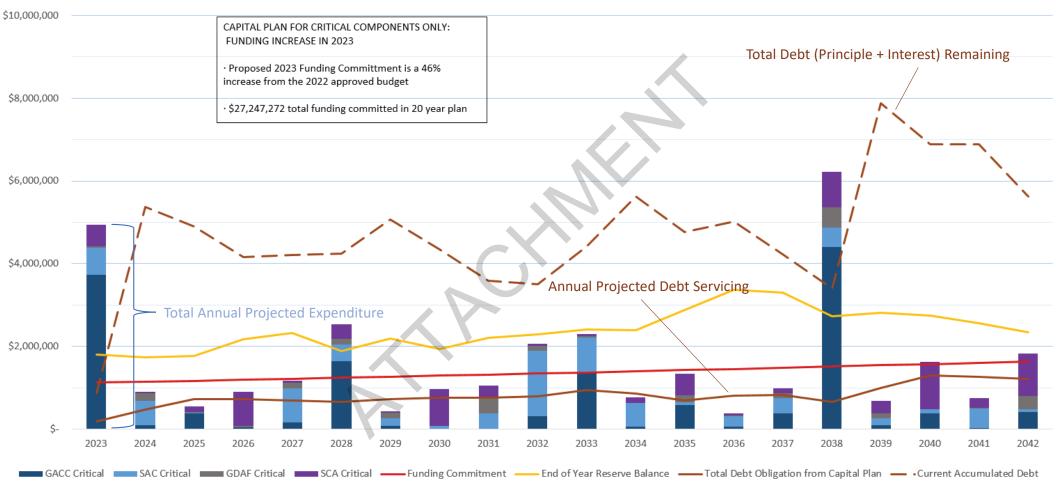
A – Proposed Community Recreation 20-Year Capital Plans – Option 1 & 2

B – Proposed Recreation Equipment 20-Year Capital Plan

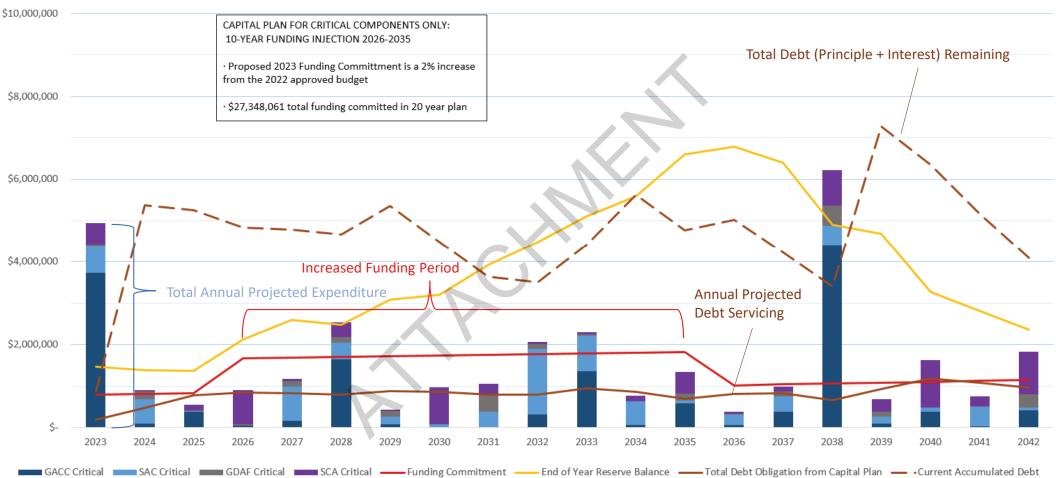
Reviewed by:			
Manager		CFO/Finance	X - T. Perreault
GM	X – S. Gagnon	Legislative	
CAO	X – D. McKinley	Other	



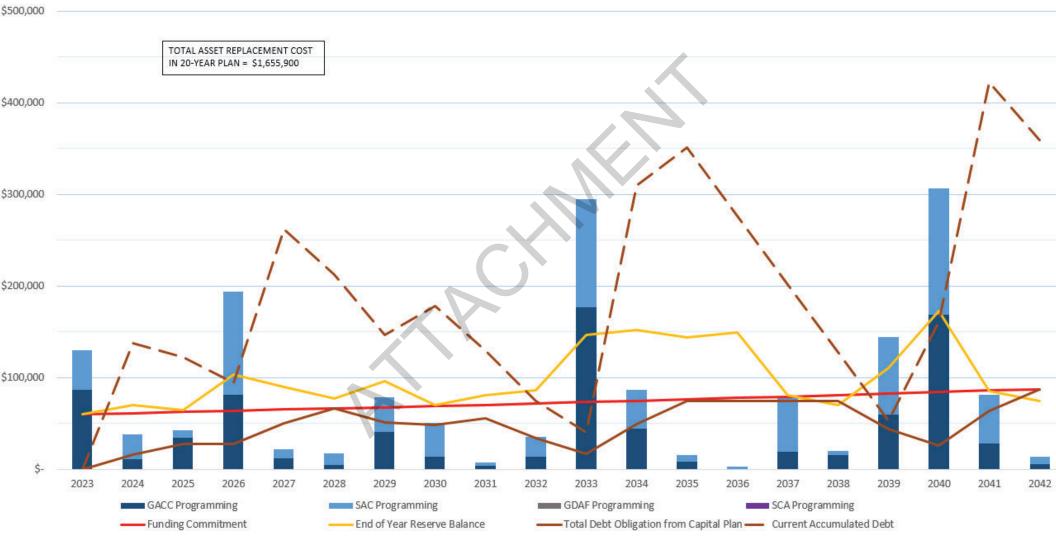
Attachment A – Recreation Facilities 20-Year Capital Plan - Option 1



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

	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 <u>on January 24</u>, <u>2022</u> 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

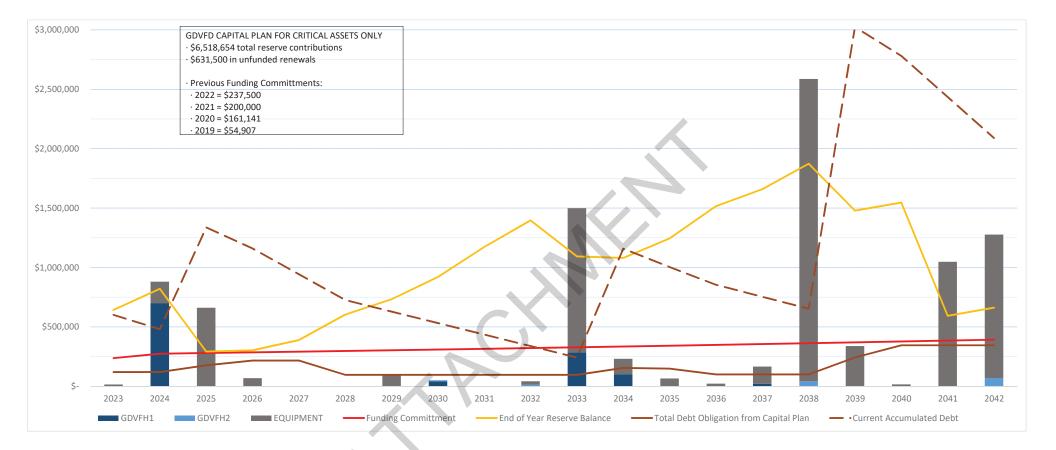
The 20-year capital plan for GDFPS has been updated this year and no funding changes are needed at this time. Capital expenditures totaling \$16,100 are to included in the 2023 Budget.

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 <u>November 25, 2021</u> 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.

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 b	y:		
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 <u>November 25, 2021</u> 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.

Functional Area	Fire Department	Co	2022 Intribution	С	2023 ontribution	Increase	T	otal Taxation per \$100K
216	Halfmoon Bay	\$	173,000.00	\$	196,000.00	\$ 23,000.00	\$	9.65

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

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.

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 <u>November 25, 2021</u> 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 -	- Eamont Fire Protection Servic	ces Capital Renewal Fund
		soo oupitai i tonomai i ana

F	unctional Area	Fire Department	Co	2022 Ontribution	Со	2023 Intribution	I	ncrease	То	otal 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

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	Furcho		Popettie	Safetide	Carry Former	Serves	encirente	Calebrary Calebrary	they because	Fuelingss	to Robinstructure	Ind Source	Sound in the selection to be selection of the second	an to performing	in Ratio	Burge Property Burge tren	CON POOR	and Proposition Cold	Participant Part of the Cost	100 Toto	under table to the table to the table tabl	J. Dulla Proposition Pailor	\$1.0184	SPE TOPOTO READ TO COM	Starting Property and the start of the start	** COM TRADE TRADE
1	LORPO 110		D ADMINISTRATIVE SER Bernel Gowmment – Hybrid Meeting Soulions and Board Room Modifications (Other)	Contracted envices 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 Committee, Intergovernmental). The Board has to that recommended the scope for the Hybrid Meeting Solutions project be broadered to incorporate costs for Boardroom furniture reconfiguration, including furniture reglicament, which may be necessary to facilitate Boardroom. RFP is under development. No bits ware reaching out to potential audio-visual service providers. Furniture and space reconfiguration potons will be contemplated in association with audio-visual and replaced. Boardroom this has be been ordered and replaced and the scope scope scope in the beard method and replaced and the scope for November 21.	\$119,650	Al	Regional								Area A	Area E	B	Area D	Area E		Area F	DoS		ToG	SNG	y
2	110	6	Seneral Government - Website Redesign (Phase 2)	Contracted nervices to develop and implement a re- besigned website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience. RFP completed and in Purchasing queues to send uto Tr Tender. Project kicked-off April 26. Work is underway and nearing completion.	\$37,746	All	Regional																			
3	110	1	Seneral Gowmment - Meeting Management Solutions	Software solution to bridge emote and in-person meeting rooms for hybrid Bacar 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 margendue testicitations in real- time. Meeting management software interamines the lat cycle from proof and agendue testication togethal archiving. Software services are subject to an annual subscription few. This budget request is for year-one implementation. Once implemented, annual subscription few all 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 becember.	\$25,000	All	Regional																			
4	110		Seneral Government - Legislative Services Assistant (0.5 FTE remporary Casual to 0.4 FTE Permanent)	TFE Lift for Legislative Services Assistant (0.5 casual to 0.5 permanent lift) -pliot to perment. In 2020, a 0.5 FTE if was approved for Legislative Services. The approved if was for temporary support through to the end 2022 to then be re-evaluated to determine whether an ongoing med existed. To complete increasing work plans this permanent lift is now requested.		All	Regional	DISC	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 \$3,2	210.00 0.028	9.77 \$2,442.50 0.020	7.59 \$1,897.5	0 0.015 12.1	\$3,035.00 0.02	5 28.41 \$7,10	2.50 0.058	2.35 \$3,087.50	0.025 1.86 \$4	465.00 0.004
	110	1	Seneral Government - Corporate Review - Organizational	Competensive review of the Sumshine Coast Regional District's cognisational structure leading any ages or opportunities to create better alignment with services and expectations. In addition, the review will assess staff resourcing leaves 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 overhild sudget and the services that the SCRD's ourrently providing.		All	Regional	DISC	2 \$30.000 4	4-Reserves	Operating Reserves				\$0.00 0.000		\$0.00 0.000	\$0.00 0.000		0 0.000	\$0.00 0.00		0.00	\$0.00		50.00 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	DISC	4 \$30,000 4	4-Reserves	Operating Reserves				\$0.00 0.000		\$0.00 0.000	\$0.00 0.000	\$0.0	0 0.000	\$0.00 0.00	0 5	0.00 0.000	\$0.00	0.000	\$0.00 0.000
7	110	3	Seneral Government - Organizational Policy and Bylaw Review (1.0 FTE Temporary for 1 rear)	An organization-wide comprehensive review, assessment, and update of SCRD operational policies and related bylaws is needed to ensure operational efficiencies, legislative and egalatory compliance, and alignment with organizational priorities established by the Board. A tempory luftiliam resource is being requested to coordinate this organization-wide initiative that will benefit policy work in all SCRD departments.		All	Regional	DISC	5						\$0.00 0.000		\$0.00 0.000	\$0.00 0.000		0 0.000	\$0.00 0.00		0.00 0.000	\$0.00		\$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 payed into the temp service experienced a higher than expected surplus of \$346.358 due 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.		All	Regional	DISC	6 -\$200,000 4	4-Reserves	Reduction to Taxation through Operating Reserves			15.04	-\$30,080.00 -0.245	12.84 -\$25,6	680.00 -0.209	9.77 -\$19,540.00 -0.159	7.59 -\$15,180.0	0 -0.124 12.1	4 -\$24,280.00 -0.19	8 28.41 -\$56,82	0.00 -0.463 '	.2.35 -\$24,700.00	0.201 1.86 -\$3,7	720.00 -0.030

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9 1	15	Human Resources - Human Resources Advisor (1.0. FTE) and Human Resources Assistant (0.4 FTE)	Orgoing and incremental recruitment needs, associated job description needsign, reclassification, creation of advertisements, development of selection criteria / interview questions, testing methodology, and al other elements of talent acquisition (especially in difficult to fil relos). The sing result advantability over the past number of years. That produced more scheduled orientation, no-based institution, and management, documentation administration, caland orgoing training and development needs.		All	Regional	DISC	1 \$1	70,600 3 3-Si		Prorted for 2023 HR Advisor (1.0 FTE for 7 months) \$78,750 and HR Assistant (0.40 FTE for 8 months) \$23,733	1.400				\$0.00 0.000	5 50.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0.00	.000 \$	0.000
10 1	15	Human Resources - Linkedin Annual Recruiter Package	Ongoing recruitment needs, creation of advertisements, testing methodoxy, contacting applicants, setting up interviews, and all other activities in pursuit of tailent acquisition, especially in the difficult for ficels, has increased substantially over the past number of years. An incremental lift of about \$12,000 for purposes of a Linkedin Recruite package is viewed as sital to ongoing taient acquisition.		All	Regional	DISC	2 \$	3 3-Si	upport 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	1.000 \$	0.000
11 1	15 Previously Approved Required Revision	Ongoing Contribution to Reserve	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 "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 5	\$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	s.000 \$	3.00 0.000
12 1	16	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 \$	i18,000 3 3-Si	upport 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	3.000 \$J	3.00 0.000
13 1		FTE Casual)	The Funchaining and Risk division has not expanded since 2016 and the SCRD corporate workpain has continued to grow. The volume of purchasing addicitations advoce has seen an 103% increase from addicitations advoce has seen an 103% increase from A 0.3 FTE causal for the Purchasing and Risk division will serve to releve some of the pressures on the division, holding coverages as well as provide much needed support to meet increasing requirements and important projects can continue to move forward and completed.		Ali	Regional	DSC	2 \$	i28,522 3 3-Si	upport Services	2024 - \$28,022 (difference between 2023 and 2024 - operating costs)	0.300				\$0.00 0.000	\$0.00	\$0.00	0.000	\$0.00 0.000	\$0.00	0.000	\$0.00	\$0.00	3.000 \$	0.000
14 1	17	Information Services - Digital Collaboration Solutions	2-year increase in functing for 17 operating and capital budgets to expedite online collaborative software tools, digital envices, and natiated explanmant/devices. The comprised of: a property staffing: 2021 ("months) b) Professional envices consulting c) Hardware purchases b) Professional envices consulting blackHI FTF staffing: Dotation in tiss June 2021. Project Instation complete. Detailed planning phase underway. BackHI FTF staffing: Dotation in tiss June 2021. Molecular MS Teams rolled out to early adopters. 100 Thin Clients procured and edportment in process. Phase 2 being procured and schedulid.	\$33,139	All	Regional																				
15 1		System (EDRMS) Functionality Enhancements	Advanced Contern 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. Projeck tickoff meeting planner. Reacords enhancements to be implemented with migration to MS SharePoint for better alignment with MS Teams implementation.	\$58,163	All	Regional																				
16 1		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 result() consultants. This ongoing position will design, develop, and administer a form cybersecurity resilience porgram for the SCRD bilowing applicable industry standards and evolving best practices.		Ali	Regional	DISC				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		\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0.00		0.00
17 1	17	Information Technology - Cyber Insurance	Previously the SCRD self-neuroid against potential loses from oper risks. A 2022 optimisecurity incident resulted in extraordinary spending of 585,000 to erageno, chescurity consultants and staff overtime to respond, contain, and mitigate effects of the data mitigate some of the increasing global optimisms. While the objectives of the other 2023 function 117 budget proposal (Optimercuity) Analysis) are multilisated hardening of the SCRD's cyberescurity stance to avid reget indents, imune provides additional protection against the ever-evolving cyber threat landroge.		All	Regional	Not Rec	2 5	550,000 3 3-Si	upport 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	\$1000 \$	0.000

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10	Function 1	NO. Status	Profect Take	Dependence	Cary Forward	Serves Partell	NB OT Calebory PH	13 [#] Anount \$10,000	Funding Sout	AND ROOM FOR STATE	TTERAMONT AS	pproved see	Anount Brown	Participation Ref Mann CO		50.00 0.000		of a a subset of a	son autom Co	ora Suda Andra Hern Co	Sin of Bunger	erain at menco	and Budge Participat	son 20 mon Co	of Budge to the Budge the	SCO BUILT
	410		Feasibility (Area F) - Connected Coast Connectivity - Feasibility Study Pender Harbour Health Centre Special	Study for the establishment of a new service for Area F Island (Gambier and Keats) high speed internet through the Connected Coast. Community Partner and Stakeholder Approved Project	\$37,726	F and F F and F Islands	Disc. 1	\$10,000	1 1-Taxation					0 \$0.00 U		\$0.00 0.000	0 \$0.00	0.000 0	\$0.00 0.000	100 \$10,000	00 0.082 0	\$0.00	0.000 0	\$0.00 0.00	0 0 3	0.00 0.000
20	110 / 115 / 117 / 200- 290 / 365 / 366 / 370 / 520 / 615 / 650		Project Tield Road Space Planning - additional funding approved 2021 included and IT Portion to be completed	CF 2020 project delayed due to COVID-19, health orders and WorkS del&C requirements. The addition of the according of the second second second second second out judice the proviously-directed approach. This additional work is not a new direction; it is adopting and validating the proviously-directed approach. Position space analysis classification summary project has been referrad as an Athenative Work Strategy to allow for feedble work for staff. The IT equipment, furthur and staff needble satesments have been completed with the implementation consideration beat for the staff of the staff. The IT output to the staff of the staff of the staff of the been completed with the implementation consideration not for Thin Colema that will enable aff to virtually delivered and installed. Additional work stations installed. Field Road currently now has 86 diatoms.	\$103,319	All Sechelt																				
21	110 / 117		Management System Conversion (0.6 FTE)	Server) and replace it with a modernized cloud-based solution configured to manage both physical and electronic records in the Teams / SharePoint cloud environment.		All Regional		\$133,000	4 4-Reserves	Operating Reserves \$85,000, Support Services \$12,000 (Annual) and Taxation \$36,000 (prorated 9 months to \$27,000) for 2023 total of \$127,000	0.600			\$0.00 C	.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0	0.000	\$0.00	0.000	\$0.00 0.00	10 5	0.00
22	1117		(ARO)	New staff resource job description postel in Intel June 2021. In 2021. In SCRD Implemental dhe new Public Sector Accounting Standard (PSAS) for Asset Retirement Obligations (ARO). Instant and external professional services will be needed to batilitate the additional services will be needed to batilitate the data collection for new standard. Continue to neuroitate new Finance Resource to Assist with project (1 munccessful and tack per acuterin underway). Internal work continues on project. Pasting for new position issued in tack per acutering the project is partly time and making good progress. July 2022- Making good progress on project. Theraff lutentary of ARO has been completed and next steps are to engage winformertial enginees to assess gaps. This is planed for Q3 2022. New Finance resource will also be expresses. Engineem a sassesment coope has been imited after review with Auditors. Making good progress with avoid or status that Auditors schedule to Nov 22. Likely that there will be surplus funds in the project.		All Regional																				
23	112/ 113			The Financial Services division is separated into two sections of responsibility. The majority supports the daily financial operations of the SCRD such as accounts payoles, accounts enclosuble, provide such financial supports treasury (debt, investments, and cash flow) grants, financial amayies, captal accounting, new accounting standards, and the budget. Increase in just 3 years. As the budget grows so do the number of ongoing projects and overal staff levels in the various functions which require more ongoing support from finance.		Ali Regional	DISC 1	\$105,700	3 3-Support Services	Prorated for 2023 - 7 months) \$61,658	1.000			\$0.00 d	.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	50	0.000	\$0.00	.000	\$0.00 0.00	0 3	0.00
24	F	reviously pproved - Required Revision	Corporate Finance - Finance - Reduction / Rate Stabilization	Enancial 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. As part of year-off velow and as part of the final carry- forward projects, staff will be recommending reducing a project from \$100 001 bits 25,000 for the unplementation of the new Public Sector Accounting Standards (ARCO) as we have been able to do work using in house professional staff. Therefore, these funds would be returned to the reserve.		All Regional	DISC 2	-\$100,000	4 4-Reserves	Operating				\$0.00 C	.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0	00 0.000	\$0.00	0.000	\$0.00	0 0	0.000
20	210 / 216 / 212 / 312 / 613 / 625		Various Functions - SCRD Corporate Recycling Program.	Field Road project started late 2021 Staff to reassess project and timelanes as the COVID protocols change and once facilities are re-opened when closed. Request for Proposal for Corporate Recycling for facilities, including food waste, is at phased implementation - Remaining to complete Fire Departments and Pender Pool	\$1,219	Vanuus Vanuus																				

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26 114/ 310/ 365/ 366/ 370/ 650	Various Functions - Corporate Electric Phase 2 involves: Vehicle (EV) Charging Station (Phase - electrical system assessments of Mason Road and Pield Road siles; - electrical systems as prevailed and the Teil Road sale with conduit from the main electrical corporation or espacing the Search and Rescue (SRA) building from the Field Road building and SAR. Discussions started for greater integration with other Pield for an Mason Rd planning and retoit work. Oc 2022; RPP being writes.	\$70,000 Various Secheit / Gibsons 5 611,021,06 5 388,897,60	6 <u>4.706</u> -	5 - 428.320.00 +1.313	422.470.00 -1.121 -517,697.50 -0.853	.\$13.282.50 0.663 4511,245.00 4.561 -\$460,717.	20 -2.461 421.612.20 -1.078 43.250.00 (-0.162
COM	IUNITY SERVICES			Area A	Area B Area D A	rea E Area F DoS	ToG sNGD
27 310 28 310	Public Transfl – Building Improvements Increased Safety (see additional approved in 2022) - Increased Safety (see additional approved in 2022) Requested a Prinzey (mpcat Assessment (PA) be completed for CCTV and security system on April 6, 2021, June 4 update, waiting for PA ha be completed for CCTV (buildet August 1 - 2 - Cubies residued for light projects within the approved budget full with the most criteriate for the CTV (budget August 1 - 2 - Cubies residued for light projects within the approved budget full with the most criteriate for ward with the most criteriate mixing (and update to be carried forwardsc) to 2022, additional budget request approved and included a 12022 Budget to the carried forwardsc) to 2022, additional budget request approved and included and 2022 Budget. UNE Approx. The Approx. The Approx. The Approx. The Approx. May 9 update. Light for latitide. Julti Am 100%, functioning Warding for Legislative Services to reveau Pripacy impact. Assessment before moning to RFD for Over 24. No charge. New manager on board, and will prioritize in Q1 2023						
	CCTV the installation of exterior lighting in the parking lot. The budget will in sulf-line to complete both projects. This request is to fund the balance required to more forward improvements horeases 26 stelly) Mar 22 update. Additional budget approved in March 2022. Project to commons on C2. April Budget Light post installad on March 1st Lights on back order may bugget. Light post installed on March 1st Lights on back order unit August. PM Arc CCTV 59% complete. Light post. Light post installed on March and 10% functioning. Walling for Legislative Services to review Privacy Impact Assessment before moving to RFO EF Cover 24. No change. New manager on board, and will prioritize in Q1 2023.	DoS, SNOD, ToG					
29 310	Public Transit - Permanent Enhanced Cleaning Standards (1.4 rejudie onhancid cleaning standards in cluding the requirement to distinct busies every day. In 2021 and 2022, or exima operating transitions was approved to support the additional wages requires to fulfit this cleaning standards that and the to the Ministrian Agreement with BC Transit and is now a permanent cleaning standard stant and is now a permanent cleaning standard that media to be built into the base budget. The project requirests conjuling base budget lift to support the additional wages (~ 49 hours/week).	α	and BCT \$51,857	0 \$0.00 15.	.11 \$15,677.68 0.128 11.5 \$11,932.08 0.097 8.83	59.265.50 0.076 14.29 \$14.820.88 0.121 33.44 \$34.696.3	
30 310	Budget Increase Board meeting that will cultime the base budget increase required within the Annual Operating senit, its address internal non-shared costs like finet maintenance and support evroces, and to address the 2023 proposed service expansion approved in principle by the Board.		71 1 1-Taxation Combination of Taxation 5162.354, Cperating Reserves \$300.000, BCT AOA \$354.296, and Fares \$75,625	0 \$0.00 0.000 15.	511 \$87,437,19 0.713 11.5 \$88,547,17 0.542 8.63	\$51,675.32 0.421 14.29 \$82,682.09 0.674 33.44 \$190,507.5	66 1.577 14.53 584,080.90 0.665 2.19 \$12,672.86 0.103
31 310	Public Transit - Supernumerary The transd distion provides a disk call out list to the Compensation (Base Budget) (1-3) of concerning the conditional distribution of the conditional distribution distribution of the conditional distribution of the conditional distribution of the conditional distribution distr		28 1 1-Taxation 2023 Provated for 9 0.750 months 540.431- One-Time to be reviewed at end of year	0 \$0.00 10.000 15	111 \$88,145.50 0.066 11.5 \$85,199.42 0.051 8.53	\$4,813.98 0.039 14.29 \$7,703.45 0.063 33.44 \$18,028.6	se 0.147 14.53 \$7,852.83 0.064 2.19 \$1,180.59 0.010

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	une	tion NO.	TOPETTUE	- as a classed	antoner	ServiceP	anter ocationts	alon category py	st snow	Euroling Sou	Maniford Fur	TEROUPS PROPOSITE HE POINT IS PROV	Patring and the second	of puter in the substitute of the second sec	of participation to ren C	So d Budge to Budge ten C	10 d Tod But But Bud But Iten C	a of Bargert States of the second	45 O BADDE T BADDE TEND	and the set of the set
3	2 312 3 312			Inepideon holds in garage (used to service vertices) feel including bases, the trudes, during truck and backhool which is at the end of life (2006) and does not meet current ALI certification standards). Jul 14 update: RFP to be completed in August. In discussion with SC Transk to proselible francial coording agreement. Bog 22 update: RFP locked and obtains (a baward before end of Saptember. Nov 24: Contract waved. Holds to dreed, but will take up to 8 months to receive. Project completion estimated to rend of Saptember. Additional safety system for fleet staff to perform HVAC	\$162,000	All	Sechelt													
			Maintenance Safety System	maintenance on top of busses. Harness system purchases and installation to occur in 20/3 2022. Jul 14 update: waiting for official engineer sign of on anchor point. Will purchase parts for project in 0.22: installation still sitted for 0.3. Nov 24: Still waiting for engineer sign off before harness system can be installed and project completed. This will be a priority for the new manager.																
3	4 312		Fleet Maintenance - Fleet Loaner Vehicle	Retire current loaner vehicle and replace with another vehicle that will be retired when new EV's are received. August 12 - New vehicles not expected until 2022, project carried -forward. Nov 24: Still awaiting vehicle	\$10,000	AI	Sechelt													
3	5 312			Increased Safety and Security at Mason Rd at le (e.g. Security system, CCV and improved external lighting). Privacy impact Assessment (PA) completed for CCTV and security system on April 6, 2021 (Logdas August 12 - Gudes received - unable to complete all the projects within the approved budget, to util imove specification of the approved budget, to util imove September 2021. ICCTV and security project budget to be carried forwardset to 2022, additional budget request approved in 2022 Budget. Mar 22 update: Additional budget approved in March 2022. Project to commence in 02 2022. Project to commence in 02 10 41 supdate: Upti In tosich validet, objection in the approxement of the second of the second functioning. Wating for Legislative Services to review Privacy Impact Assessment before moving to RFG for CCTV and Security. Sep 22 update: No change from July 14 update Nov 24. No change. New manager on board, and will prioritize in 01 2023.			Sechelt													
	6 312			Budget approved in 2021 for this project included the installation of orderior lighting in the pairing lot. The organet is to blanch the balance required to move forward with the security system and CCTVs. (see CF - Bulding Mark 22 update. Additional budge approved in March Mays 2 update. Light post installed. Jughts on back order until August. PIA for CCTV 50% complete. Jul 14 update. Light brait for Light system and 00% functioning. Watting for Lightlather Services to review Privacy Imped Assessment before moving to RPC for Nov 24. No change. New manager on board, and will prioritize in 01 2023.			Sechelt													
	7 312			Project planning stage complete - RFQ for electric charges complexed April 8 update: EV Charger installed; awaiting new vehicles to training can commence Jul 14 update: Reet researching appropriate training courses and required tools. Nov 24: Stall awaiting EV feet units to arrive. Once they have arrived we will be able to asses what too import the basie of the able of the set will be required and will purchase at the time.	\$7,878		Regional													
3	8 312			To ensure business continuity of bus service and essential Field "culpriment and emergincy generators, the Field division requires a Certified Technician (Mechnains:Mahanance Supervisor) to be on Standby for after frours needs. Currently the Field Maintanance provide this aerotic without financial compensation. This is not sustainable. This project proposes proper compensation (Standby pay) as per the collective agreement.		All	Sechelt	DISC 1	\$71,996 5	5-Other (Debt, Grant, Fees, etc.)	Internal Recoveries One Year (to be reviewed) - 553.997 in 2023 (9 months) and \$17.996 in 2024 (3 months)		\$0.00 0.00	50.00 0.0	50 \$0.00	0.000 \$0.	0 0.000 \$0.00 C	.000 \$0.00	0.000 \$0.00	50.00 0.000

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	Function 312	BOR NO. STOLIO	Properture	Description	Garniformed	Serves Serves	sticharts Location	Caleboxy Pr		Employed South	are pastions trans	and Sout	APPOPRIATE & POV	a	strongen faite the Cost	10 - BURG POPO	sals ve pon salve cost salve teen cost	Proposition fails for the state	SA O BURGE PROPOSILE SHOP SHOP SHOP SHOP SHOP SHOP SHOP SHOP	in Cost store to the store of t	JANGE TEAL THE TOP TO THE TOP THE TOP THE TOP THE TOP THE TOP THE TOP THE THE TOP THE	sis of Busides	Pools Failo Cost	o Forder Forder Substant	NOT NO OF DESCRIPTION	OFOST PHO COS	o Budget Proposale
39			Fleet Maintenance - Corporate Fle	A Corporate Fleet Management System of Strategy has been a corporate project priority for years. Fleet expenses (both capital and ongoing operating) are a significant coporate expense. A field strategy (or feel the system) and the system of the system of the maintenance, safety, budgeting and monitoring of the units in the corporate fleet. Currently each service function manages its on thest, which silos the understanding of the feet as a whole. The Corporate Fleet Management System/Strategy will engage the services of professional constants and and understanding of the feet as a whole. The Corporate Fleet Management System/Strategy will engage the services of professional constants and would be to develop a plan to manage and maintain vehicle and equipment feet sastest as efficiently and cost efficiency as possible, improve service management and workfow automation, improve its customer service, streamine repair and maintenance sandes, increase staff etilisticity and productivity, while and equipment feet sastest as of productivity and and maintize awailability usage and cost effectiveness of this resource.		All	Sechelt	000 2	\$75,000	4 4-Reserves	Operating Reserves with potential of a grant - One Time				30.00	0.000	5000 0.000	50.00	0.000	\$0.00 0.000	50.00		\$0.00 0.0	0 :	80.00	\$0.00	0
40	313		Building Maintenance Services - Increased Building Maintenance Requirements (0.12 FTE)	Staff resource, funded through existing base budgets, to conduct a review of building maintenance services currently provided at all SCRD buildings to identify gaps in service and opportunities for enhancements.		All	Regional	DISC 1	\$24,900	5 5-Other (Debt, Grant, Fees, etc.)	One Time 2023 funded through Internal Recoveries	0.120			\$0.00	0.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.0	0 :	\$0.00 0.000	\$0.00 0.00	D
41	315		Mason Road Works Yard - Operating Base Budget Lift	Central maintenance costs for the Mason Road Yard have historically been shared, in absence of any declarated budget. In the parts few years, the maintenance at the yards has been backing direction, and a coordinated approach. Proposal to have shared provide the start of particular locking of the common areas within the Yards (including landscaping, snow removal and ics control, waste removal, gate and fance repairs, etc.).		All	Sechelt	DISC 1	\$40,000	3 3-Support Services					\$0.00	0.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0.00	3.000	\$0.00 0.0	0 .	\$0.00	\$0.00	0
42	345		Ports Services - New Brighton Dock Study	Mar 22. Continued staff vacancy in Ports impacted capacity to move the project forward 2021. Staff continue to update the Squamish Nation. Potential contains to update the Squamish Nation. Potential contains evide uncertaintial to resource in protect. Gambier sind and the staff of the source in protect. May 9. Nev Ports staff staffard and being oriented to portfolio. Delegation regarding dock <i>April</i> CS Committee meeting. Sep 22. Tour of all Cambier docks, including New Brighton, along with Cambier Island Community ports including New Brighton will be completed by the end of 2022. The results gathered from the inspection will be the guiding information used to inform capital intervent plant inspection share commerced including two 24. Major inspections and Mathion two 24. Major inspections and Mathion to you and a gapa nanaysis related to dock beat management practices (from proving commerced including being autors in steaduled commerced inducing a desk to pstudy and a gapa nanaysis related to dock beat management practices (from proving commerced including being autors in scheduled to cours in December 2022. Staffing support to guide community commerced inducing being support to guide community commerciand been secured and should commence later in Q1 2023.	\$25,000	B. D. E. F. and Islands	F Islands																				
43	345		Ports Services - Ports Major	Mar 22: Continued staff vacancy in Ports impacts (apauty to more these inspections toward in 221) (apauty to more these inspections toward in 221) (apauty to more these inspections toward in 221) (apauty apauto inspections) (apauto inspections) will be endered in Q2 of 2022. May 9: New Ports it fastrated and being oriented to portfolic. Jul 14: Currently finalizing the award for the major inspections. It is anticipated that half of the ports can Additional functions and being oriented to apauto inspections. These inspections will be used to inform capital renewal planning. Sep 22: Major inspections will begin in October for four locations (Hopking, Gamber, West Buy, Clarese, Halket) and be completed by and of 2022. Additional devices (http: Norther 2023 budget proposal is being deviced. Nov 24: Major inspections have commend including a desk top study and a gap analysis related to dock best inanagement practices (from province and Nation). The dive portion is schedialed to occur in December 2022. Is inspected in the singer of the singer final frame and Nation. The inspected in the singer final final singer final formations and Nation.		B, D, E, F, and Islands	Various																				

44	29509 2000 2000 2000 2000 2000 2000 2000	N.N. BARA	control of the second s	Justice of the second s	6004 600000 3860.00	B.D.E.F.	upper and a second seco	and were transfer	Pol part	Television Foregoing	geo geo	The same	and a second secon	2 Con underson and and a	y water and a second	Jug and a start of the start of	or and the second	Jul Start of the s	de de la constance	and the second s		gen . Henricht	AT TOP AND THE TOP AND THE ADDRESS OF TOP AND	Ju July	y way way way	Transferration	
45	345	F	Ports Services - Ports Major nspections Budget Increase	Each year, funding is placed into the ports capital reserve with the interact to conduct an ingle inspection on all nine ports every 5 years. Five major inspections were completed in 2022, and additional funding is required to complete the remaining four major inspections in 2023. These major inspections include both above and below water structural assessments.		B, D, E, F, and Islands	Various	DISC	1 \$30,000	4 4-Reserves	Operating Reserves / One Time				\$0.00	0.000	\$0.00	0.000	\$0.00 0.000	\$0.00	0.000	\$0.00 0.000	\$0.0	0.000	\$0.00	0.000 \$0.00	0.000
46	400		Jametery Service - Seaview Jametery Expansion (0.05 FTE)	The 2022 draft Carentery Master Pian pooxied an analysis of aug/by and demand related to the interment options at Seaview Cemetery. It identified that casket lots and columbarian inches are expected to be sold our in 2 - 3 yeans. It is critical that work begin immediately to commode the second second second second second to accommodate additional casket lots. Further, an additional columbarian meets to be installed and hoth the committee that and the second second the commodate additional casket lots. Further, an additional columbarian meets hould be endewlood to accommodate additional casket lots. Further, and additional columbarian meets hould be endewlood to be designed for development as that the he noted to be designed of development as to that in the nost includes the organic potenting costs to maintain the newly developed area (S1, I30 for 0.05 PTE)		All	D/E	NON DISC	1 \$589.0X	4 4-Reserves	Operating Reserves \$294.800 and \$294.800 Short Term MFA Loan / Approval for 0.05 FTE only for 2023 - kinding implications in 2024	0.050			50.00	0.000	\$0.00	0.000	50.00 0.000	\$0.00	0.000	50.00 0.000	\$0.C	0.000	\$0.00	0.000 \$0.00	0.000
47	613	F	Community Recreation Facilities - General Recreation Capital Renewal Funding Community Recreation Facilities -			1 B, D, E, F, TOG, DOS, SNGD 0 B, D, E, F,	Various Gibsons																				
40	615	E	Sibsons and Area Community Centre Brine Chiller and Condenser Community Recreation Facilities - Fall	December 2019 fall protection audits completed at	\$60,000	0 B, D, E, F, TOG, DOS, SNGD 0 B, D, E, F,	Sechelt /																				
		e C	Yotection Systems Upgrades - Phase	CACC, GDAF, SAC, and SCA and recommendations includ. Based on estimated total project costs and staff capacity to complete projects, staff recommende a seminational staff recommende and seminational proteitated based on a risk assessment with profity given to highest risk areas. Projects designated for phase one include GACC rof access ladders and hatch upgrades, SAC roof access ladders and ladder in mechanical room hacks award pedding. A. Treder evaluation access particulations Neiv 24: Project awarded, contract signing in progress.		TOG, DOS, SNGD	Gibsons																				
50	615	C H	Community Recreation Facilities - fealth and Safety Requirements	After a risk assessment and review of Worksake®C regulations, two emergency showers and an additional rege wash station are required at SAC. Mer 22: Procurement scheduled to start 03 2022, anticipated project completion 04 2022. Nov 24: Tender posted, closes November 21, 2022.	\$105,000	B, D, E, F, TOG, DOS, SNGD	Sechelt / Gibsons																				

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	51 615 5784	s posetrie	Destretor	Caron Former Announce	Participants	Calebook Propo	NG T BROUT	Engineso -	o Manual P	Juling Source	Shippond are to be the to be the	and the state of t	40 BUS PART BUS BUS BUS COS	 ······································	n Cost	store	NOPOSION CONTRACTOR	. J. Barry Port of the state of	**************************************	. a bull the second
	1 615 52 615		The control system for the domesic hot water tank at SAC requires an upgrade to control water temperatures. After numerous attempts to address the ongoing lisue, an upgrads to the control system is required to avoid dresclargh functualing temperatures that could be a Engineering design awarded, anticipate completion delayed, anticipation awarded, anticipate completion delayed, anticipate to be completed early 0.3. Construction tendering plannes to commerce in 0.3. Sep 22: Delay nakes on plane controlet on tender databet and in final review stage for posting. Nov 24: Tende tosued, doese November 4, 2022. During the restart of recreation facilities after an	\$31,000 B, D, E, F, TOG, DOS, SNGD	Sechelt															
		Community Recreation Facilities - Water Management Plan Implementation	Instantial closure due to COVID, domestic water system water management plans ware highly recommended by the planting of the strength of the	TOG, DOS, SNGD	Gibsons															
	53 615	Community Recreation Facilities - Programming Review	May 9: Project awarded in March and now underway with anticipated completion date in 03 2022. Data collection and handower took longer than expected to produce and review. Jul 14: Public Engagement phase has been completed, manipsis and review is underway. Nov 24: Project on track for completion in Q4 with an anticipated report back to the board in Q1 of 2023.	\$835 B. D. E. F. TOG, DOS, SNGD	Regional															
5	4 615		Dec 31, 2020 the fire sprinker system at the Sachelf Aquato Center developed a leak and a contractor was Upon disassembly of the sprinker piping to repari the leak. Upon disassembly of the sprinker piping to repari the leak disading in the piping attent is compromised sprinker pipe walls disading to phote leak(s) and reducing the flow capacity of the piping. Per Board resolution, the work will common in 2022 will applies and approach. Additional budget to complete projects is part of the 2022 cappling development replacement pending. Due to timing, Phase 1 construction attributed to to SNC4 kavaline inc. Design work has commenced and cost estimates replacement pending. Due to timing, Phase 1 construction attributed to sNC4 kavaling inc. Design work has commenced and cost estimates received. Staff report planned to come before the Board December 8, 2022.		Sechelt															
	6 15		Big 22: Reviewel tender documents for SCA and GDAF Door Replacement projects are nearing completion. SCA Roof Modified Bitumen Replacement completed. Involving pending: SCA Package Bof OT gu Uhts 3, 4, and 5 awarded, project completion anticipated by 03 2000; Mod. Constraints of the second second second and second second second second second second second second second second second second and second second second second second and second second second second second second anticipated by 20 2023. - COAF neof Top Uhts - Amater posted, closes - CAACC and Second Coardina Second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second second secon		Sechet/ Gibsons															
	36 615	Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities	Sep 22: Class C design for decarbonizing three biggest carbon emitting recreation facilities (SAC, GACC, SCA). Contracts signer, GACC and SAC models being completed and initial recommendations expected shorthy. SCA work has begun. Oct 22: Initial recommendations approved and final analysis and report underway.	\$24,537 B. D. E. F. TOG, DOS, SNGD	Sechelt / Gibsons															

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57 615 57	le ¹⁰ generation Enclink Maintenance. Staff and the light Health and Safety Committee	Conference of the second	references Operating / One-Tic	ar and the second secon	n order and and the second and and and and and and and and and a	And the second s	n ch nord starting and nord starting and nord
	Health and Safety Equipment dentified tasks at the Glosons and Area Commu Centre (GAC), Surshine Coast Area (GAC) with a neity and set the Sachaft Aquatic Center (SAC) with a neity and engineered controls were identified to improv- safety with completing the tasks. The engineere controls include the purchase of a blade changing assistant for bon reness, as positioned rink glass transportation and litting carl for both arems, and blade marging common and litting carl for both arems, and blade marging common and litting carl for both arems, and blade marging common and the Sachaft Aquatic Center (SAC).	y TOG, DOS, Secheit SNGD d, staff					
58 615	Recreation Facility Maintenance – Base Budget Increase for Show removal and aiting services provided that community Centre (AAC) and Distorna and District Aquatic Facility (BDAF) Section 2012 (BDAF) Section	r. SNGD avand lave bty y staff al an GC	2 \$23,500 1 1-Taxation Base Budget Increase		50.00 0.000 16.05 \$3,771.75 0.031 10.44 \$2,453.40 0.030	9.56 \$2,246.60 0.018 12.87 \$3,024.45 0.028 33.98 \$	9,985.30 0.000 13.8 \$3,243.00 0.000 3.3 \$775.50 0.000
59 615	Recreation Facility Ministenance. Visability of Atmante Vater Source for Sunshine Coast Arona Ice Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintenance Maintena	don TOG, DOS, oo SNGD o se oo	3 \$10.000 4 4-Reserves Operating / One-Tir	ime	\$0.00 0.000 \$0.00 0.000 \$0.00 0.000	50.00 0.000 50.00 0.000	50.00 0.000 50.00 0.000 50.00 0.000
60 615	Community Recreasion Facilities - To address the ongoing Aquatics staffing shoring: Aquatic Instructor Base Budget Lift (Reguration and Instructor) on the Sumhine Coo new position is proposed - Aquatic Instructor. The budget proposed for assume three (3) earling at differential increase between current safary and f position safary, and set and on-cities frame framing to them to get the necessary certification.	ff SNGD	4 355.483 1 1-Taxation One Time Tawat 15,000 and 2022 Proteide 9 month Salary and Benath Salary and Benath	33 h	30.00 0.000 10.00 \$8,990.02 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 \$1	8,863,12 0,154 13,8 \$7,696,85 0,062 3,3 \$1,830,94 0,015
61 625	Pender Habour Filmes and Aquatic Centre - Storage Container Hore Storage Terviculty had sharing an old storage container with the SD. hore the SD is replacing this container with the SD. hore the SD is replaced pits container with a much an one, and the needs of PHAFC have increased. May 9: This program container with the SD. hore working through the purchasing requirements an overlap the source of the School District pror- working through the purchasing requirements of the source of the source of the source of the source completion later in O4. Jul 14: Work has not commend further due to capacity limitations. Sep 22: Work has not commend further, will lik result in a carryforward into 2023. Nov 24: No change from previous update.	een Ber ed aff ly					
62 625	Pender Habour Filmes and Aquatic October 8 updates Staff Nave identified which here Centre - Annual Filmes Equipment Replacement Purchasing has been englaged to which procrement instrument is appropriate Mar 22 update PO Issued, enroste, invoice subr Project complete.	nr fis Infirm Itted.					
63 625	Pender Harbour Finesa and Aquatic Centre - Aquatic staffing shorts. Ongoing Base Budget Lift budget proposition is proposed - Aquatic Instructor, more budget proposition is proposed - Aquatic Instructor, The budget proposition is proposed - Aquatic Instructor, The includes the differential increase budget where current and the new position and therein includes the differential increase budget or the mit AG assumes nor (2) existing staffic accept the new position and therein includes the differential increase budget or the mit AG assumes nor (2) existing staffic accept the new position and therein includes the differential increase budget or the mit AG assumes to (2) existing staffic accept the new position and therein includes the differential increase budget or therein and the new position and therein includes the differential increase budget or the set of the increase the set of the set of the increase and position and therein includes the differential increase budget or the set of the increase the set of the increase and the set of the increase and position and therein includes the differential increase budget of the increase and position and therein increase the set of the set of the increase and the set of the increase the set of the set of the set of the increase and position and therein increase and the set of the increase the set of t	, a	1 \$40,863 1 1-Taxation One Time Travel 7,500 and 2023 Protated 9 month Salary and Benefit \$25,022	3 h	0,885.00 0.335 0 \$0.00 0.000 0 \$0.00 0.000		\$0.00 0.000 0 \$0.00 0.000 0 \$0.00 0.000

54 630	Salar Constant	Description	Conference of the second	and the second	O WERK PROPOS	3 100 ⁰⁰	realing and	as butterest	num source or other	an and the second second	States Room to	y water see "	- J BARRAT TO PARTY	at the second	Martin and a start	0%-0-20-000-17	of the second se	op Bulling and the second	San Balante	OF STATE OF COM	A DESCRIPTION OF	rostate in con-	Stand transfer	in cot	~ / /
54 630		The Joint Use Agreement with SD46 has been in place since 2016. The agreement allows for the reciprocal use of publicly kineded facilities. The school caru use SCR0 facilities for curviculum and extra-curvicular activities and the SCRD can use SD46 facilities to run registred programs or hold community meetings. although these is no exchange of cash for the use of although these is no exchange of cash for the use of although these is no exchange of cash for the use of in the operating budget. This budget proposal recognizes the financial implication to support the application of the Joint Use Agreement.	TOG, DOS	Regional	DISC 1	\$44,850 1	1-Taxation	2024 - \$44,850			1	5.32 \$6,871.02 0.	13.08	\$5,866.38 0.048	9.95 \$4,462.58	0.036 7.73	\$3,466.91 0.028	12.37 \$5,547.95	0.045 28.95	\$12,984.08	0.106 12.58	s \$5,842.13 0.046	s 0	\$0.00	
15 050		Scope includes decommissioning a steep fail-line trail, recording a sustainable grade with back trail, rebuilting two sections of boardwalk. Funding will support any archeological related costs, the acquisition of materials, and staff time organizing the event. Mar delayed due to COUND19 and staff comparison, the years of the staff time of the staff comparison of the staff staff time staff time organizing the event. Mar delayed due to COUND19 and staff comparison, the years board come to Polycol trail partners and First Nations representatives to discuss progressing the project in the late summer. Target is to support community-left trail project work, unit RSTBC aligns is own fail project staff project work, unit RSTBC aligns is own fail project and bracking all materials. RSTBC completered within same training all materials. RSTBC completered within same training all materials. Nov 34: Staff walkings or counterly delaying project approvals from BC RSTBC completered within same training all materials. Nov 34: Staff walkings or counting councered with and Community Forest to complete the majorty of this project in November, counting councered with and RSTBC improvement project at Big Tree Res Else. Approvals from BC staff and the support and the project inhold and the support fulls project inhold and support and the support fulls project inhold as trail re-routing project, if sufficient funds remain.		8, J, E, F																					
6 650		Anth protocols and shared decision making processes, more due diligono in anchological assessments, management plans and other studies are becoming common practice. In 2022, this project will allow Paris to move forward on protective mitigation strategies appechasity to Expanse Back and charme Aktievia turther assessments, but allow practice and the strate turther assessments, but allow practice and the strate assessments for Archeological impact. Assessment (AA) and Site Altereation Pranti (SAP) travelogis the Nation Anticipate submission late May 2022. Anticipate submission late May 2022. Back - OBE project is awaiting final signatures for Say 22. In Situ Archeology into been commissioned via Nation to perform review and planning. A Charlow Cate Say 24. Contract fictors have been inflated and contracts for services are now under review by both Nation's Chief and Council. Conce approved, project will proceed accordingly.																							
77 650 -		Community groups are sager to provide capital kinding for park improvements and also entrin to parthership agreements for the orgoing operations/itewardship of parking and assess. This supports the planning of the parking and assess. This supports the planning of the provide source planning of the parties involves and angoing operating costs as well as roles and responsibilities of the parties involves. Specifically, in 2022, the two current community ideas for projects that Kharinoric Lake and improvements / enhancements to Dan Boach Park. May 22: working with community groups to outline roles and responsibilities and determine a project plan, which projects. May 62: Working on Nation works permits and authorizations. Project Charter being drahed. Jul 14. Mation works permit applications for tothics provide the result of program oppare in the fail 2020. Nv 94: Dann Boach application to Nation for works permits are in review status. Katherine Lake PAFR scheduled for early November. GEP scheduled for both asks in November.		Various																					

	Event	stores	Port of the	operation	Conf. Frank	Amount	- Participants	on west Property	at prov	in a second	sale sectored	Johns Source Colores	and the second second	In the second	our services to a construction		ee	1 ropost reso " cot	And The State of t	s ·: see ·: see ·:	Burgins reader in the second	1,0 Ballet	oppet con con	Start and		And the second	Barry Transfer
68	650			Architer newing design to meet net zero readmess and completing energy modeling. Detailed design and development of construction documents in 0.1 2022. Updating gestechnical work and survey. Monthly meetings with community association to develop complex, with the second to the second of the designed waiting for permits. Currently availing updated Class B estimate. Electral Area Services Committee report on May 19 updated the Board and direction received. Second the second construction budget approved in a site parameters with significantly impacts the feasibility of the design. A report to update bed on a site parameters with significantly impacts the feasibility of the design. A report to update the Board on New 24: Board report referred to November 24 meeting.		5 A, B, D, E, I																					
69	650			Approval from MoTI for particing on road right of way escensed in 2016. Application for proteining waternise approved by Board of Variance (2016-Sep-30). Working with civil engineer to complete a table top study to update the site plan to include considerations for traffic flow, parking, active transportation. Pitno in include cost estimates and phasing. Anticipate a report to update the Board in 0.12022. Mar 32: desk top study currently underway but not complete. Anticipate a update in 0.2012. Nov 24: On hold until site for Hail is confirmed.	\$40,385	A, B, D, E, I	FB																				
70	650		Community Parts - Bite Part / Pump Track Development at Sprockids Park	Nork with community group - partnership opportunity with Coast Mountain Bits Trait Association. Mar 22: Met with partner CMBTA in 0.1 and discussed preliminary net steps. RFPF or consultation services lated for development mid 0.2. May 9: Partner CMBTA has undergore some changes to directorable. Staff met with partner in late 0.1 and discussed preliminary nets disps. RFP for consultation discussed preliminary nets disps. RFP for consultation and the staff met with partner in late 0.1 and discussed preliminary nets disps. RFP for consultation and the staff met with partner in late 0.1 and discussed preliminary nets disps. RFP for consultation and the staff met with community partners CMBTA on development of scope of the project. Sep 22: CMBTA capacity is limited at this time, therefore the project is delayed. Staff will meet with club in 20 to discuss with dispess to become luther engaged Mor 24. After Inter discussions with CMBTA, the providence is been hold due to capacity limitations.	\$40,000	A, B, D, E, I	FF																				
71	650		Community Parks - Building (Replacement / Upgrade)	Project Brief in development. Options for consideration given pandemic response and guidelines. Mar 22: On hold until further exploration of Mason Yards planning is complete. Nov 24: No change.	\$300,000	A, B, D, E,	F Sechelt																				
72	650		Community Parks - Mahan Trail Repair			A, B, D, E,																					
73	650		Community Parks - Suncoaster Trail Sign Repair			A, B, D, E,																					
74	650		Community Parks - Cliff Gilker Planning (Consulting Fees)			A, B, D, E,																					
76	650			Mar 22 update: Concrete repairs at Coopers Green Park Boat Ramp delayed in 2021 due to staf capacity, however expected to commone in Q2 2022 and be completed by the end of Q3. U1 41: progress delayed due to staff capacity, will not commence until later in Q3. UN 24: Staff confirm with the CHLNRO on available environmental window to perform minor repairs and they on the staff camacity and the staff capacity environmental window to perform minor repairs and they proved himing demail Expenditures added. Carbage Receptacies added.		7 A, B, D, E, I	FB																				
77	650		Community Parks - Keats Island Trait Erosion Milgaton (Rosemary Lane) (0.933 FTE)	Som water dailings our time, and further ingested by larty para attraction phere infore work, hale in do significant exoting and instability of the slope adjacent to the trail leading down to Wreck Beach (Keata Island). This project is to address getechnical concerns instantic adjaces and an adjaces and the stability of the instanticulum. The project is being proposed as high priority, due to potential imminent raises to public safety and property. Associated costs include altering and adjusting the slope, evolon control bilancet, dickning, and and the stability of the stability of the stability and property. Associated costs to provide limited service levels (quarterity visits to inspect and conduct basic maintenance of the ana) are included as 2024 \$4,500 for 0.033 FTE).		A, B, D, E,	F Fislands	DSC 1	\$60,000	1 1-Taxation	Approval for 0.033 PTE only for 2023 - funding implications in 2024	0.033			\$15,726.00	0.128 22.38 \$1	13,428,00 0.109 17.	03 \$10,218.0C	0.083 13.23	\$7,538.00 0.065 21	18 \$12,696.00	0.103 0	\$0.00 0.00	0 0 \$0.1	0 0.000 0	\$0.00 0.000	

	/								es loo ofference	sector of the se									
	500 500 500 500 500 500 500 500 500 500	us Protect Table	At the June 23, 2022 COW meeting, staff were	Carry Former Deposite	s Participants	Caleboxi Por	521.500 11 1.Textion	ro banon room	SSOUL STEREMENT	RAPOORDER & HOUSE TO BE AND BE	Portuger out of the state of th	AND DEPENDENCES	Sand Proposition Land Cost	BUDDE FORDER DE	5 COMPANY COMPANY COM	AND THOMAS TO AND THE COST	J BARR PROPAGE SHOW THE COST		o Buttle Property
		1313 Nominal Rent Tenure (NRT) Application	delegated to explore budgetary implications of applying for nominal rent neure (NRT) for L131, as well as the associated Parka planning implications of this process to develop a budget proposite the 2020- process to develop a budget proposite the 2020- the state of the development of a parka management plan, Nation and community engagement, and related fees. If the enure application is approved, there may also be future costs which would be brought forward during future budgets for consideration at that time.			DISC 2					30,655.15 0,048	22.38 \$4,811.70 UU3	9 17.03 \$3,661.45 U.03	32,844.45 0.03	3 21.16 34,549,40 0.037	50.00 0.00	0 0 0000	000 0 \$0.00 0.0	
	650	Community Parks - Sunahine Coast Sports Fields Strategy	At the Inter-governmental meeting on March 30, 2022, SCRD surfaced the Idea of conducting a colaborative sport field strategy study in 2023. Within the Sumahne Coast, two segarate entities com an annatian an arrow the same customer (SCRD, ToC, DoS, SnDD, SDMB). At times, community satisfaction with sports field strategy would be to provide a long-thm within for the strategy would be to provide a long-thm within for the classing would be to provide a long-thm within for devices in the same customer (SCRD, ToC, DoS, SnDD, SDMB). At times, community satisfaction within ports fields has been very low. The intent of a joint sports field strategy would be to provide a long-thm within for the Coast, including guiding relationships with community groups, supporting effective programming decisions, and addressing the subarbitish with a sease, it would infinite to base all addressing the support and guides the minima to base all addressing has been proport and guides the builde to guide future decision making. The SCRD is willing to base in to fail buildge, with the chi justicication contribution to the total loudge, with each justicication contribution to the total loudge, while the ach justicication contribution to the total loudge, while the chi justice that the buildge to proposed represents the proposed SCRD contribution to the total loudge, while the chi justice that the set justice that the build the build build with the chi justice that the set justice that the set of the s		F Regional	BSC 3	\$18,800 1 1-Taxation	Possible Grant			26.21 \$4.527.48 0.040					0 50.00 6.00			
	650 Deferred w grant exploration		Egmont Park is a 1.48 acre neighbourhood park located in central Egmont. Park assets include an aging termis court, waing use, playground. 2 princit lables, and both termine and the park of the princip lables, and accurpt the Old terminal Store hashes an agreement to accurpt the Old terminal terminal terminal terminal terminal and capital removal. The park is in direction and angle and capital removal. The park is in direction and angle and capital removal. The park is in direction and the proposes resulticity of the outdoor court surface for a variety of uses (termins, pickleta). The lockey, loastetbal), a new chain link fance around the court, installation of obtains, and park functions. As also requested to address orgoing repair and maintenance of the renewed asset.			Not Rec 4					\$0.00 0.000	50.00 0.00	0 50.00 0.00	50.00 ⁰ 0.00		\$0.00 0.00			
	650 Deferred	Management Plan	Dow the past 15 years, increasing population and tourism on the Sumhine Coast has outpaced the parts capacity to provide adequate space and amenilies versus demand. The result has been overcowding on hasdequate particles. The result has been overcowding on dequate particles, Parts instructure and water distribution system are did and need to be considered for capalar ingleoment. In addition, high vision usage hasdequate particles, Parts instructure and water distribution system are did and need to be considered for capalar ingleoment. In addition, high vision usage recoxplement and nomen mass that provide ortical habitat for Western Rod Panied Turkine, Red Lagged Frogs, Cuttmost Trout, and Cocho Samon. Balancing necreational demands, habitat and adjeces presentation. Text Asset and Management Plan to Katherine Lake. This budget proposal is in alignment with the 2014 SCRN Parts and Recreation Management Plan dispondent in the competence of the studied and adjeces and adjust the part base that during parts and adjust and the parts that during parts and adjust the parts that during and in adjust the parts based and in election to their current condition or have environmental or other factors justifying and individual management plan. ¹	A B.D.E.		Net Rec 5					\$0.00	50.00 0.00	9 50.00 0.00	5 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 50.00 0.000	50.00 0.00	o <u>so.oo</u> o.	50.00 0.0	
8	: 665	Bicycle and Walking Paths - Lower Road Retenting 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 despitionarituction options. Jul 14 Working waternies accept of impact, ripartian considerations, archaeological and environmental sensitivities, as well as an updated locat estimate. Say 22: Consequences and a sub-section of the section of the section of the section of the section of the provided section of the section of the section of the provided section of the section of the section of the budget. 2023 budget proposal being prepared. Nov 24: No change from previous update.	\$74,089 B, D, E, F	D														

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	Function	NO. STRUE	Prosective	5me of the second	CanFormed	Anounts Sortes	setellents	And Work Proposition		Fundame State	NECO RECEIPTOR		optional Part in the Ad	and the second	Date indexes and the state of t	d Burge Property Burger	an cost	pullet population of a second	od Balles Proposition Party	An Cost	100 BURNET REPORT		10 Balle Port		to Barren Front Barren Partier	COM TOMOTON TOMOTON
83	665		Bicycle and Walking Paths - Lowe Road Retaining Wal Budget Increase (0.009 FTE)	In 2012 at 1.5km long bike line expansion project was initiated on Lover Road that included a retaining wall to help support a necessary road right of way should be approved in the strength of the strength of the loss relation new and a high present PORTIS gains here in a strength and a high present PORTIS gains here in the budget was adopted to remediate structural concerns. Injurgen of althirds, and after rivestigation, the budget was adopted to remediate structural concerns. Since that time, a number of concepts have been provided, and a claikel design has been submitted to FORTIS for approval. The retaining wall will essentially be replaced to provide the necessary subcutal integrity lines are not vulnerable to movement, and provide receives pretection from entering consult forpation receives pretection from entering consult forpation and the structure of the structure of the pretection protection from entering consult forpation and the structure of the structure of the pretection protection from entering consult forpation and the structure of the structure of the pretection protection protection for metricing consult forpation and and the structure of the protection protection protection for metricing consult for the ane protection protection of the wall (2024 - \$801) y for 0.009 FTE).		B, D, E, F	D	952 1	\$526,771 5	5-Other (Debt, Grant Fees, etc.)	Gas Tar Area D' Approval for 0.009 FTE only for 2023 - funding implications in 2024	0.009			\$0.00 D.0	0	\$0.00 0.000	80.00 0.0	000	\$0.00 0.000	\$0.00	0.000 50.0	0.000	\$0.00 0.0	0 SC	0.00
84	680		Dakota Ridge Recression Sanvice Ara - One-Time Mirror Capital - Upgrades and Renewal	Dre-time minor capital segments to build a new roof on storage abide, new volved and on varining hut, signage upgrades, new visitor entry stains, a new pase printer, and a new pub-beinding groung attachment. Pasts glainning and operations working on the design, Mar 22: staff capacity and other printering attachment. Index 22: staff capacity and other printerine designed this project in 2021. Project planning will continue and staff anticipate complexitor in late 0.2. May 9: New grooming drag has been purchased and signage and storage shed will be underway early summer 2022. Juli 14. May 9: update error -the grooming drag has not been ordered. Progress on these projects in delayed bags 22: RFO caused in acc 25 or traumation. Nov 24. Staff are finalizing the design for the new main entry kinks signage. Supplier has updated that the new grooming drag being manufactured and will be aborage. Som a possible. Revealing a edution for storage.		All	D																			
	680		-Dakida Ridge Snowmoble Replacement and UTV Repair	Replacement of anownoble with 417 and repart of UTV anii 506 proceed with hanfing of up to 522 000 from Daktos Rodge (868) operanting reserve: UTV repain complete. Shoreholle procurement underway: supply chain delays in 2020-2021. Mer 22: Further supply chain delayed this project in conter to expedite delayed yet august a supply chain delayed delayed and supply and and delayed this project in conter to expedite delayed yet august and the 2021. Working with Purchasing to explore options in order to expedite delayed regulations and conter to expedite delayed regulations and conter to expedite delayed regulations and and the supply chain delayed and the supply chain delayed and paid for fully until 0.2 2023. Nov 24: Supply chain issues delayed gelavery. New anownoble also anticipated for delayery 2023. Only available inventory and delayer option.			D																			
86	310 / 312		Public Transit / Fleet Maintenance - Pressure Washer Replacement	The pressure washer, heavy duty equipment used for daty cleaning of fleet, has reached the end of its useful life. Juli 14: RFQ coised May 20th with no successful bidders. A 2nd RFQ created and sent on June 30. Pluruhase and inalial proposed for 30 or Q4. Sep 22: RFP closed and wink should proceed and be whort 24: Unable to source a windor to supplicitatil a natural gas pressure washer. Will need to rewitt the project when new manager begins and determine an atternate solution.	\$10,500	AI	Sechelt																			

	/				oute		* Propert		and the second sec	Coles	a source on Other	Beschuon	ore never interest					8° 20		ie /	Taranan						
	Function NO.	1840 Robertine	overland a	Carol Forward	An Service Partic	part Location® of WC	Category breat	Anoun	Funding S	ours Routingst	runt Fit Reques	ApprovedReet	Adverto period	LIO DE TIO BUDDE TENCOS	the of Bull	Sat Long Land Land Long Long	o Budget Propu	on Pation Cost	of Budge propulsion pri	e cost	a Sudget Status	ale of Budge	Strope Factor Factor Cost	10 01 Dalla Popol	n Cost wo of But	Desitive Substitution Cost	40 0 Bullet Prove
	310/ 312/ 370/ 650	Various - Mason Rd Leare Renewal and Site Parin Implementation (0.20 FTE Temporary Project Manager)	Baby Transit service expansion. Proposal for an internal staff member for project management (Including contract management and coordination internally and support the implementation of the initiative. It support the implementation of the initiative. The Mark of the initiative is a submitted to provide in distance submitted to provide a master plan strategy for transit of Mason Vindon (Initiative). In discussions to partner with BC Transit to complete a master plan strategy for transit of Mason Vindon (Initiative). Use the local plane is the submitted to provide a master plan strategy for transit for Mason Vindon (Initiative). In the Initiative San (Initiation Initiative) and the Initiative San (Initiation Initiative) and the Initiative San (Initiation Initiative) and the Initiative Net AL: Expansion shurtly avantide, Consultant reversing alle plane and with BCT (Initiative) strategy for Initiative Net AL: Expansion shurtly avantide, Consultant reversing alle plane and consultant on November 2. Project on course for completion blank of Coll 2023. Project on course for completion blank of Coll 2023.	\$27,70		Secheit																					
88	400 / Requi	ed Community Parks and Cemeterie Solid Waste Bylaw Implementatic (0.03 FTE)	solide papers permitted in landtil waste disposal effective Novemet 1, 12022. This popied provides for the capacity of the solid provide the solid pro- tection of the solid provides of the solid pro- and commercity to jain with the bydraw and provide for the separation of waste and composable materials where appropriate. It includes a capatil investment for additional receptacies (676,000), an evil as a budget III for organize generating costs for the additional receptacies (616,000 hyber service livel in summer moths).		All	Regional	DISC 1	\$94,667	1 1-Taxation	Partally Prorated 2023 Funding = \$94,667. Split 93% to [650] Parks and 7% [400] Cemetery	0.030			0 \$0.4	00 0.000	0 \$0.00 0.0	0000	\$0.00 O.	000 0	\$0.00 0.000	0 50.	00 0.000	0 \$0.00 O	.000 0	\$0.00 0.000	0 \$0.00	2000
89	400 / 650 / 665 / 680	Various Community Services - Parks Operation Technician (1.0 FTE)	In 2022, a budget for a now year term Parks position was approved to help increase capacity and address backdog. This budget proposal requests that this support increasing operational service requirements associated with a noticeable increase in project demands, university approximation service requirements associated with a noticeable increase in project demands, university approximation service helps associated with a noticeable increase in project demands, university approximation service helps associated with a noticeable increase in project demands, university and maintaining service levels. Climate associated with an another the project associated with a noticeable to not time projects like the cametery expansion and the retaining wall (as well as future projects).		All	Regional	DISC 1	\$92,272	1 1-Taxation	2023 Protected for 9 months 580-204 (split 70% (650), 10% (665), 10% (680), 10% (400)	1.000			0 \$0.4	00 0.000	0 \$0.00 0.0	00000	\$0.00 O.	000 0	\$0.00	0 \$0.	00 0.000	0 \$0.00 0	000 0	\$0.00 0.000	0 \$0.00	1000
90	665 / Abands 667	Bicycle and Walking Paths (All ar Area A) - Expansion Priorities	In 2614/15, several different sections of BiopcherMathing pathway projective were stated. Numerous challenges were encountered along the way that led to these projects being put to hold. Staff wereved these projects and identified as pathway segments that are in indication and the section of the section of the section relations. Along the section of the section of the Roda (-1230m from Wagh), take to Egomoth; Area Bi- Roda (-1230m from Wagh), take to Egomoth; Area Bi- Roda (-1230m from Wagh), take to Egomoth; Area Bi- Roda (-130m from Mark), take to Egomoth; Area Bi- Roda (-130m from Section electral boundary, requires returning wai), Area Fi - Mark Roda (-350m from Societ Basch to Giscons electral boundary, requires returning wai), Area Fi - Mark Roda (-350m from 2024 budget propasal for actual construction, a Estimated capacity construction for all segments in S7M with associated ongoing operating cost.	\$ 0.002.052.05	A, B, D, E, F A	B, D, E, F	ot Rec 2	\$ 2.570,038.80			3.392		8 .	\$0.0 \$74.022	00 0.000	\$0.00 0.0 \$152,250,66 7.5	597	\$0.00 0 \$114,468,113 5		\$0.00 0.000 \$90,042.17 4.493	\$1.42,158.		\$0.00 0 \$298,053,29	273 \$122	\$0.00 0.000 	\$0.00	
F		AND DEVELOPMENT												Area A		Area B		Area D		a E	Area F		DoS	ТоС		sNGD	
91	135	Corporate Sustainability Services - Green House Gas (GHG) Quantification	External consultants, specializing in emissions quantification, to support quantifying GHG emissions reductions of projects and potential carbon offsets. Oct 20222: RFP being finalized.	\$15,000	All	Regional																					

	/.	No.			orme	Provins	Southern and	an week proposit		14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 14000 140	and	Marson on Oren	a server to a server a server a	Anon press	a press for cost	Mei Proposi	Statute Cont	No TON SO TO SO TO	1000	ores the cost	1 2000 1000 1000 1000 1000 1000 1000 10	Juger 7	oposis reso "		100000 1000 100 100		Non teas	July Trade and
92	136	c		Development of community climate plan, including BARC membership (building adaptive and realient communities) at \$20,000, public participation at \$20,000 and \$20,000 for summer student (0.33 ptriate (0.33 ptriate) and the student student (0.33 ptriate community Project Team completed initial adaptation objectives and unrelial actions. Focus groups and targeted interviews started. Discussion paper and questionnare completed for November public engagement. continuus and completing programations for November public engagement launch.	529,190	Se ^{ster}	Regional		pet per	Forder	Padrit	Freed	<u></u>	AND		5 80 7 8 10 18 1	Julie Contraction of the second	B THE AND	400 B 205			**************************************	it yes		ist Bullet	L. D. B.	1.000 - 000 - 000	3 ³ 8*
93	136			As stated in the Strategic Plan 2019-2023, "In the face of a global climate emergency we must move swifty to reduce GHG emissions and enhance our region"s realiency to the effects of a changing climate". Climate change is impacting every aspect of acodely and SCRD services. Drastic reductions to greenhouse gas mesisions are needed by 2030. Their proceed aims to emissions are needed by 2030. Their proceed aims to enalise the SCRD with increased capacity to progress in a lamly manner on the adoptor and implementation of the Community Climate Action Plan. Ongoing.		All	Regional	DISC 1	\$28,404	1 1-Taxation	Not Prorated Permanent Summer Position	0.330		15.04	\$4,271.96 0.03	5 12.84	\$3,647.07 0.030	9.77 \$2,775		\$2,155.86 0.01			\$8,069.58	0.066 12.38	5 \$3,507.89		\$528.31 0.004	1
	136	O N	Regional Sustainability Services - Community Climate Action Capacity Building - AVICC Membership	In Conjunction with other Community Climate Action Capacity Building Project, these memberships would provide networking, peer-exchange and learning opportunities while also demanding staff time for engagement and support.		All	Regional	Not Rec 2		5 5-Other (Debt, Grant, Fees, etc.)	2-Years \$7,500 each from the Local Government Climate Action Program - Grant				\$0.00 0.00	0	\$0.00 0.000		0.000	\$0.00 0.00		0.000	\$0.00	0.000	\$0.00		\$0.00 0.000	Ū.
	136	S F F C	"NEW Regional Sustainability Services - Community Emergency "reparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	THAT the report titled Union of British Columbia Municipatilies (UECN) Disaster Risk Recurction – Climate Adaptation Grant Application – Coastal Flood Mapping be received for information: AND THAT the Sunahine Coast Regional District (SCRD) support 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;		All	Regional	DISC 3	\$510,000	5 5-Other (Debt, Grant, Fees, etc.)	UBCM - CEPF Grant (Approved)				\$0.00 0.00	0	\$0.00 0.000	so	0.000	\$0.00 0.00		0.000	\$0.00	0.000	\$0.00		\$0.00 0.000	þ
	200	E	Bylaw Enforcement - Bylaw Enforcement Officer (1.0 FTE)	There has been a significant increase in the number of bylew enforcement files in general, and especially those associated with environmental issues such as tree cutting and works conducted in rightmain areas. In addition to the increase in the number of these files, they are generally quite complex and require extra staft time. Ongoing:		A, B, D, E. F. sNGD	A, B, D, E. F. sNGD	DSC 1			2023 Prorated Value at 0.6 FTE and Enviro Training \$15,000 = \$65,840.23	1.000		25.38	\$25,312.24 0.20		\$21,622.11 0.176		.97 0.134 12.81					0.000 0	0 \$0.00		\$3,131.62 0.026	j l
	200	E	Bylaw Enforcement - Bylaw Base Budget Increase Sibsons and District Fire Protection -	Increase base budget to training and development budgets, uniform / laundering budgets, professional fees for more involved files, etc.		A, B, D, E. F. sNGD E. F. and ToG	sNGD	DSC 2	\$18,200	1 1-Taxation	Base Budget Increase			25.38	\$4,619.16 0.03	8 21.68	\$3,945.76 0.032	16.49 \$3,001	18 0.024 12.81	\$2,331.42 0.01	9 20.49 \$3,729.	18 0.030 0	\$0.00	0.000 (\$0.00	0.000 3.14	\$571.48 0.005	ś
98	210		Sibsons and District Fire Protection - Capital Plan Projects - High Priority	Non-critical (unfunded) Capital plan projects from fire department 20 year capital plan. Flooring and hot water tank replacement. Hot water tank installed, flooring portion remains outstanding.	\$8,543	E, F, and ToG	E, F and ToG																					
	210	V		Wildland gear for volunteer firefighters - specialized wildland coverals and equipment for volunteer firefighters for local or Provincial wildfire events when staff or volunteers elect for deployment in other fire jurisdictions. This project has started and is expected to conclude in Q2, 2023			E, F and ToG																					
100	210	C	Sibsons and District Volunteer Fire Department - Emergency Generator	Backup power generation for both fire halls. Q1 2022 examining grant opportunities, synergy with other electrical projects. Meeting with solar association to determine energy requirements/solar feasibility Q3, 2022.	\$150,000	E, F, and ToG	E, F and ToG																					
	210	F	Sibsons and District Fire Protection - Sapital Plan Projects - Fire Truck Replacement Sibsons and District Fire Protection -	Replacement of frontline engine to meet Fire Underwriters Survey (FUS) requirements. Proposal to keeg apparatos for reservelvid/tife deployment. Mnor operating budget adjustment for maintenance, insurance and Lei, RFP scope being developed. Bid is currently out to market.			E, F and ToG																					
103	212	G	Roberts Creek Fire Protection -	Hall #1 - Lighting interior and exterior, Emergency Alarm, Gear Washing Machine, Vehicle, Ford Explorer and Hall #2 Transformer, Control Panel Expected Completion Q4 2022. Budget Increased by	\$9,642	D	D																					
104	212	т	Fraining Structure	Resolution #198/22, Roof system received. Expected completion end of Q4 Capital plan projects from fire department 20 year	\$8,500	D	D																					
		F	Plan Projects	capital plan. Ventilation exhaust fan.(Completion Q4). Electrical control panel. Project to be reviewed for regulatory compliance. Will exceed budget. Awaiting budget estimate.																								
	212	V	Roberts Creek Fire Protection - Wildfire Preparedness Gear and Equipment	Awaiting delivery	\$30,000		D																					
	216	c	Halfmoon Bay Fire Protection - Self Contained Breathing Apparatus	SCBA Compressor arrived waiting for installation. Vendor Electrogas was selected, they are anticipating a 12 week delivery.	\$167,323		в																					
	216	ŀ	Halfmoon Bay Fire Protection - Fire Hall #2 Redevelopment Project Halfmoon Bay Fire Protection - New	Project delivery methodology being reviewed to maximize value. Update anticipated Q1 2023. Capital Renewal Project	\$250,000 \$131,548	-	B																					
	220	N 1	/ehicle Silverado	Capate roteman Fright. Walting for second geotech report. RFP for tower construction has been developed. Geotech report is complete. Development Permit Application is n progress. Development Permit Application & RFP has been issued. Project award expected Q4 2022.	\$246,239		Sechelt																					

					Fromis		MON PODOS		Law Street	3 ⁸		Bre description	+ 10-10 Martin	Haber	and the second sec	-speak at	100 pt		40° ,00	appendix the second		ANT THE OF ANT		00001 10 10 10		AND		or and the second	
	Function NO. Statu	· · · · · · · · · · · · · · · · · · ·	reserved on	Carry Forward	Gervice	Particin Locations	alot. Category	PHS* Prout	Funding 50	AND ROOM F	J. FERS	quest poporedRet	HR Adjust to . Anoun	LID DE CIPETON	setten Ct	audai P. patiente	tence	of Budget Price and	onte tence	Budget of Contraction Co	and Total Bud	elpaion te un Ce	sta of Bunger P.	pation to them Co	ste of Budge	et pudget tem Co	ste of Budge	erestone tence	of Bunger P.
110	220	Emergency Telephone 911 - 911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications). Letter of Authorization with Planetworks Consulting to be signed. Currently working with ISED to acquire new frequencies.	\$3,030	All	Regional																		Ì					
111	220	Emergency Telephone 911 - Radio Tower Capital Project Consulting Services	Waiting for authorization agreement to be signed. Ongoing work by Planetworks Consulting.	\$61,991	All	Regional																							
112	220	Emergency Telephone 911 - 911 Emergency Communications Equipment Upgrade	Signal Testing has begun. Agreement with Telus to be signed. Roberts Creek project is complete. More upgrades to follow on various other towers	\$71,939	All	Regional																							
113	222	Sunshine Coast Emergency Planning Evacuation Route Planning	 CEPF 100% Grant-funded development of evacuation route(s), with area of work selected based on risk analysis. Grant of \$25,000 has been received for evacuation route planning see resolution #104/22 Recommendation #8. RFP has closed. Contractor has been selected. 	\$25,000	All	Regional																							
114	222	Sunshine Coast Emergency Planning Contracted Services for Statutory, Regulatory and Bylaw Review	Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties. RFP is being developed.	\$20,000	All	Regional																							
115	222	Sunshine Coast Emergency Planning Trailer Removal	Removal and disposal of tailer at Mason Road, formerly used as secondary ferregency Operation Centre location Waiting for electrical to move electrical service on September 7. Electrical service has been moved. RFP for removal to be issued in Q1 of 2022. There having available to more the tailer. Tailer has been removed. Communications tower needs to be removed. Waiting on estimate from contractor. Project planned to conclude Q4 2022.	\$10,379	All	Sechelt																							
116	222	Sunshine Coast Emergency Planning Reception Centre Modernization	•	\$24,967	All	Sechelt																							
117	222	Sunshine Coast Emergency Planning EOC Modernization Project	-	\$13,682	All	Sechelt																							
118	222	Sunshine Coast Emergency Planning - Community Resilience Investment - Firesmart 2.0 (up to 4.5 FTE)	As part of the SCRD's Community Resiliency Investment (CRI) grant application, protective services is proposing to hire up to 4.5 FTE as part of the FireSmart program. This proposal is contingent on a successful grant apolication.		All	Regional	DISC	\$370,000	5 5-Other (Debt, Grant, Fees, etc.)	Contingent on Grant	4.500				\$0.00 0.000		\$0.00 0.00	10	\$0.00 0.000	so	.00 0.000	\$0.00	0.000	\$0.00	0.000	\$0.	0 0.000	\$0.00 0.000	
119		Sunshine Coast Emergency Planning - Emergency Support Services Director (Casual 0.114 FTE)	Increasing workload on the Emergency Support Services Department requires a dedicated support		All	Regional	DISC	2 \$9,875	1 1-Taxation	Prorated 9 months in 2023 total \$7,409.50	0.114			15.04	\$1,485.85 0.012		\$1,268.51 0.01		\$965.21 0.008		.84 0.006 12.14			\$2,806.72			10 0.010 1.86	\$183.76 0.001	
120	222	Sunshine Coast Emergency Planning - Hazard, Risk and Vulnerability Analysis (HRVA) Update	The HRVA underpins all emergency planning on the Sunshine Coast. Updated climate, demographic, development and topographic information can be used to prepare an improved HRVA. Last update was 2005.		All	Regional	DISC	\$50,000	1 1-Taxation	Future years contribute \$10,000 per year to operating reserves				15.04	\$7,520.00 0.061	12.84	\$6,420.00 0.05	2 9.77	\$4,885.00 0.040	7.59 \$3,795	.00 0.031 12.14	\$6,070.00	0.049 28.41	\$14,205.00	0.116 12.3	5 \$8,175.	00 0.050 1.86	\$930.00 0.008	
121	222	Sunshine Coast Emergency Planning - Extreme Heat Planning Grant	The SCRD applied for, and received, a grant to fund the development of an Extreme Heat Response Plan. The funding is part of a regional grant which has the support of the other three local jurisdictions. The grant will cover the entire cost of the development of the plan.		All	Regional	DISC	\$120,000	5 5-Other (Debt, Grant, Fees, etc.)	Grant					\$0.00 0.000		\$0.00 0.00	0	\$0.00 0.000	\$C	.00 0.000	\$0.00	0.000	\$0.00	0.000	\$0.	0.000	\$0.00 0.000	
122	500	Regional Planning - Regional Housing Coordinator	Continuation of this contracted role to enable further progress on housing action plan. Involves extensive intergovernmental and community coordination.		All	Regional	DISC	\$76,997	5 5-Other (Debt, Grant, Fees, etc.)	Grant - MRDT					\$0.00 0.000		\$0.00 0.00	10	\$0.00 0.000	so	.00 0.000	\$0.00	0.000	\$0.00	0.000	\$0.	00 0.000	\$0.00 0.000	
123	500 Deferred to 2024 - reviewing grant potent	Regional Planning - SCRD / Public Lands Comprehensive Review	SCRD and other public bodies own hundreds of hostarias of and on the lower Sumhine Coast in the form of parks, land gifts, surplus utility properties etc. Meanwhile, there is an urgent need for: 1. Room to expand public services 2. Land for others to develop affortable or workforce housing 3. Closing gaps in the active transportation system		All	Regional	DISC	2							\$0.00 0.000		\$0.00 0.00	0	\$0.00 0.000	s	0.000	\$0.00	0.000	\$0.00	0.000	\$0.	0.000	\$0.00 0.000	
124	500	Regional Planning - ML Eiphinstone Watershed Strategy	Based on further dialogue with pertners including Torm of clabons and the To instake to the the proposal for a hydroxy study of ME. Ephnistone, this revised planning exercise that includes all governments, Frat Nations and agencies responsible for land management in the south ME. Ephnistone watershed as a first step. NGCs with watershed management to support excluding improve watershed management perspective could improve watershed management be support excludes approver, SCRD's interests relate to emergency property. SCRD's interests relate to emergency property. SCRD's interests relate to emergency preparedness, aguiter protector, matty in frastructure and the land use/other bylaws that support these things.		All	Regional	Not Rec	\$ \$10,000	4 4-Reserves	Operating Reserves				15.04	\$1,504.00 0.012	12.58	\$1.258.40 0.01	0 9.77	\$977.00 0.008	7.59 \$755	0.000 12.14	\$1,214.00 i	0.010 28.41	\$2,841.00	0.023 12.3	5 \$1,235,	0 0.010 1.86	\$186.00 0.002	

	under the spine	Post of the	- Designed	Don Erme	A.B.D.E.F	and the second	o week poorst	prist poent	sugar star	o cole	Juling Source 100	ner description	A Safe to a store to a	La martine and the state of the	and the second and the second	**************************************	restance in the second se	UNPOST AND CON	1.5 CONTRACTOR OF THE O	- Jours - Contraction	and the second s	And Bally Property	sto to the state	of the open states
125 50		Rural Planning Services - Planning Enhancement - additional	Annual investment in operating budget to support CCP renewaliharmonization, zning bydwa dignment to CCPs, technical studies, while protecting (or enhancing) development processing and customer service levels. Proposed to be engoing. Grants, if received, can distribution that distribution gear. 2022 funding recommended to be pro-tated at 50% \$160.000 (monor diquiset to s115,000 by Finance) with \$360.000 cmgoing from taation including a 0.571E* Prestim postie. Argument completed and detailed project design phase initiated.			Regional																		
126 50		Rural Planning Services - Planning Enhancement Project	RFP in development. Input from member munis to be sought. Posting for incremental staff resource (grant- funded) posted and closed, selection process underway. RFP developed and anticipated for posting Q4 2022. Evaluation of bids underway. Award anticipated late Q4.		A, B, D, E, F																			
127 50		Rural Planning Services - Regional Housing Coordinator	RFP prepared, in coordination with District of Sechet for related work. Release early in 01 2022 planned. RFP closed, in award process. Contract provided to proponent for signing. Kelly Folge is selected contractor, work initiated in 02. Work progressing. Action plan draft being developer: (peort to Board in 04 2022. Action plan report planned for December 2022.		A, B, D, E, F																			
128 50		Rural Planning Services - Zoning Bylew 310	Consulting contract and other project costs to assist with revelval/ming of new zonig bytw. Consultant has provided the final draft and completed the work within the scope of heir project propess. Staff are reviewing the draft and refining. Focused time being December 2021, Introduction and public information planned for 01 2022. First reading May 12, 2022. Public Informatics. 3dr reading report being prepared. Hearing completed. 3dr reading report planned for September 2011. Side address project planned final invoicing and communication campaign.	\$10,405	A, B, D, E, F	B, D, E, F																		
129 52		Building Inspection Services - Vehicle Replacement	The Building Division requires two reliable vehicles in order to provide inspection services to al electral areas within the SCRD. Building Division vehicle 467 fs a 2012 Ford Scazey with more than 184,000 kilometers. Based on its current condition, and the history of the division's previous unit, which was the amer make and model, this vehicle has reached the point in it's lifespan where cost prohibitive repairs, or complete failure may be imminent.		A, B, D, E. F, SNGD	Regional	DISC	1 \$60,0		Operating Reserves \$17,000 and Capital Reserves \$43,000				\$0.00 0.00	0 \$0.0	0.000	\$0.00 0.000	\$0.00 c	000 \$0.00	30.000 S0.00 0	\$0.	0.000	\$0.00 0.000	
130 52		Building Inspection Services - Digital Plan Review Preparedness - Hardware, Software and Training	The submission of digital building permit applications is a gool of the SCRD Board and the Building Division. In order to succeed a system will need to be in place to digitally review the submitted draways for compliance with the BC Building Code and applicable Bylwns. By acquiring the hardwave, software and training prior to the acceptance of the digital building permit submissions, the Building Division will be prepared to review the digital plans when they are accepted.		A, B, D, E. F, SNGD	Regional	DISC	2 \$5.5	0 4 4-Reserves	Operating / Base Budget Increase				\$0.00	0 \$0.0	0.000	\$0.00 0.000	\$0.00 C	000 \$0.00	0.000 \$0.00 0	500 \$0.	0.000	\$0.00 0.000	
131 54		Hillside Development Project - Headlease Renewal (0.2 FTE)	Hillide water ich handlesse from the Fronnce expires December 31, 2023 prepare a revenuel application har includes Consultation with First Nations, Preliminary Archaedogola Fide Reconniessance (PAFR), updated environmental baseline study, management plan (Introduce new operating requirements for SCRD going forward; e.g. spil response and inspection plan]. Temporary (maximum 2-year) staffing lift to support project management.		All	F	NON DISC	1 \$250.0		Operating Reserves Prorated \$195,400 Total salary \$43,680 Total MERCs \$10,920 Prorated: 2023 salary \$14,560 2023 MERCs \$3,640				\$0.00	0 \$0.0	0.000	\$0.00 0.000	\$0.00 C	000 \$0.00	30.000 \$0.00 O	500 \$0.	0.000	\$0.00 0.000	
132 54	**NEW	"NEW Hilliside Development Project - Investment Attraction Analysis	SCRD has large portions of land menaning from earlier Hildlie Industrial Park subdivision. Industrial investment Interest currently exists. However, the bo large remaining porterils (50 and 55 hockares) are not prepared for sale of development. A review of lands and related uses is recommended to attract investment opportunities at Hillide. An professional large in unsagement of occonocic development consultant can assist in enabling SCRD to make effective and coordinated decisions for land use and property disposition opportunities.		All	F	DISC	2 \$120,0	0 4 4-Reserves	Operating Reserve One Time (\$90,000 / Grant - ICET READY Capacity Building \$30,000)														

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FUR	Status	Profestitie	Desertation	Caron Formed	Anour Serves	Participants	BIOLWONL.	PHS*	known	Funding	ouro Maliloni	FUNDING ST. FTER	servest popor	HR ADING TO	obender participation	uder Raio %	Stand Stand Propries	ation cost	Budge Tropose Real of C	10 ⁴	under tropose reso	40 d TOP BURN TOP TOP	Cost who the state	Set Crosse Callon Cost	No DEBURGE	oposs Palo Cost	4.0 Paulas Propose	railo in cost	POPOSS
133 2107 2127 216		Various Volumteer Fire Protection - Firefighter Comensation Honorarium and Training	As part of the Fire Department Strategic Plan conducted by Down Michel and Associates presented on January 10, 2019, the biolowing recommendation was made: "The SCRD should also in consultation with detailed review of the existing honomain and compensation arouturus." The requirement to undertake increased training to meet the Playbook and other standards, needs to be offset with improved compensation. Volunteer and paid-on-call fireflyhers and officers entre fire service out of a sense of dury and commitment to their communities not because of should not laws them out of poolset." This proposal moves us to 80% of the recommended level for 2023 while staff work to complete the comprehensive review.		ToG	HMB, Gibsons, RC	DISC	1, 1, 1	\$21,675	1 1-Taxation	Base Budget Increase \$3,375 [210], \$4,500 [212], \$13,800 [216]					\$0.00	0.000	\$0.00		\$0.00 0.000	\$0.00	.000	\$0.00 0.000	80.	.00 0.000	\$0.00 (.000	\$0.00	
134 210/ 212/ 216/ 218		**NEW - Various Volunteer Fire Protection - SCRD Fire Departmen Equipment Modernization and Enhancements	The SCRD applied for a Community Emergency IP Preparedness Fund grant for fre department equipment and training to be better equipped and trained for structure and wildland urban inherines fires. The SCRD was notified that the grant application was auccessful. The proposed equipment purchases are either new (enhancements) or replace did and outdated existing gear (improvements).		and ToG		DISC	1	\$120,000	Fees, etc.)	Received \$30,000 fo each Fire Protection Service (4)					\$0.00	0.000	\$0.00 0.000		\$0.00 0.000	\$0.00	000	\$0.00 0.000	\$0.	0.000	\$0.00 (.000	\$0.00	
135 500 / 504		Regional and Rural Planning Services - New Assistant Manager (1.0 FTE)	Introduction of a new position for an Assistant Monager, Planning & Dewolpment. The interval of this position is to enhance planning services by providing additional capacity at a search with the planting the high participation of the second second second second second the dominant resource draw in secent years and to further provide support to long range rural and regional planning initiatives.		A, B, D, E. F	All	DISC	1	\$173,010	1 1-Taxation	2023 Prorated for 9 months \$129,758 [504] Rural 90% and [500] Regional 10% and Source: :50% User fees / 50% Taxation for 2023 and to be reviewed in 2024 once impact of new fees and charge are known.	i d				\$0.00	0.000	\$0.00 0.000		\$0.00 0.000	\$0.00	.000	\$0.00 0.000	Ş0.	0.000	\$0.00 (.000	\$0.00	
				\$ 2 472 610 69					2 050 898 33			7 144			_	\$44 713 21	2 231	\$38 161 85 1 90/	\$29.0	1 4 4 9	\$22.588.02	126 \$3	095.07 1.801	\$27.922	20 1 303	\$12 137 99 (606 9	\$5 531 17 0 276	
				\$ 2,472,610.69				\$	2,050,898.33			7.144		- \$	-	\$44,713.21					\$22,566.92				29 1.393	\$12,137.99			
INFR 136 350	STRUCTU	RE SERVICES Regional Solid Waste - Power Supply Repair Sechett Landfill including Interim Operating Costs	supplement the solar based power system for the Sechet Landtellina's tailed mid-February 2021. The site is currently using a dised generator on a temporary hock up until a new generator is procured and installed. Power is required for the scale, computer and telephone for example. Development of RPP and SRW for connection to BC Hydro grid has been initiated	\$186,861	All	Regional		\$	2,050,898.33			7.144		- \$		\$44,713.21		\$38,161.85 1.904	Area D		\$22,566.92 Area E	128 \$3 Area		DoS	29 1.393	\$12,137.99 (ToG		\$5,531.17 0.276	
136 350 137 350	STRUCTU	RE SERVICES Regional Solid Waste - Power Supply Regional Solid Waste - Regional Interim Operating Costs Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phase 1)	supplement the solar-based power system for the Bechelt Landfl has failed mid-Polyany 2021. The bit hock up until a new generator is procured and installed. Power is required for the scale, conjunct and telephone for example. Development of RFP and SRV for connection to BC phylor girl has been installed. Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at Jay ISC and second optimum and the fill simg optimum did not and second optimum contract. Results will be presented late Q4 2022 or early Q1 2023	\$186,861	All	Regional		5	2,050,896.33			7.144		• 8															
136 350 137 350 138 350	STRUCTU	RE SERVICES Regrand Solid Waster - Power Supply Regrow Societti Londing Interim Operating Costs Regional Solid Waster - Future Waste Disposal Options Analysis Study (Phase 1) Regional Solid Waster - Future Solid Waste Disposal Option Study (Phase 2)	suppresent the solar-based power system for the Bechelt Landfill as failed mid-Perlowary 2021. The site hock up until a new generator is procured and installed. Power is required for the scale, computer and telephone for example. Development of RFP and SRV for connection to BC hydrig of than been initiated meeting. Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results and you and you applied to the pre- resented late C4 2022 or early 01 2023 Development of prelimitary design, cost estimates and a dance the confination of the Seability of a new landfill and transfer station. Scope will depend on finding Parka a.	\$186,861 \$20,516 \$146,019	All				2,050,094.33			7.144		- 5															
136 350 137 350 138 350 139 350	STRUCTU	RE SERVICES Program Solid Waste - Power Supply Regars Schett Landll including Interim Operating Costs Interim Operating Costs Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phase 1) Regional Solid Waste - Pender Habour Transfer Station Site Improvements - Phase 1	upperment the solar-based power system for the site Becheti Landli has failed mid-Federary 2021. The site is constructed by the solar-based power system for the is constructed by the solar solar solar solar solar solar power is required for the scale, computer and telephone for example. Development of RFP and SRV for connection to BC byting origin has been initiated Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting, REPL byting origin has been initiated presenting in accuracy to the solar solar solar solar and second oppoints on a Initiati solar gotine dat only presenting in accuracy contractor. Results will be presented land CA 2022 or enely 0 1023 Development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landing of the solar statistics. Scope will depend on the sing induction by an expresent and XGC Entractor. The site regreter on typical and XGC Contractor. Phase 2. Phase 1 upgrades stated and XGC Contract. Amended to include design work for 2023 upgrade program.	\$196,961 \$20,516 \$146,019 \$89,319	All	Regional Regional A			2,050,856.33			7.144																	
136 350 137 350 138 350	STRUCTU	RE SERVICES Program Solid Waste - Power Supply Regard Solid Waste - Future Waste Interim Operating Costs Interim Operating Costs Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phase 1) Regional Solid Waste - Pender Hatbour Transfer Station Site Improvements - Phase I Regional Solid Waste - Regulatory Reporting for Sechet Landfill	suppresent the solar-based power system for the Bechelt Landfill as failed mid-Pohyany 2021. The bit hock up until a new generator is procured and installed. Power is required for the scale, conjunct and telephone for example. Development of RPP and SRV for connection to BC phylor girl has been installed entering. Results of Part 1 and 2 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results and Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results and Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results and Part 3 were presented at January 20, 2021 Special Infrastructure Services Committee meeting. Results and Vision Committee Services Services and Landrug Partner. Scope will depend on finding Phase. January 20, 2021 Included that significant under 6 station. Scope will depend on finding Results 2, Phase 1 upgrades at enduation of this Bale. Phase 2, Phase 1 upgrades at endual of 2023 upgrade Phase 2, Phase 1 upgrades stated and XCO Contract Amered to Include design work for 2023 upgrade	\$196.961 \$20.516 \$146.019 \$146.019	AB AB AB AB AB AB	Regional			2,050,898.33			7.344																	

142	50000 100 500	a road Sold Wate - Wate	conduct a waste composition study of residential	529,420	Provints Service Service	Regional	and server proposed	pag page	Territoria Formation	poor particular	when source or the	as a south of the second	were bounded	autor teo "	**********	orans sale in the second		1000 000 100 CON	- o well and a start of the sta	the state of	BURN TRANK		or and the second second	***********	part the in cost	Solution of the solution of th	No con	a monoral
		Composition Study	gabage collection, drop-off bins al Pender Hatour Transfer Staton al Sechet Landfl and commercial garbage delvered to the Sechet Landfl. Study would social at two points in 2021 and will support the social at two points in 2021 and will support the diversion services and guide the SWMP update (incl. watel disposed point Indiff Locure). Delevel until 2022 Exch audits were completed and a summary report, with recommendations, be presented to the Board in Q1 2020																									
143	350	Regional Solid Waste - Solid Waste Management Plan Update	RFP was awarded in Jun 2022. Work will begin Summer 2022, for engagement in early 2023.	\$143,319	All	Regional																						
144	350	Regional Solid Waste (Sechet) - Sechet Landfill Interim Power Supply	Due to asset failure of the power supply ystem, the site has been running off a geneticity 24 hours a day. Cheen that the generators are required to run 24 hours a day to meet regulatoric the section base faces and to protect our assets, two generators are required so that a backor is on site. The Regional District complete has an excit-the landfill the Regional District complete has an excit landfill be a connection with the BC Hydrog dist in the coming years. However, generations with be required to provide power on an interim basis until that project is complete.		All	Sechelt	NON DISC	1 \$48		2024 - \$52,000			15	\$7,219.20	0.059 12.84	\$6,183.20	0.050 9.77	7 \$4,689.60 0.0		3,643.20 0.030 12.	\$5,827.20		\$13,636.80		\$5,928.00 C	1.86	\$892.80 0.007	
145	350	Regional Solid Waste (Sechelt) - Sechel Landill Power System Replacement	Board direction to pursue a direct connection to BC Hydro grid and cost budget for the project was increased to \$212,000. With \$194,000 remaining in the budget and \$20,000 allest for the purchase of the generator from 5020 traitises avrices the budget can be added and the services will be required plus an addition of \$10,000 in the services will be required plus an addition \$20,000 for contignencies and \$50,000 to install an automatic transfer width to the generator. The total budget required for the project comes to \$261,000 - ahortfall of \$57,000.		All	Sechelt	NON DISC	-	000 5 5-Other (Debt, Gra Fees, etc.)	nt, Short Term Lear / Years 2024 and 2025 \$10,00 each				\$0.00	0.000	\$0.00	0.000	\$0.00 0.0		\$0.00 0.000	\$0.00		\$0.00	0.000	\$0.00 d		\$0.00 0.000	
	350	Regional Solid Waste (Secheit) - Secheit Landfill Aggregates	The Sechet Landiffs primary driving surface is noal 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.		All	Sechelt	DISC	3 \$32		Year 2024 \$40,000 and Year 2025 \$50,000			15	.04 \$4,812.80		ų 4, 100.00				2,428.80 0.020 12.		0.032 28.41		0.074 12.35	\$3,952.00 0		\$595.20 0.005	
147	350	Regional Solid Waste - Islands Clean-Uy (diditional Funding - Base Budget)	SCRD Island residents do not receive regular garbage collections services. Island: Cland U, has been established by SCRD to provide annual collection events on Keals, Cambler, Timanuky, Trail, Nelson with Mercury Transport to provide the barge and transport services will be complete in 2022. The contract allows for a two year nerveul. SCRD would like to eatend the contract. The contract costs have increased 24% from 2022 primarity due to increased haid costs.	9	All	B Islands and F Islands	DISC	4 \$35		Base Budget Increase			15	\$5,264.00	0.043 12.84	\$4,494.00	0.037 9.77	7 \$3,419.50 0.0	7.59 \$	2,856.50 0.022 12.	14 \$4,249.00	0.035 28.41			\$4,322.50 C	1.86	\$651.00 0.005	
	350	Regional Solid Waste - Future Waste Disposal Option Analysia Phase 2 (Additional Funding)	The scope of this project in 2021 was defined as: "This budget proposal is for the development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new lendfill and transfer station and and conversitio, engineering, authoreday, geology, ecology and engination ytamications. Public participation on these options would also be part of this project." Staff wave directed to undertake a second option to confirm the landfill aiting coptions identified in Phase 1. As such, confirmation of the scope of the Phase 2 project, this work is currently funded from the Phase 2 project, this work is currently funded from the Phase 2 project.		All	Regional	Disc	6 \$75					15	.04 \$11.280.00	0.092 12.84	\$9,630.00	0.078 9.77	\$7,327.56 0.0	860 7.59 \$	5,692.50 0.048 12	59,105.00		\$21,307.50		\$9,282.50 C		1,395.00 0.011	
149	350	Regional Solid Waste - Green Waste Program (increased tonnages)	Green waste can be dropped of at the South Coast Readential Creen Waste Droo-Dhock, Pender Hahoor Transfer Station, and Salah Solis (on behaf of the Sochet Landill) as well as two commortial sector green waste drop-off locations. The green waste processing and Green the schal total annual coats for green waste processing are based on the tonnage received at the SCRD green waste drop-off locations. An increase to the green waste drop-dflocations. An increase the green waste drop-dflocations. An increase the green waste drop-dflocations. An increase to the green waste drop-dflocations. An increase to the green waste dromage the SCRD receives, which requires processing into compost, results in higher contracted costs.		All	Regional	DISC	6 \$140	1 1-Taxation	Base Budget Increase			15	.04 \$21,056.00	0.172 12.84	\$17,976.00	0.147 9.77	\$13,678.00 0.1	111 7.59 \$1	0.626.00 0.087 12.	\$16,996.00	0.139 28.41	\$39,774.00	0.324 12.35	\$17,290.00 0	2.141 1.86 S	2,804.00 0.021	

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Fund	onto salus	Properties		Carry Form	and Amounts	s Participants	Held Work Proposit	PH9*	Amount	Funding Street	uto peditori	Funding Source (pr. OU	And Andrew Press	to be indeen hose ruber to	stringen and and	bat to all	Sunda Proposito	en cost	of Bulles Proj	posts **	Sand Property Sand Sand Sand Sand Sand Sand Sand Sand	sio train	Suble Testion is	ale of fact	Process Proces	********	Proposi Parto Cost	No Buller	OPO-DE LEVO	-o Bully Propage
150 350		Regional Solid Waste (Pender Harbour) - Pender Harbour Transfe Station Upgrades (Phase 2)	Due to degradation to the infrastructure, beyond the rescope of available staffing resources XCG conducted a fulsione site assessment and recommended that a complete redeging and construction is necessary to address the numerous issue. Phase 1 of the proposed budget has been approved during the 2022 budget proposals. The purpose of this proposal is to fund the completion of plane 2 of the Pender Harbour Transfer Station Site upgrades.		All	A	DISC	7	\$765,000 5	5-Other (Debt, Grant, Fees, etc.)	MFA Short Term Loan					\$0.00 0.000		\$0.00 0.00		\$0.00	of Si	.00 0.000	so.	00 0.000	\$0.00	0.000	\$0.1	30 0.000	\$0.00	10
151 350		Regional Solid Waste (Sechelt) - Sechelt Landfill Extending Useful Life	In 3021 SCRD staff identified an opportunity to increase the lifespan of the Scheit Landfill by 30.5 years. This project involves the relocation of the contact water pond, which is responsible for managing water that comes in contact with solid wasts. To meet construction timelines a budget must be established for all professional fees and construction of the new contact water management system in 2023. Construction must take place in summer 2024; therefore, the budget must be approved 6 months prior to it within procurement deadtime.		All	Sechelt	DISC	8	\$50,000 1	1-Taxation				15	.04 \$7,52	20.00 0.061	12.84 \$	56,420.00 0.05	52 9.77	\$4,885.00 0.04	3 7.59 \$3,79	.00 0.031 12	.14 \$6,070.	00 0.049 2	8.41 \$14,205.00	0.116 12.3	35 \$6,175.0	30 0.050 1.86	\$930.00 0.00	38
152 350		Regional Solid Waste (Sechel) - Silocover Feabling Pilot Phase 2 (Additional Funding)	A bicover is a type of finit cover applied to landfile that is designed to oxidize methane emissions into cathon doubt to reduce greenhouse gas (BHG) emissions. A Phase 1 Feasibility Study was understannin 2020 and the study of the study of the study of the study to the SCRD, the community, and provide significant (BHG emission enductions. In Mercu 2021, a budget of \$150,000 to conduct Phase 2 was adopted. Phase 2 will involve a pict addy where a bickness will be added to the SCRD, the community, and provide significant (BHG emission exclusion). In Mercu 2021, a budget of \$150,000 to conduct Phase 2 was adopted. Phase 2 will involve a pict addy where a bickness will be added to per a operation of which we have a bickness of the oper a operation of which we have a bickness of the state that the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the state of the cost of materials into account. Further, consulting fees and material cost have increased, reject completion is not possible with the current approved budget.		AI	Sechelt	045C	9	\$136,000 4	4-Reserves	Operating				2	\$0.00 0.000		\$0.00 0.00	000	\$0.00	2 51	00 0.000	50.	00 0.000	\$0.00	0.000	\$0.1	0.000	\$0.00 0.00	0
153 351		Regional Solid Waste - Traffic Control Lights for Pender Harbour Transfer Station	Purchase and installation of a new generator for the Pender Harbour Transfer Station as current generator is failing. Generator is used as back-up power for the site. Procurement initiated and bids are currently being reviewed	\$10,0	00 All	A																								
154 352		Regional Solid Waste - Biocover Feasibility Study - Phase 2	Phase 2 Study to be initiated to determine the (seability of utilizing a Bacover during the final docure of the Sochell Landfill instead of traditional fill acrows, Staff have been vectoring on securing materials for the study. 2023 Budget proposal being submitted for additional funding for material costs. RFP will be issued in Q2 2023	\$150.0		Sechelt																								
165 365		Emergency Generator	The purchase of a generator for the North Pender system that can provide emergency backup energy to operate the Carden Bay Phump Station is required. The engineering specifications for the purchase and tender with the Carden Bay Frankbilly study and will be awarded in May 2022. Complete on specifications expected in Q4 2022. This engineering will enable a tender to be issued for the purchase and installation of the generator. SCRD has neoved a draft export for the Garden Bay Results study and provide comments back to Engineer for final report in Q4, 2022.	9	00 A and SNGE																									
156 365 157 365		North Pender Water System - Confined Space Document Review North Pender Harbour Water Service -	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ in draft currently. - Intent of project is the development of water system model in support of development Water Supply Plans.	\$2,5	00 A and SNGE																									
158 365			Consultant Contract has been executed.	\$850,0	00 A and SNGE	A																								
		North Pender Harbour Watermain Replacement	 Replacement of the existing 100 mm asbestos coment water main on Panoramo Drive with 200 mm ducited iron water main. This section was selected for replacement as means of mproving system reliability and improving fire protection to the more than 70 of subject to server all leads of the part years. resulting in disruption to service and response from SCRD Utilities staft. Due to staffing shortage, Project will be initiated lafe Q1 2023. 																											
159 365 160 365		North Pender Harbour Water Service Public Participation - Water Supply Plan Development North Pender Harbour Water Service	In Q2 2022 staff engaged with the public on the development of a region-wide Water Strategy and will report back to the community and Board early 2023 with a draft Water Supply Strategy. Drinking Water Regulations require that treatment		64 A and SNGE 49 A and SNGE																									
100 303		Garden Bay UV Reactor Purchase	Dimiking water Regulations require that treatment facilities should have redundancy in major treatment steps. The UV reactor has been installed and is in use. Project completed - involcing to follow	\$ 10,9	A and SNGL																									

	/				/				39	or other description	sen .											
	See Status	Profect THE North Pender Harbour Water	Decider	Caron Formed I month	Sove Portugate		945 Astour	Fueling 507	to substant transferred	Rouge Proventier to	Inder Proprietors	upon Faio **	A DEPOSIT OF THE POST OF THE POST OF	Store Participation	spall of the state	BURG FROM BURG FUNCTION	**************************************	10 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	inen cost	A POROSE BURGE BOT COM	*** 1 5 40 50 FOR SHAPE BUT CO	\$
161		Service - Garden Bay Treatment Plant Improvements (Preliminary / Pre-Design Work)	The North Pender Harbour water system is supplied by Garden Bky Juke. When the weather changes the late appenences a turnover which increases the turbidity of plant does not have fitting on the turbidity water splant does not have fitting on turbidity water additionally, doe to the lack of fitting turbidity avents capable of removing organics to alministe the creation capable of removing organics to alministe the creation when water with elevated organics is citorinated. The SCRD does not meet the Canadian Drinking Water Caustif (durdelines (CDWCd) for turbidity and DBPs at Caustif (durdelines (CDWCd) for turbidity and DBPs and China and the canadian Drinking Water Caustif (durdelines (CDWCd) for turbidity and DBPs and CDH Hattait Orden in amuait report. Being points to preliming engineering and pre-design which may include surveging, legal assessments, desktop conceptual design, improved estimates and/or anchieological and environmental assessments.		A USW	NON DISC 1	\$200,000 A	4-reserves	Operating			50.00 0.	000 80.00		Sa.00 0.000	50.00	.000 50	0 0.000	50.00 0.000	50.00 t	300 SUR	1 0.00
162	366	South Pender Water System - Confined Space Document Review	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ	\$5,000 A	A																	
163	366	South Pender Harbour Water Service - Treatment Plant Upgrades - Phase 2	to be issued. Additional functs are required to complete some previously identified upgrades at the South Pender Harbour Water Treatment Pfanit Including online weir automation and other upgrades that are necessary but not able to be United utilizing Philes 1 (2020) funding balances. Weir automation paused due to statting susces.	\$13,044 A	A																	
164	366	South Pender Harbour Water Service - 2021 Vehicle Purchases	Annual replacement of aged vehicle(s); #436 truck is 12 years old, has high mileage and rust is becoming an issue. Replace with truck with similar capabilities. Vehicle ordered, expected delivery in Q4 2022.	\$80,000 A	A																	
165		Dogwood Reservoir: Engineering and Construction	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure. This project will included the modeling advanture that the modeling analysis of the need of replacement optoms and/or demolition is required. Depending on the results of the modeling analyses the scope of this project will either temporarily line the existing structure. Modeling has been awarded and needs to be compileted.	\$108,000 A	A																	
166	366		Preliminary construction tendening documents were provided to the SCRD in mid Mky from the consultant and are under review. The dam safety improvements will consist of replacing the stop logs with a fifting device, reinstalling to level outdet operation, increasing the height of the maintenance walkway above flood lake level, installing new public access signage, a water level gauge and new dam security gate.	\$32,016 A	A																	
167		Treatment Plant Upgrades	Replacement of treatment system components will allow for more efficient operation of the water treatment plant. Delays in delivery of parts.		A																	
168	366	South Pender Harbour Water Service - Water Supply Plan	Intent of project is the development of water system model in support of development Water Supply Plans. Consultant Contract has been executed	\$91,357 A	A																	
169		Replacement	Continuation of 2018 work, and wavid replace the existing 150 mm asbeets or control fill monther water main with a 200 mm diameter main on Francis Peninsula Raaf itom Pope Road to Rondeview Road. This section was selected for replacement as meaners of improving system reliability and improving protection in that portion of the South Pender Water Service Area. Project will be initiated late Q4 2022		A																	
170	366		Preliminary construction tendening documents were provided to the SCRb in mid May for the consultant and are under review. The dam safety improvements will consist of registicing the stop logs with a fitting device, instituting reacting the stop logs with a fitting device, instituting neurophic access starting and gauge and new dam security gate. Constructioned derired unit 2023 due to delays in obtaining permits and competing workload priorities		A																	
171	366	South Pender Harbour Water Service - Public Participation - Water Supply Plan Development	In Q2 2022 staff engaged with the public on the development of a region-wide Water Strategy and will report back to the community and Board early 2023 with a draft Water Supply Strategy.	\$5,595 A	A																	

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	Fundion No. Status	Properties	Surgisting of	Carofformed	nounts Serve Partitions	Collone o work Popor	prest prove	Funding Sound	a Additional Fu	num source .	oproved Rec \$ 100 PE	und to be heddon)	ore netering and the cost	460 DOUGHT POOL BUT TO TO	A States of the	posts or cost	AND DE PORTE DE	a too too a too too	001 /00 /00 /00 /00 /00 /00 /00 /00 /00	Participan and in cost	10 0 Dange Propries	in cost we allow	Proposition Cost	to but property
172	366	South Pender Harbour Water Service - Dam Stelly Upgrades to McNeil Lake Dam (Additional Funding)	WSPC canada inc., engineening consultant fmn, completed a detailed ann asthy analysis of the MoNel Lake Dara, which included design work, construction construction documents for the upgrades to this dara. The cost estimate, due to global increases in construction costs and other inflationary increases resulted in a significant increase compared to the for the significant increase organed to the MoNel Lake of \$15,000. WSP has recommended an additional 15% contingency on to of the May 2022 Uside eliminate, which increases the total project cost in SSP2.250, and represents a total project cost increase of \$75,750.		A A	NON DISC	1 \$78,750	5 5-Other (Debt, Grant, Fees, etc.)	Gas Tax				\$0.00	0.000 \$0	0.000	\$0.00 Q	000 Si	0.000	\$0.00 0.000	\$0.00	0.000	\$0.00	\$0.00	90
		Regional Water Service - Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	The Chapman Creek Water Treatment Plant produces residuals that need to be devatered and disposed of. An RFP for short and long term planning has been awardiad in May 2022 with the goal to have short term options completed by Q3 2022. Further work with partners is required to formalize work plan.		A, B, D, E, F, D F Islands and DoS																			
174		Regional Water Service - Confined Space Document Review- Regional Water System	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff need to develop tender documents to begin this process. RFQ in draft.		A, B, D, E, F, Regio F Islands and DoS	a																		
175	370	Regional Water Service - 2021 Vehicle Purchases	In draft. Annually, infrastructure management and the fleet maintenance supervisor review the department? for episocement due to age, condition, molega, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair occus por emissions, and to maintain a reliable fleet. 1) Vehicle #433: 2008 Foot F250 2VD Tack W Sevice Body Tack is 12 years of and approaching wind of useful live and foot F250 2VD Tack W Sevice Body Tack is 12 2012 Ford F250 IE Bods Track, out of commission and 3)/whicle #477: 2012 Foot F150 4X4 Track. These vehicles have been ordered and will arrive in Q4, 2022.		A, B, D, E, F, F Islands and DoS	ai																		
176	370		e Vehicle purchase has been awarded. Awaiting delivery in 2023.		A, B, D, E, F, Regio F Islands and DoS	a																		
177	370	Regional Water Service - Chapman Water Treatment Plant UV Upgrade	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redurdancy. Engineening tarder has been awarded and preliminary drawings and estimates conclude that the budget is voy undervalued and staf will be bringing a new budget proposal forward to budget 2023 for the instaliation and construction phase. 50% design drawings neceived.		A, B, D, E, F, D Fislands and DoS																			
178	370	Regional Water Service - Groundwate Investigation - Phase 2 (Part 2) - Langdale Well Field Development and Maryanne West Park	 Additional scope added and well siting currently underway. Long-term monitoring at Langdale site to continue until Q3 2022. 	\$260,800	A, B, D, E, F, Regio F Islands and DoS	a																		
179	370	Regional Water Service - Vehicle Purchases - Strategic Infrastructure Division	Vehicle purchase has been awarded. Awaiting delivery in 2023.		A, B, D, E, F, Regio F Islands and DoS	al																		
	370	Regional Water Service - Cove Cay Pump Station Rebuild and Access Improvements Regional Water Service -	The pump station rebuild has been paused due to staffing levels. The goal is to start this project in Q4 2022. Resolution 266/19 No. 7 - Foundation Agreement,		A, B, D, E, F, A F Islands and DoS A, B, D, E, F, Regio	al																		
182	370	Implementation of shishalh Nation Foundation Agreement Water Service- Utility Crew - 2 New	Current focus on transfer D 1592 This budget is for two new vehicles in support of the		F Islands and DoS A, B, D, E, F, Regio																			
		Vehicles plus aftermarket vehicle modifications	newly hired utility services staff. To be tendered. The generation of the tender documents for the vehicles is underway.		F Islands and DoS																			
183	370	Regional Water Service - Valve Stems for Selma 2 Isolation	Settina 2 reservoir is the main reservoir for the Regional Water System. Replacement of the main isolation valves and stems is required to isolate the reservoir for cleaning, entering the service water chamber to pull service water pumps and in the event of a watermain break between the reservoir and zone 1. Project on hold due to staff vacancies. Project will begin in Q1 2023.		A, B, D, E, F, Sech F Islands and DoS																			
184	370	Regional Water Service - Chapman Water Treatment Plant Chlorination System Upgrade	Construction began in November 2021 and has progressed as expected. The contractor has ordered all the long lead time items. Construction of the micropile foundation has been completed. Remainder of the work in the coming months with project completion scheduled for completion in May 2023.		A, B, D, E, F, B, D, E, F F Islands and DoS	DOS																		

	danka	at and the	datas	of the design of the second	He Randon House and Andrea and	Not proper	at and	sco.	a provide a prov	ounder or control	Been see to the second	Superinger and a superinger of the superinger and the superinger and the superinger of the superingeroof the superingero			A LIGHT AND A LIGH	Bard international and the second	to a serie and the series of t	in the second second	Burgermann
185	370	eg ⁶²⁶ Regional Water Service - Coundmatte Investigation - Phase 48 - Church Road Construction	Water License issued by the Protocs in Discenther 2021. Contract awarded in January. Groundhreaking occurred on March 6, 2022. Construction began in March. Construction is underway. Due to material supply issues. Commissioning of the project will not have been constructed and the majority of the roosheay restorative paying is complete including the gravel pair along the South asie of Reed Road. The temporary water intelline Sources water system was completed in mid Nov and is supplying supplemential water to the entire SCRD water system.	حدید \$1,834.000 A.B.D. C F Islands DoS	r ge	(40/	, , , , , , , , , , , , , , , , , , ,	- 48°	<u></u>	- 48° (98°	/ the	° / 4 ⁸ / 4 ⁸	/++ ^u / { \$ ⁶ / { \$ ⁶⁰	/+ ⁰ / 6 ⁸ / 6 ⁹	/+ ⁰ /2 ⁴ /4 ⁴	/ 14 ² / 4 ³ / 4 ³	/ 40° / 48° / 48°	/ <u>110⁻⁷ / 4⁶⁻⁷ / 40⁶</u> / 40 ⁶	
186	370	Regional Water Service - Water Supply Plan: Public Participation Regional Water System Regional Water Service - Chanman	In Q2 2022 staff engaged with the public on the development of a region-wide Water Strategy and will report back to the community and Board early 2023 with a draft Water Supply Strategy. Consultant 90 percent design and draft tender under	\$4,859 A, B, D, E F Islands a DoS \$34,135 A, B, D, E	and														
188	370	Regional Water Service - Chapman and Edwards Dam Improvements Beninnal Water Service - Regional	review. Final Dam Safety Reports, 0&M Manuals Completed and have been issued to the BC Dam Safety Officer. Final Flood Inundation downstream analysis has been completed.	F Islands DoS	E Regional														
	370	Regional Water Service - Regional Water Reservoir Feasibility Study Phase 4 Regional Water Service - Eastbourne	First Nation Consultation complete, Consultant preparing completion schedule for geotechnical work, Geotechnical work expected to occur late summer 2022, with results of study to the Board in late Q4 2022.	F Islands a DoS	and														
189			Field siting of the preferred locations for the two primary wells completed in early July. First Nations consultation completed. Drilling of the two TEST wells scheduled for mid Nov. I Final drawinos provided by consultant and are under	\$158,811 A, B, D, E F Islands a DoS \$38,395 A, B, D, E	and														
190		Phase 2)	Final drawings provided by consultant and are under review with anticipated tendering in Q4 2022. Preliminary design started. Construction anticipated for	F Islands a DoS	and														
	370		Preliminary design started. Construction anticipated for 2023. RFP is closed and contract award is currently	\$70,000 A, B, D, E F Islands a DoS \$202,070 A, B, D, E	and														
			RFP is closed and contract award is currently underway followed by a project kick off meeting in October 2022	F Islands a DoS															
	370		Replacement single axle Dump Truck (1996) is required due to the condition, mechanical and maintenance history and mileage. The vehicle supply has been awarded and awaiting delivery in 2023.	\$225,000 A, B, D, E F Islands a DoS	, F, All and														
	370		The Trout Lake ne-chlorination is aged and needs an upgrate. The work will involve the demoition and removal of desisting root along with engineering and installation of the replacement root by constrained replacing the current paing and chlorination assets will also be engineered and upgrated by heject on hold use table to engineer and upprated by heject on hold use to use another. The goal is to initiate this work in Q2 2023.		and														
	370	Regional Water Service - Vehicle Purchases	This project is to purchase four (4) vehicles. The two electric vehicles have been ordered and 465 and 491 etili need to be tendered: Two (2) nee FUE lectric Vehicles to support staffing requirements (incl. the purchase of EV that was deferred as part 2022 Bluggle process); e. Two (2) nee FUE 2022 Bluggle process); e. Two (2) replacement vehicles #465 (2012) Escape and 440 (2013 F150) in equired due to high mitespare and increasing maintenance costs. Electric vehicles are bundred.		and .														
196	370	Regional Water Service - Exposed Water Main Rehabilitation	Repainting of the Chapman, and Sechelt Inlet Road Segments Completed. Remaining unexpended funds to be used to fund other waterline segments in 2023.	\$126,198 A, B, D, E F Islands a DoS	, F, B, D, DoS and														
197	370	Regional Water Service - Bylaw 422 Update	Reviewing potential proposals for changes to Bylaw 422. Phase 1 was completed in Q1 2022, to update the water conservation regulations, some definitions and provisions. Phase 2 will be scoped and initiated in Q4 2022, for broader bylaw modernization.	\$29,820 A, B, D, E F Islands : DoS	and														
198	370	Regional Water Service - Chapman Lake Dan Safety Improvements - Construction	Complete the tendening and construction of the dam addy improvements which will consider d dampdhening the face and the base of the dam by adding steel reinforcement in adjusting bedrock, increasing the height of the maintenance walkway above flood lake level, installing alogo hoor upstream, new public access signage, a water level gauge and new dam socurity gate. Permiting is taking longer than antiopated. Construction deferred until 2023.	\$782,730 A, B, D, E F Islands / DoS /	and														
199	370	Regional Water Service - Edwards Lake Dan Sately Improvements - Construction	Complete the tendering and construct the dam safely improvements which will consist of replacing the size logs with a sluice gate and a lifting device, increasing the height of the maintenance wakey above floo black level, installing a log boom upstream, new public access signage, a water level gauge and new dam security gate. Permitting is taking longer than anticipated. Construction deferred until 2023.	\$624,715 A, B, D, E F Islands a DoS	,F, D														

	of the state		Former And	unts	NOVED A WORL PRO	opped a		THE DESCRIPTION OF THE DESCRIPTO	upo and	MAND SOUTH OF THE AREA	or and the second	Harton Marken	overseen two to the		1000 1200 COA	aufor pools	SAT DERICON	NUMPTOR STATE	ate ate ate at a to a to a to a to a to	a purper state of the state		Provide the COR	- Langer Trades	BO TON	AND TOTOLOGICAL	- suggest records
200 37	Investigation Round 2 Phase 3	er Langdate. Test weil drilling of the pibel holes completed in June. Production site set well drilling began in July with productivity testing to be completed in November, pending drought restrictions being lifed. Maryanen West: monitoring plan development plan scheduled to be initiated in Q4 2022		Islands and DoS		1949 PHST	- Broo	Fue	res ^{au}	, ret ,	NOT HALF	knor	98 ⁴⁰ / 84 ⁶⁵⁰	No TON PAR	BURG	100 0 0 0 10 0 0 0 0 0 0 0 0 0 0 0 0 0	Breise	AND DE PERIODE	No di	Parti Bully	the of partic	- BARRE	14000 09800 0980	s _{stoo} t	out out	, dt
201 37	Regional Water Service - Water Supply Plan: Featbillity Study Long Term Ground Water Supply Sources	In order to esplore the potential of new stess in 2022/2023 the looking approach is recommended: - Update 2017 desktop study with most recent information and analysical took. - The study of the study of the study of the study - Delti, test and analysica took additional test wells to confirm their potential water supply potential, (estimated at 5100,000 each). - Contingency allowance Division it as intrologient but the spreci could be initiated late 2022/early 2023 for completion late 2023 at the earliest.	\$375,000 A. F b	B, D, E, F, Regic	nal																					
202 37	Regional Water Service - Meters Installation Phase 3 District of Seche	AAP successful to secure the electoral approval for the it Long-Term Loan for this project. RFP to secure meter supplier/installer is being drafted targeting Q4 release.	\$7,250,000 A, F I	B, D, E, F, Sech Islands and DoS	elt																					
203 37	Regional Water Service - Feasibility Study Surface Water Intake Upgrade Gray Creek	The flow monitoring equipment was installed in late es September, followed by flow monitoring for the next two years.	\$100,141 A, F I	B, D, E, F, Sech Islands and DoS	elt																					
204 37	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	\$139.917 A	B, D, E, F, E Islands and DoS																						
205 37	Regional Water Service - Chapman and Edwards Lake Communication System Upgrade	wort be released until 2023 Installation of a racio peseder to improve the reliability and caeate redundancy in the communication system with the liake with monitoring and contod systems for Chapman and Edwards Lake. Starlink satellite installed at Chapman Lake, communication reliability improved. Wi-Fi at cam now, will also support pholographs to be taken, no need for radio repeater. A cames all needs to be installed. Project substantially Complete	\$65,826 A, F b	B, D, E, F, D Islands and DoS																						
206 37	Regional Water Service - Emergency Repair Watermain Sechelt Airport	/	\$22,457 A, F I:	slands and	elt																					
207 37	Regional Water Service - Installation and Decommissioning of the Edward Lake Siphon System and Drought Response Costs	16	\$354.390 A	DoS B, D, E, F, Regio Islands and DoS	nal																					
208 37	Regional Water Service - Chapman Creek Environmental Flow Requirements Update	Request for an amended EFN (combination of 200 //s, 180 i/s and 160 i/s) have been submitted to FLNRORD for their review. Submission to DFO will be initialed at later point	\$42,800 A, F I	B, D, E, F, D Islands and DoS																						
209 37	Regional Water Service - Reed Road Building Repair		\$164,844 A, F I	B, D, E, F, E Islands and DoS																						
210 37	Road Well Field Project (Base Budget Increase)	The SCRD is nearing completion of a well field construction project on Druch Read in Glasons. This project will result in the construction of additional groundwate supply inflastructure and additions to the operational requirements within the Regional Water service area. Additional base operating todget 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, Fi	B, D, E, F, Gibs Islands and DoS	INS NON DIS	⁵⁰ 1	\$112,196 2	2 2-User Fees	Base Budget Increase				\$0.0	0 0.000	\$0.00	0.000	\$0.00 0	.000	\$0.00 0.000	\$0.0	0.000	\$0.00	0.000	\$0.00 0.000	\$0.00 0.0	00
211 37		n BC Parka Use Permit #10274 . expiring October 31, 2023, allowed the installation and used a sighton for water extraction from Chapman Lake in times of drought. This project is for the devolution and complete Temoval Plan as well as the deconstruction and complete removal of the sighton and associated works at Chapman Lake and Chapman Creek. Costs of this work, will include helicopter flights, heavy machinery rentals, and other subcontractor costs.	F	B, D, E, F. D Islands and DoS	NON DIS	^{3C} 2	\$100,000 2	2 2-User Fees					\$0.0	0 0.000	\$0.00	0.000	\$0.00 O	000	\$0.00 0.000	\$0.0	0 0.000	\$0.00	0.000	\$0.00 0.000	\$0.00 0.0	00
212 37	Regional Water Service - Chapma Crok Water Trainment Plant UV Upgrade (Phase 2 - Construction)	n The Chapman Creek Water Teatment Flori (VTP) utilize uttracked (VV) relation as one of the many treatment processes at the facility. The UV is a orical 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 G3 2022 the budget will need to be increased use to noneseed costs for UV sequiment and more in dight modifications to the plant than was initially sepected to meet health requirements.	A, F:	B, D, E, F, D Islands and DoS	NON DIS	ic 3	\$1,905,950 5	5-Other (Debt, Grant, Fees, etc.)	Short Term Loan (MFA)				\$0.0	0.000	\$0.00 (0.000	\$0.00 0	000	\$0.00 0.000	\$0.0	0 0.000	\$0.00	0.000	\$0.00 0.000	\$0.00	

						J.C.	3 ⁸⁸	Dreusenhum								
213 370	Regional Water Service - Chapman (As part of the treatment plant process ga	Carry Company Andrews	see participants	o work poor	x0³ x0⁰	Fuelings	ro Human Fandra Santa	And Participation in the state of the state	Laber Parts to Cost	5000 50.000 50.000 50.000 50.000			o togo of the state to the state of the stat	And the second s	Study Property Land Case	strength of the second se
	Creek Water Treatment Plant Chlorine Gas Decommissionilo Chlorine Gas Decommissionilo Chlorine disimbicito process, which is corrently un distintication process, which is corrently un contracting an experiamond engineering compared the design and planning speed tendering the servorus for the removal of chlorine infrastructure (poing), storage co appurtenances, etc.). The decommission chlorine gas system will be performed by experiment or the site and under the advectory of the environment consideration requirements.	, a Flainds a Flainds a Unos Stands a Unos And A Unos A Un	r. D	NON DISC 4	365,000 2	2-User Fees	One Time		50.00 0.000				0 30.00	3000 3000 00	50.00 0000	
214 370	Regional Water Service - Dam Safety Upgrades to Chamman and Reforman and Reforman and Reformation - Reforman and Reformation - Reformant Increases Increases Edwards Lake Dam Edwards Dam Ed	of the dam DoS. m, security mation bris log boom, d public	F, D	NON DISC 5	\$322,000 4	4-Reserves	Capital		\$0.00 0.000	\$0.00	0.000 \$0.00 i	.000 \$0.00 0.00	0 \$0.00	0.000 \$0.00 0.0	0 \$0.00 0.000	\$0.00 0.000
	Class C construction cost estimate The Class C construction cost estimate fi two dama are: Chapmans \$1,000,000 Edwards: \$730,000 The current allocated construction funds these projects is: Chapman: \$783,000 Edwards: \$625,000	r these the														
215 370	Regional Water Service - Egmont The Egmont state treatment facility loca Water Treatment Plant - Feasibility advestel fittation for renouel of organica Study and Preliminary Development water. A feasibility study is required to ex- recommend additional treatment options the elevated organica in the vater supply that this study will result in the developm preliminary concruice measures such as aftiration options like uppredica carridge fi	or managing from water anticipated nt of mproved	F. A	NON DISC 6	\$275,000 4	4-Reserves	Operating Reserves \$75,000 and Copital Reserves \$200,000		\$0.00 0.000	\$0.00	0.000 \$0.00	.000 \$0.00	0 \$0.00	0.000 \$0.00 0.0	20 \$0.00 0.000	\$0.00 0.000
216 370	Regional Water Service - Chaster Weil Upgrades - Viel Protection Plan Phase 2 - Additional Funding Plan Phase 2 - Additional Funding Upgrades to be completed. The remaining hundle is used to be a set of the se	kct (WSA). F Islands a get approved a the required ztlity valve zry seal ion. The f a protective incel and	F. E	NON DISC 7	\$78,500 4	4-Reserves	Capital		\$0.00 0.000	\$0.00	\$0.00	50.00 50.00 0.00	o \$0.00	0.000 50.00 0.0	so.co 0.000	50.00 0.000
217 370	Regional Water Service - Church Road Well Field - Compliance Monitoring	e for the A, B, D, E, ral years of F Islands a DoS	F, Gibsons nd	NON DISC 8	\$200,000 2	2-User Fees	2024 - \$200,000		\$0.00 0.000	\$0.00	0.000 \$0.00	.000 \$0.00 0.00	0 \$0.00	0.000 \$0.00 0.0	30 \$0.00 0.000	\$0.00 0.000
218 370	Regional Water Sarvide - Chapman Creat Water Trashmen Plant. Mechanical Equipment Upgrades Water Channes Plant. Mechanical Equipment Upgrades to an to adjust the Fh and the Disad the water produced by the site to an to adjust the Fh and the Disad the water Character and the Character and the Character the Character and the Character and the Installation of reglexement components the side and DAP system It may also no contractor to assist SCRD staff with instal as needed.	of steps A. B. D. E. dis the high F Island's a tatment junt. Bol Air DoS ad Air DoS ad Air for the g is required. In g consulting wipsplacement both the g up hing a	F. D	NON DISC 9	\$135,000 4	4-Reserves	Capital		\$0.00 0.000	\$0.00	50.00	.000 50.00 6.00	0 \$0.00	6.000 0.0	8 80.00 0.000	\$0.00 C.000
219 370	Regional Water Service - Exposed Watermain Rehabilitation Chapman Intake Line - New Project Intake Line - New Project Description (Control of the Service) organized and the results of the inspect program of the distribution organized and the results of the inspect organized water intake line service of consolan and distribution organized in the service of consoland and distribution organized water intake line service of a service of a service of a service organized water intake line service of a service of	ion line was F islands a n revealed the DoS the is present. I as part of the rrs ago and ble	F. D	NON DISC 10	\$220,000 4	4-Reserves	Capital		\$0.00	\$0.00	0.000 \$0.00 T	000 50.00 0.00	0 \$0.00	0.000 0.0	80.00 0.000	\$0.00 a.000

	FUNCT	on the status	Portugute	Darder	conformed.	South States Training	re- and a section of the section of	Proposi	Freedow	Charles and Charle	100 pagement	Johns Source 1000	and and the second	Stand Stand Stand Stand	LOW SHIT SHIT CO	Sto Bullet	or all a constant	July to a start of the start of	*********	sale in the cost	1.5 100 BULL POLICY TO BE TO THE TO T	Longer Construction		teres of the second	Source and the second second	1. Ja und Congress
221	370		Sites	Utilities has two mobile generators which are well beyond ther used life and have high hours. These need to be replaced to maintain water supply in various areas where power outgase are less impactful. Sandy Hook pump station requires a generator to ensure the Sandy Hook area always receives water. Egymont WTP requires a generator to maintain water focus depending on time of year and demand.		F Islands and DoS A, B, D, E, F, F Islands and DoS	NGD Di	∝ 11 ∞ 12	\$250,000 \$375,000	4 4-Reserves	Capital Capital Reserves				50.00 C		\$0.00 0.00 \$0.00 0.00	0.00	0.000	\$0.00 0.1 \$0.00 0.1		1000 S0.0	0 0.000	\$0.00 0.00 \$0.00 0.00	5 50.00 6.0	00
	370		Regional Water Service Eastourne Groundwater Supply Expansion (Phase 2)	Currently, the Eastbourne water system on Keals Island serves permanent and easonal customes and the water system has a pumping and supply capacity limitation including a reidential lite for defact. During the system also has indequate free for defact to many which the residential customers have nin out of water. The system also has indequate free for subcrage capabilities, and lacks any water supply redundancy as the existing primary water will any pumpis cannot be taken out of service as there is not any backup to them. This project is to anable the development of the waits lie in and construction negarized to connect these wells to the existing Eastbourne system.		A, B, D, E, F, F Islands and DoS	FD	⁵⁶ 13	\$1,200,000	5 5-Other (Debt, Grant, Fees, etc.)	Gas Tax \$753.000 and Capital Reserve \$447,000				\$0.00 C	9.000	\$0.00	\$0.00	0.000	\$0.00 0.1	\$0.00	90.0	0 0.000	\$0.00	50.00 0.00	10
223	370	Deferred to 2024 Budget	Regional Water Service - Pneumatic Boring Tool	The utility crew installs were services in roadways. Currently staff use a 20- year of Whide' boding tool which includes a cage to installed in the shoulder of the road hydraulically pushing a metal curd under the road. An easier rail less intrusive method is by using a 4-bit boding tool which uses a bullet' and air line to push the hoog through the road and pulls the service back from a much mailer exeavation. This is a request to purchase a hoghnesk that doornpersor to replace the existing mole boding tool.		A, B, D, E, F, Re F Islands and DoS	kgional Not	Rec 14							\$0.00 C	3.000	\$0.00 0.00	50.00	0.000	\$0.00 Q1	50.00	90.0 1.000 \$0.0	0 0.000	\$0.00	9 \$0.00 0.0	0
224	381		Greaves Road Waste Water Plant - Septic Field Repairs Woodcreek Park Waste Water	A 2020 feasibility study identified that the west septic fields of Growsev WTT has server on clinication and clogging is 2 of 4 intersits that will be addressed, butting and cleaning of the runs west comparised while the two remaining runs may need to be replaced entirely due to excessive roots. Trees within 3 mb 50 mult be removed to prevent further root initiation in Q4 2022. To be completed in Q4 2022	\$1,840	E	A E																			
226	382		Treatmert Plant - Inspection Chamber Repairs Woodcreek Pask Wastewater Treatment Plant - Collection System Designs	r .		E	E																			
	382		Woodcreek Park Wastewater Treatment Plan – System Upgrades Sunnyside Wastewater Treatment Plant - Feesibility and Planning Study	A feasibility study will help the Asset Management Department and Infrastructure Services Division to the Asset Management of the Asset Management and Electronic and the Asset Management Sumyade wastewater service area includes and disposal Bields that are approaching the end of their SCRD to device a collector polysing, septic tanks and clinopail Bields that are approaching the and of their SCRD to device a balter understanding of the costs and timelines associated with the renewal of the infrastructures and additon, legal consultation will suffer help the SCRD in determining what optons earlies rate of neoving grants which will assist the users with associated costs.	\$945910		E D	⁵⁶ 5	\$7,500	4 4-Reserves	Operating				50.00 C	3.000	\$0.00	50 S0.00	0.000	\$0.00 QJ	00 50.00	.000 50.0	0 0.000	\$0.00	\$0.00	30

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FUR	Northo Status	Protective	Careford P	Carry comments	Serve Berten Lock	INE O WORK PROPOS		NO SOULO AND	unding Source .	und hopometer to be the to be the second	100 motor page 10 miles	of Sunday Proposals	No Cost	Bolig of the state	UNDEL PROPAGE END FOR TON CON	15-0 TOP BUSIC PROPERTY CON	10 0 00 00 000000 000 000 000 000 000 0	Ball Property Street Ver	**************************************	So ali population
229 384		Jolly Roger Wastewater Treatment Plant - Feasibility and Planning Study	The Joby Roger Wastewater Treatment Facility is located on Marce Road in Halmoon Bay. The Joby Roger treatment facility services the Secret Cove Landing (Temmy) Johy Roger Joewatypont and a loss discharges into an ocean outfall. Similar to the 2020 Feasibility Studies for Graverse, Merrill and Landgate, and Asset Management Plan action item for Johy Roger is to thire an engineering consulting firm to evaluate the existing infrastructure and alle conditions at the Johy Roger wastewater system and to scenamed options for future improvements, upgrades and/or replacements isselbility study will heigh the Asset Management Department and Infrastructure Services Division develop and update the capital planning documents that infram decision making and rate determination. Feasibility study which will assist the users with associated costs.		в в	DISC	6 \$12.500 4 4-Reserve	Operating			\$0.00 O)		\$0.00 0.000	\$0.00	\$0.00				0.000 50.00 (
230 385		Secret Cove Wastewater Treatmen Plant - Feasibility and Planning Study	I The Secret Core Watewater Treatment Facility is located on Secret Core Road in Helmon Bay and services the marina, restaurant and residential provide the marina, restaurant and residential provide services of the helmony services and the provide services of the helmony services and the adjustment of the manifest services. Neml and Langdale, an Asset Management Plan action then for Secret Core is to their an engineering consulting firm to realize the existing infrastructure and site conditions of potitions for the interpretent of the test of the realized the existing infrastructure and site conditions of replacements of the treatment facility and collection potitions for Marine Importants fully and collection system. A facability study will help the Asset Management Department facility and collection systems that inform decision making and rate success rate of reading study will help latining documents that inform decision making and rate uscess rate of reading constructions which will assist the users with associated costs.		8 B	DISC	7 \$12.500 4 4-Reserve	Operating			\$0.00 O		\$0.00	50.00 0.000	50.00	0.000 \$0.00	0.000 0.00 0.00	n 50.00	0.000 80.00 0	.000
231 386		Lee Bay Wastewater Treatment Plant Collection System Repairs	 During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs. Staff workload has delayed further work on this project. 	\$13,850	A A															
232 387		Square Bay Waste Water Treatment Plant - Infiltration Reduction (Started 2019 - 2020 portion)	Staff are proceeding with repairs and upgrades to the collection system to reduce initiation. Further analysis of various sections of collection system is underway. Phase 2 Two sections of the collection system is identified with influtation were repaired on Susan Way drastication respections of the collection system during rain events will take place to identify more areas for attention.	\$13,589	8 8															
233 387		Square Bay Waste Water Treatment Plant - Square Bay Infiltration Reduction	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. Further analysis of various sections of collection system is underway. Staff have identified additional areas and have implement the repairs.	\$20,000	ВВ															
234 387		Square Bay Wastewater Treatment Plant - Square Bay Collection System - Planning for System Upgrade	This project was deferred from 2022 and requesting to have reinstated in 2023. The collection system is in poor condition as noted in the Asset Management Plane. A system review is required for future upgrades to the collection system review is required before the SCRD an apply for grants for the identified upgrades.		вв	NON DISC	1 \$15,000 4 4-Reserve	Grant \$10,000 and Operating Reserves \$5,000			\$0.00 0.1		\$0.00 0.000	\$0.00 0.000	\$0.00	0.000 \$0.00	0.000 \$0.00 0.00	50.00	0.000 \$0.00 (.000
235 387		Square Bay Wastewaher Treatment Plant - Square Bay Collection System - Influtation Reduction (Phase 1 and 2)	have enstated in 2023, here are high infiltration rates due to aging infrastructure and a collection system that is in poor condition. These funds are used to repart the highest priority section of the collection system. Deferming a part of these funds, would impact staff's ability to address these issues. Contrumy with this project will address additionally incurred costs due to infitration such as additional pumpouts and staff (overfitme.		B B	NON DISC	2 \$5,000 2 2-User Fee	3			\$0.00 0.		\$0.00 0.000	\$0.00 0.000	\$0.00	0.000 \$0.00	0.000 \$0.00 0.00	o so.oc	0.000 \$0.00 (
236 388		Langdafe Waste Water Plant - Remediation Project	The Langdale WMTP system is currently correcting in a bypass capacity, and residential several existing solution transferred to the VMCA treatment facility adjacent to the WWTP site. This project consist of 2 phases: Phase 1 is the completion of a legal agreement with the MCA for the commission and a legal agreement with the MCA for the construction of a new and upwent of the decommissioning and demolshment of the existing facility and the construction of a new and permanent to in to YMCA WWTP. ICIP Carst proposal has been submitted. Removal of the building are required and the label pairs of the hydrogan setting the staff, this work will take place in July/August, 222, Turther construction work will await the Amoval of building has been delayed until Q4, 2022	\$260,468	F															
237 388		Langdale Waste Water Plant - EOC #225989 - Building Repairs		\$21,000	F F															

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238 3			Municipal Wastewater Regulation due to poor effluent quality. Several repairs and upgrades have been identified to address the current performance issues. Preliminary workplan investigation underway. Materials have been ordered, design for trash tank piping has been completed. Paused due to workload.	527,970	Service Pentil	Category	ris ^t perov	Franking		TERMIN	Start Constants	PLOT BURNER	A D BAR T DECEMPTION OF THE DE			Sea Land Contract Contract	A D D D D D D D D D D D D D D D D D D D		10 TO CONTRACT OF THE OWNER	
239 38 36 34 3	5/ 66/ 70	Various Infrastructure - Capital Projects Implementation Coordinator (1.0 FTE)	Number and value of complexity of contracts managed by the Captal Projects Division is such that additional projects and contract management staff resources are required to allow the existing staff to focus on the existing staff to be account of the staff to a staff to projects itself, while this additional resources would focus on contract administration and provide project management support. Utility Services and Solid Waste Services currently already have such staff and this is proven to be effective.		All Regional	DISC	1 \$85,000	2 2-User Fees	2023 Proreted for 9 months \$63,750 User Fees for 365-5% 366- 10%, 370 70% Taxation 350-15%	1.000		\$0.00 0.	900 \$0.0	0 0.000 \$	0.00 0.000	0.00 0.000 \$	9.000 9.000 \$0.00	0.000 \$0.00	0.000 \$0.00 0.0	000
240 36 36 3	5/ 6/ 70	Water Service - Water Metering Program: Development of Customer Relationship Management Tool	Development of software to allow for: 1) on-line tool linked to MySCRD, 2) automatization of leak-detection and notification process and 3) improved customer support by staff.	\$50,000 A, B, F Isla DoS	D, E, F, Regional ands and 3, SnGD															
241 36 36 3	70		The SCRD bagin reviewing potential rate structure cyclons, with the assistance of a consultant, based on water use and water conservation, and seek input from the public. User-based pricing would support water conservation by raining customer awareness about, water use, and detecting and reselving teaks quickly compared to a fait rate to increase equity. RFP evanted in Q4 2023.	Dos	ands and S, SnGD															
242 36 36 3	6 / 70	Water Service - Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources	confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River demand. Project to be initiated in Q4 2022.		ands and 8, SnGD															
243 36 36 3	5/ 6/ 70	Water Service - Metering Program 2: Water Meter Data Analytics	This work is paused due to staff shortage with the IT- division	\$46,049 A, B, F Isla DoS	D, E, F, Regional ands and S, SnGD															
244 36 36 3	5/ 6/ 70	Water Services - Review of SCRD Subdivision Servicing Bylaw No. 320	Bylaw 320 is outdated and requires review to ensure consistency with SCRD's practices and requirements.	F Isla	, D, E, F, Regional ands and 3, SnGD	DISC	2 \$40,000	2 2-User Fees	365-5%, 366-10%, 370-85%			\$0.00 0.	\$0.0	0 0.000 \$	0.00 0.000	0.00 0.000 \$	0.00 0.000 \$0.00	0.000 \$0.00	0.000 \$0.00 0.0	000
	6 <i>1</i> 70	Water Services - Water Rate Structure Review - Phase 2	The SORD develop a new rate structure, with the sestiature of a consultant, based on the sudcome of Phase 1 and conduct a legal mixiew of the revised bylew. There may be additional public engagement, tanther of Phase 1 of this project. This work will be run in parallel with the bicoader Bylew 422 update (to which there is \$20K allocated).	A, B F Isle DoS	, D, E, F, Regional ands and 3, SnGD	DISC	3 \$60,000	2 2-User Fees	365-5%, 366-10%, 370-85%			\$0.00 0.	000 \$0.0	0 0.000 5	0.000	0.00 0.000 \$	0.00 0.000 \$0.00	0.000 \$0.00	0.000 \$0.00 0.0	200
	6/	Water Services - Water Strategy Implementation - Development of Water System Action Plans	Develop Water System Action plans with the assistance of a consultant. Stati would benefit thom consultant support to compile the technical studies/finding/supcommendations together to address the needs of each water system. Strategic Objective: Strategic Objective: SOCID yater by Aster System Amplement the Water Strategy via the Water System SociD water users have add and reliable drinking water now and in the Mature. -Staff will use the Action Plans to guide their capital planning and work plans.	F Isla DoS	. D. E. F. Regional ands and 3, SnGD	DISC	4 \$87,000		365-5%, 386-10%, 370-85%			\$0.00 0.					0.00 0.000 \$0.00			
247 38	1.	Wastewater Treatment Plants (Various) - Pumpout Costs	The SCRD operates and maintains 15 wastewater treatment facilities. Each facility requires removal of sludge to effectively treat the raw sewage (influent) and produce effluent that meets regulatory requirements. The having contractor and the Datrict of Sechet have increased that fires for pumping out and disposing of sludge, current base budget is not sufficient to cover the increase cost of pumposits.		All Various	NON DISC	3 \$19,435	2 2-User Fees	[382] Woodcreek Park + S2, 964.60 [385] Secret Cove - s1, 317.60 [386] Lee Bay - s3, 952.80 [387] Square Bay - s3, 952.80 [388] Langdale - s3, 952.80 [391] Curran Rd - s3, 952.80 [393] Lilles Lake - \$3, 292.40 [395] Painted Boat - \$988.20			90.00 0.	\$0.0	0 0.000 5	0.000	0.000 8	80.00 80.00	0.000 50.00	0.000 50.00 of	200

248	840000 383 / 384 /	Q.	Robert Treatment Plants	Barrier Westewater plants and collector lines often cross pinate property to allow for correct alignment.	517,849	ABEF ABE	Store of the Property Course	» ~ ~ ~	Incore	romotion to	-240 		Other sectorion	A A A A A A A A A A A A A A A A A A A	to perform the second	Participant and the second	100 BW	And a stand and a stand and a stand a stan	Mar Indones and the	Code	win water the construction	a Budy Tanger in The Construction	1000 May 1000	and the second second	State California State State	**************************************	Poorse and the second	J. Stand Program
	385 / 388 / 393			Infrastructure on private land needs to be maintained and operated by the SCRb and need legal Statutory Right of Way (SRCW) or easements are required for the scheme status of the scheme scheme scheme turber investigation of a number of values/water plants and colection systems have been identified an instant fibes documents for valuous reasons. All outstanding ROW issues have been identified and staff will be communicating with property owners. Square Bay removed as per Soard direction. Resolution of other ROWs is on hold due to staff vacancies																								
249	384 - 385	Ň	Secret Cove / Jolly Roger Watewater Transment Plants - Duffall Maintenance Phase 1	The Secret Cox and Joly Roger Wastewater treatment Plants operate under a permit staak by the Ministry of the Environment. A condition of the permit at but the secret secret		B B	DISC	4	\$22,000		[384] Jolly Roger \$11,000 Operating Reserves [385] Secret Cove – \$11,000 Operating Reserves					\$0.00		\$0.00 0.000		\$0.00 0.000			\$0.00 0.000			0.000	\$0.00 0.000	
			SUBTOTAL ISC		\$ 24,074,644.36			\$	7,251,330.60		4	1.000		- \$		\$57,152.00	2.852	\$48,792.00 2.435	\$37,	126.00 1.852	\$28,842.00 1.439	\$46,1	32.00 2.302	\$107,958.00 5.3	387 \$46,93	0.00 2.342	\$7,068.00 0.353	
		1	Net Cost of Budget Proposals		\$ 36,125,229.42			\$	12,268,963.93			16.236		- \$	•	\$149,567.86	7.463	\$216,734.52 10.814	\$163,	546.06 8.160	\$128,168.60 6.395	\$213,14	42.02 10.635	\$372,216.05 18.5	572 \$160,98	6.90 8.033	\$28,076.36 1.401	
								TOTAL					Prior Year Ta			\$ 2,892,247		\$ 4,076,382	\$ 3,203		\$ 2,452,232	\$ 3,916,		\$ 4,587,654	\$ 2,934,		\$ 386,301	
								S	2,004,172.33 773,630.60	1 1-Taxation 2 2-User Fees	+	¹	1% Tax Incre	ase =		\$28,922.47		\$40,763.82	\$32,	039.55	\$24,522.32	\$39,1	52.69	\$45,876.54	\$29,34	1.50	\$3,863.01	l
								s	550,697.00	3 3-Support Services		†	% Increase fo	or Budget Item	ns	5.171%		5.317%	5	.105%	5.227%	5.	442%	8.113%	5.4	87%	7.268%	
								s	3,075,600.00	4 4-Reserves		1				Area A	1	Area B	Area D		Area E	Area F		DOS	ToG		SIGD	
								s	5,864,864.00	5 5-Other (Debt, Grant, F	Fees, etc.)	Į																

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 <u>Incorporated at Round 1.</u> Sechelt Landfill Interim Power Supply [350], \$48,000 funded through Taxation and \$52,000 for 2024;
- Budget Proposal 2 <u>Incorporated at Round 1.</u> 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 <u>Incorporated at Round 1.</u> Islands Clean-Up (Additional Funding Base Budget), \$35,000 funded through Taxation (\$7,000 for 2024 and \$42,000 for 2025);
- Budget Proposal 5 <u>Incorporated at Round 1.</u> Future Waste Disposal Option Analysis Phase 2, \$75,000 funded through Taxation;
- Budget Proposal 6 <u>Incorporated at Round 1.</u> 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 <u>Incorporated at Round 1.</u> Pender Harbour Transfer Station Upgrades (Phase 2), \$765,000 funded by Municipal Finance Authority Short Term Loan;
- Budget Proposal 8 <u>Incorporated at Round 1.</u> Sechelt Landfill Extending Useful Life, \$50,000 funded through Taxation;
- Budget Proposal 9 <u>Incorporated at Round 1.</u> 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	Function Number – Project Name:	[350] – Sechelt Landfill Aggregates				
	Rating:	Status Quo Service				
	Areas Affected (A-F, Regional, Islands):	Regional				
	2023 Funding Required:	\$32,000				
	Funding Source(s):	Taxation				
	Asset Management Plan Implications:	N/A				
	Rationale / Service Impacts:	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.				
		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.				
		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				

	required to ensure this road remains in drivable condition.
Climate Action Impact	N/A
Future Financial Implications and Life Cycle Cost Breakdown	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	Legisl	ative					
CAO	Other						

ANNEX N

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 <u>Incorporated into Round 2.</u> Church Road Well Field Project (Operational Costs), \$112,196 funded from User Fees;
- Budget Proposal 2 <u>Incorporated into Round 2.</u> Chapman Siphon Removal \$100,000 funded from User Fees;
- Budget Proposal 3 <u>Incorporated into Round 2.</u> 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 <u>Incorporated into Round 2.</u> Chapman Creek Water Treatment Plant Chlorine Gas Decommissioning, \$65,000 funded from User Fees;
- Budget Proposal 5 <u>Incorporated into Round 2.</u> Dam Safety Upgrades to Chapman and Edwards Lakes – Construction Cost Increases, \$322,000 funded from Capital Reserves;
- Budget Proposal 6 <u>Incorporated into Round 2.</u> 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 <u>Incorporated into Round 2.</u> Chaster Well Upgrades Well Protection Plan Phase 2 – Additional Funding, \$78,500 funded from Capital Reserves;

- Budget Proposal 8 <u>Incorporated into Round 2</u>. Church Road Well Field Compliance Monitoring, \$200,000 funded from User Fees (base operating budget in 2024 of \$200,000);
- Budget Proposal 9 <u>Incorporated into Round 2.</u> Chapman Creek Water Treatment Plant Mechanical Equipment Upgrades, \$135,000 funded from Capital Reserves;
- Budget Proposal 10 <u>Incorporated into Round 2.</u> Exposed Watermain Rehabilitation Chapman Intake Line – New Project, \$220,000 funded from Capital Reserves;
- Budget Proposal 11 <u>Incorporated into Round 2</u>. Sechelt Nation Government District Zone Metering, \$250,000 funded from Capital Reserves;
- Budget Proposal 13 <u>Incorporated into Round 2.</u> 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	Function Number – Project Name:	[370] – Generator(s) Purchase for Various Sites
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	A, B, D, E, F, F Islands and DoS
	2023 Funding Required:	\$375,000
	Funding Source(s):	Changed to Capital Reserves from Gas Tax
	Asset Management Plan Implications:	Generators help to mitigate service delivery impacts in the event of power loss.

	Replacement of these components will be considered in future capital planning.
Rationale / Service Impacts:	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.
	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.
	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.
	Staff are also recommending that an additional two (2) new mobile generators be purchased to replace the two aged generators the department currently utilizes. These can

	be used as required to maintain water supply in other areas where power outages are less impactful and can be addressed by mobile generators (i.e., Langdale, Cove Cay, Roberts Creek, etc.). Without the generators, the SCRD risks being unable to provide potable water and fire protection to certain areas of the Regional Water System. Last year, the area experienced several outages lasting several hours. Staff tried to move our current generator to the various locations but were unable to due to poor weather conditions. Some reservoirs dropped below their operational low-level set points which negatively impacted fire protection abilities. 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.
Climate Action Impact	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.
Future Financial Implications and Life Cycle Cost Breakdown	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.

Financial Implications

Five-Year Capital Reserve					
	0000	0004	2025	2000	0007
	2023	2024	2025	2026	2027
ltem	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 4,170,720		\$ 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	3	2024	202	5	202	26	202	27
Item	Amou	Int	Amount	Αποι	Int	Amo	unt	Amo	ount
Opening Balance in reserve –	\$ 64	44,238	\$ 1,787,139	\$ 1,78	7,139	\$ 1,78	37,139	\$ 1,7	87,139
Cancelled carryforward	\$ 13	35,000	\$ -	· \$	-	\$	-	\$	-
EMBC funding (est to date)	\$ 3	19,000	\$ -	· \$	-	\$	-	\$	-
Projected 2022 surplus	\$ 28	80,121							
Budgeted contributions	\$ 8	51,893							
2023 Projects	-\$ 44	43,113	\$ -	· \$	-	\$	-	\$	-
Closing Balance in Reserve	\$ 1,78	87,139	\$ 1,787,139	\$ 1,78	7,139	\$ 1,78	37,139	\$ 1,7	87,139

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

ANNEX O

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 <u>Incorporated at Round 1.</u> [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 <u>Incorporated at Round 1.</u> [381-395] Wastewater Treatment Plants Pumpout Costs, \$19,435 funded from User Fees;
- Budget Proposal 4 <u>Incorporated at Round 1.</u> [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 <u>Incorporated at Round 1.</u> [383] Sunnyside Wastewater Treatment Plant Feasibility and Planning Study, \$7,500 from Operating Reserves;
- Budget Proposal 6 <u>Incorporated at Round 1.</u> [384] Jolly Roger Wastewater Treatment Plant Feasibility and Planning Study, \$12,500 from Operating Reserves;
- Budget Proposal 7 <u>Incorporated at Round 1.</u> [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):	В
	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:	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.
		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.
		As the BP is contingent on receiving the grant, this item will need to come back when the status of the grant in

	known. No action can be made at this time.
Climate Action Impact	N/A
Future Financial Implications and Life Cycle Cost Breakdown	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 387-Square Bay Wastewater S	a				
2023			2025	2026	2027
ltem	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	2	024	2	025	2	026	2	027
Item	Α	mount	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	

ANNEX P

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 <u>Incorporated at Round 1.</u> 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 <u>Incorporated at Round 1.</u> 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 <u>Incorporated at Round 1.</u> 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 <mark>NEW</mark> (\$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				

Staff Report to Finance Committee (Round 2 Budget) – March 2, 2023 2023 R2 Budget Proposal for Regional Solid Waste [350], Water Services [365] [366] [370]

	and Solid Waste currently already have such staff and this is proven to be effective.
Climate Action Impact	N/A
Future Financial Implications and Life Cycle Cost Breakdown	The total annual costs of this position in 2024 and ongoing is \$85,000:
	Salaries & Benefits - \$80,000 Training & Development - \$2,500 Office Expenses - \$2,500 (plus collective bargaining wage increases)
	Broken down as \$12,750 Taxation and \$72,250 as user fees

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

ANNEX Q

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	Function Number – Project Name:	[312] Fleet Maintenance – Standby / On Call Compensation
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	All
	2023 Funding Required:	\$53,997 –prorated for 9 months
		One time – to be reviewed over the year
	Funding Source(s):	Internal Recoveries
	Asset Management Plan Implications:	N/A

Rationale / Service Impacts:	and es emerg should (Mech Standt Currer Superv phone on star for call been r standt This pr provide agreer for afte proceo	sential Fle ency gene have a Ce anics/Main by for after at practice f visor carrie and, altho ndby, recei and, altho ndby, recei s that requ eceiving co by (or on ca roject prop e standby p nent and to er-hours se lure and so by' will be o	et / Equipn rators, the ertified Tec tenance Su hours need is that the F es an after-l ugh not for ives financi uire a respo compensation all). oses a one pay as per preview the ervice respondent cheduling of developed.	Fleet division hnician upervisor) to be on ls. Fleet Maintenance nours mobile mally required be al compensation onse but has not on for being on -year pilot to the collective e business need onse. A formal f a rotating
	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.			
Climate Action Impact	N/A			
Future Financial Implications and Life Cycle Cost Breakdown	\$17,999 in 2024 (3 months)			
	Year		ount	
		Ongoing	One Time	Apportionment
	2023	0	\$ 53,997	9 months
	2024 Total	0 \$ -	\$ 17,999 \$ 71,996	3 months
	TULA	- ڊ ا	\$ /1,390	

2	Function Number – Project Name:	[312] Fleet Maintenance - Corporate Fleet Strategy
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	All
	2023 Funding Required:	\$75,000 one time
	Funding Source(s):	Operating Reserves with potential for a grant

Asset Management Plan Implications:	N/A
Rationale / Service Impacts:	A Corporate Fleet Management System or Strategy has been a corporate priority for years. Fleet expenses (both capital and ongoing operating) are a significant corpora 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.
	The Corporate Fleet Management System/Strategy will engage the services o professional consultants and an SCRD Proj Team.
	Currently each service function 'manages' i own fleet, which silos the understanding of fleet as a whole.
	The objective of the strategy would be to develop a plan to manage and maintain all 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 accessib data that will enhance staff and manageme ability to analyze and maximize availability usage and cost effectiveness of this resource 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 ca
	be considered.
Climate Action Impact	Efficiencies, alternative service models, alongside electrification of assets and associated support systems will be an integ part of the proposed Strategy. This will ena greater understanding of the process and timeline for eliminating fleet GHG emissions
Future Financial Implications and Life Cycle Cost Breakdown	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								
ltem	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	

ANNEX R

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 provinicial 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 confered 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	Function Number – Project Name:	[400] – Seaview Cemetery Expansion Project
		0.05 FTE- Senior Parks Worker
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	All

2023 Funding Required:	2023 - \$589,600
Funding Source(s):	2023 - \$294,800 Short Term MFA Loan 2023 - \$294,800-Operating Reserve
	2024 - \$15,130 Taxation includes 0.05 FTE – (wages \$3,514, benefits \$1,115, \$10,500 operating)
Asset Management Plan Implications:	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.
Rationale / Service Impacts:	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.
	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.
	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.
	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.

	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. 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. 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.
Climate Action Impact	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. 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.
Future Financial Implications and Life Cycle Cost Breakdown	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.
	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.

Staff Report to Finance Committee (Round 2 Budget) – March 2, 2023 2023 Round 2 Budget Proposal for Cemetery Services [400]

Page 4 of 4

	Year	<u>Amount</u>	Туре
	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	

ANNEX T

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO:	Einanco Committoo	(Pound 2 Rudget)	March 2 2022
10.	Finance Committee	(Round Z Budger)	- march z, zuzo

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 <u>Incorporated at Round 1.</u> 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 <u>Incorporated at Round 1.</u> Viability of Alternate Water Source for Sunshine Coast Area Ice Operations, \$10,000 One Time funded from Operating Reserves;
- Budget Proposal 4 <u>Incorporated at Round 1.</u> 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	Function Number – Project Name:	[615] – Recreation Facility Maintenance – Health and Safety Equipment [613]
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	B, D, E, F, TOG, DOS, sNGD

Staff Report to Finance Committee (Round 2 Budget) – March 2, 20232023 Round 2 Budget Proposal for Community Recreation Facilities [615]Page 2 of 3

2023 Funding Required:	\$21,500 One-time
Funding Source(s):	Operating Reserves
Asset Management Plan Implications:	Not Applicable
Rationale / Service Impacts:	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).
Climate Action Impact	Not Applicable
Future Financial Implications and Life Cycle Cost Breakdown	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						
	2023	2024	2025	2026	2027	
ltem	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	\$1,181,408	\$ 733,769	\$ 438,010	\$ 461,344	\$ 525,412	
of debt payments)						
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	

	2023	202	24	20	25	4	2026	2	027
Item	Amount	Amo	ount	Am	ount	Α	mount	Am	ount
Prior yr. closing balance	\$ 782,96	<mark>2</mark> \$ 82	1,762	\$ 82	27,062	\$	832,362	\$8	37,662
2022 Projected operating surplus	\$ 65,00	0 \$	-	\$	-	\$; -	\$	-
Viability of alternate water source	-\$ 10,00	0 \$	-	\$	-	\$; -	\$	-
Health and safety equipment	-\$ 21,50	0							
Budgeted contribution	\$ 5,30	0 \$	5,300	\$	5,300	\$	5,300	\$	5,300
Forecasted closing balance	\$ 821,76	2 \$ 82	7,062	\$ 8	32,362	\$	837,662	\$8	42,962

Five-Year Operating Reserve Plan (or longer, if applicable)

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

ANNEX U

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 <u>SCRD's Independent Audit findings for 2017</u>. 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 day of

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 VON 1VO

(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.

2022 Joint Use of Facilities

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the respective and mutual covenant, undertakings, terms and conditions set forth hereunder, the Parties herby 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.

2022 Joint Use of Facilities

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 the **SUNSHINE** COAST of) **REGIONAL DISTRICT** was hereunto) affixed in the presence of: C/S **CHAIR** FICER ORP ORATE IN WITNESS WHEREOF the Corporate Seal of SCHOOL DISTRICT NO. 46 was) hereunto affixed in the presence of: DocuSigned by C/S SCHOOL BOARD CHAIR DocuSigned by: Mcholas Weswick SECRETARY-TREASURER))

Page 8

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 Cardinall Hall

Frank West Community Hall

Chaster Hall

Coopers Green Hall

Sports Fields

Pender Aquatic Centre

Grantham's Hall

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)

ANNEX V

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

1	Function Number – Project Name:	[630] School Facilities – Joint Use Agreement – Financial Implications
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	A, B, D, E, F, ToG, DoS
	2023 Funding Required:	\$44,850
	Funding Source(s):	Taxation

Asset Management Plan Implications:	N/A
Rationale / Service Impacts:	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.
	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).
	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).
Climate Action Impact	N/A
Future Financial Implications and Life Cycle Cost Breakdown	This budget and actual reciprocal use of facilities is tracked and will be reviewed annually. Future budget adjustments may be necessary.
	2024 ongoing \$44,850 taxation

Five-Year Operating Reserve Plan

		2023	2	024	2	025	2	026	2	027
Item	Ar	nount	An	nount	An	nount	An	nount	An	nount
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	

ANNEX W

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:
 - o [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

1	Function Number – Project Name:	Parks Operation Technician 1.0 FTE
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Various
	2023 Funding Required:	\$69,204 (pro-rated for 9 months)- consisting of \$51,392 wages, \$16,312 benefits, and \$1,500 training
		Split between Functional Areas:
		70% [650], 10% [665],10% [680] and 10% [400]

Funding Source(s):	Taxation
Asset Management Plan Implications:	N/A
Rationale / Service Impacts:	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.
	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.
	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.
Climate Action Impact	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

		ernr	nental		countability fram horizations to pe		
	occurred divisiona adequat resulting appropri	d wit al wo ely a fro ate	hin ma orkloa addres m sev timefra	any d is s ss ar ere o ame	impacts have al SCRD parks. Cu strained and cha ny emergent prio climate events w s. As such, staff nt delays in many	rrent llenged to rities ithin are	
	future cli to SCRE increase degree c strategic	ima) Pa ed do of ef ally	ctic ev irks, b edicate ficienc addre	vents ut ac ed a cy ar esses	e severity or freq and their potent dditional FTE will ssistance, and w nd effectiveness s any existing, and infrastructure.	ial impacts provide vill lend a as Parks	
Future Financial Implications and Life Cycle Cost Breakdown	Future fi rated am				t includes the 3 r	months pro-	
	Year	Δm	ount		Apportionment		
	2023		69,20 [,]	4	9 months		
	2020		23,06		Additional 3 mc	onths	
	Total		92,27		Annual Ongoin		
					de support to the	various	
	functions			efor	e the salary will t	be split	
	Functio	on	%	Val	ue		
		50	70	\$6	4,591		
	4	00	10		9,227		
		80	10		9,227		
	6	65	10		9,227		
			100	\$9	2,272		1

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

ANNEX X

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):

<u>Recommendation No. 96</u> 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

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

	Areas Affected (A-F, Regional,	[400] All
	Islands):	
		[650] A, B, D, E, F
	2023 Funding Required:	2023 Funding = \$94,667
		One-time:
		[400] = \$6,660
		[650] = \$79,973
		On-going base budget:
		[400] = \$100
		[650] = \$7,934
		2023 funding of \$94,667 broken down as follows:
		\$86,633 in one-time expenses,
		\$1,295 in wages and benefits (prorated),
		\$6,740 in ongoing operating expenses (prorated).
		Funding to be split:
		[650] Community Parks – 93%,
		[400] Cemetery Services -7%
		Ongoing costs assume all new receptacles installed by mid-year 2023
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	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.
ĺ	Rationale / Service Impacts:	The revised SCRD Bylaw No. 405.25 includes
		restrictions to the current waste management
		program:
		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
		This project involves the installation and
		servicing of new waste receptacle units to
		servicing of new waste receptacle units to

	achieve bylaw compliance and divert organic waste from the Parks waste management stream. Receptacle location and cost efficiency are the key criteria in the proposal, which maintains the current service level for recycling and garbage but promotes the addition of one (1) composting unit within designated park locations. The identified locations within parks have been determined based on areas of high occupancy and are located around high-use and gathering areas, such as playgrounds, sport fields, parking lots, picnic tables, and trail entrances.
	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.
	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.
Climate Action Impact	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.
Future Financial Implications and Life Cycle Cost Breakdown	This project proposes new receptacle units, that will need to be included in the Parks capital asset replacement plan.
	Year - Funding Amount -
	- Func. One-time Ongoing -
	2023 400 \$ 6,660 \$ 100 6 months
	202 4 400 \$ \$ 100 6 months
	2023 650 \$ 79,973 \$ 7,934 6 months
	2024 650 - \$ 7,934 6 months
	TOTAL - \$86,633 \$ 16,068 -
	- <u>TOTAL PROJECT</u> <u>\$ 102,701</u> -

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.
Funding to be split:
[650] Community Parks – 93%
[400] Cemetery Services -7%

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	

ANNEX Y

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 <u>Recommendation No. 6</u> 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	Function Number – Project Name:	[136] –Association of Vancouver Island and Coastal Communities (AVICC) Climate Leadership Plan (CLP) Membership and Community Energy Association Membership;
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	\$7,500
	Funding Source(s):	Grant (Local Government Climate Action Program - LGCAP)
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	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.
	Climate Action Impact	The purpose of this proposal is directly related to supporting climate action. It will increase resilience and will reduce GHG emissions.
	Future Financial Implications and Life Cycle Cost Breakdown	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	

ANNEX Z

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

1	Function Number – Project Name:	***NEW [210-218] – SCRD 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)

	\$30,000 (216 Halfmoon Bay Fire Protection)
	\$30,000 (218 Egmont and District Fire Protection)
	\$120,000 (total for all four fire departments)
Funding Source(s):	UBCM CEPF grant funding
Asset Management Plan Implications:	This type of small equipment is not included in the 20-year capital plans for fire departments, so replacement funding is not budgeted for.
	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.
Rationale / Service Impacts:	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.
	The SCRD was notified that the grant application was successful.
Climate Action Impact	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.
Future Financial Implications and Life Cycle Cost Breakdown	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.

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 <u>Incorporated at Round 1.</u> 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 <u>Incorporated at Round 1.</u> Hazard, Risk and Vulnerability Analysis (HRVA) Update), \$50,000 funded through Taxation.
- Budget Proposal 4 <u>Incorporated at Round 1.</u> 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.

Page 2 of 3

DISCUSSION

2023 R2 Budget Proposals by Category

1	Function Number – Project Name:	[222] – FireSmart 2.0
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	All
	2023 Funding Required:	\$370,000
	Funding Source(s):	Contingent - UBCM grant funding
	Asset Management Plan Implications:	None
	Rationale / Service Impacts:	As part of the SCRD's Community Resiliency Investment (CRI) grant application, protective services is proposing to hire up to 4.5 FTE as part of the FireSmart program.
		This proposal is contingent on a successful grant application.
		Staff made enquiry with the grantor and results of the grant application are not expected until March 19 th .
		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.
	Climate Action Impact	The FireSmart program is designed to reduce the impact of wildfires on local communities, adapting to a climate-associated risk
	Future Financial Implications and Life Cycle Cost Breakdown	Ongoing support of the FireSmart program will be contingent on future grant funding or Board decision.

Five-Year Capital Reserve	Five-Year Capital Reserve Plan (or longer, if applicable)							
	2023	2024	2025	2026	2027			
ltem	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	Α	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	9) -	\$	-	\$	-	\$	-	\$	-	
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	

ANNEX BB

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 <u>Incorporated at Round 1.</u> Regional Housing Coordinator, \$76,997 funded by a Municipal Regional Destination Tax via Sunshine Coast Tourism;
- Budget Proposal 2 <u>Deferred to 2024 Budget with staff continuing to review grant</u> <u>opportunities.</u> 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

3	Function Number – Project Name:	[500] Regional Planning – Mt. Elphinstone Watershed Strategy (please note updated project name and scope)
	Rating:	Enhancement to Service

Areas Affected (A-F, Regional, Islands):	Regional
2023 Funding Required:	\$10,000
Funding Source(s):	Operating Reserve
Asset Management Plan Implications:	Project results could lead to updates to SCRD asset management plans for assets within the project boundary.
Rationale / Service Impacts:	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.
	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. Funding would be used to hire a contracted facilitator/expert to run the exercise and prepare the report.
	The proposal is framed as [500] Regional Planning based on intergovernmental scope and potential for model to be exported to other watersheds.

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.

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	Х-	Other		

ANNEX CC

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 2023 Budget Process) Hillside Business Planning (Proposal for R2

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	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

	2023 Funding Required:	\$195,400 with prorated staff for 2023:
		2023 salary \$14,560 2023 mandatory employment-related costs \$3,640
ĺ	Funding Source(s):	Operating Reserve
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	 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): Total salary \$43,680 Total MERCs \$10,920 2023 salary \$14,560 2023 MERCs \$3,640
	Climate Action Impact	The Management Plan developed through this project provides an opportunity to integrate climate adaptation measures in, e.g., inspection and management practices.
	Future Financial Implications and Life Cycle Cost Breakdown	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. \$250,000 Project total including 2024 Staffing Values: Total salary \$43,680
		Total MERCs \$10,920

2	Function Number – Project Name:	** NEW [540] - Hillside Development Project – Investment Attraction Analysis
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Electoral Area F
	2023 Funding Required:	\$120,000
	Funding Source(s):	Operating reserve: \$90,000
		Grants: \$30,000 (ICET READY Capacity Building)
		Staff will research additional grant opportunities; grant could offset demand on reserves.
	Asset Management Plan Implications:	Will include planning for SCRD lands and assets. Implications to be determined through the plan process.
	Rationale / Service Impacts:	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.
	Climate Action Impact	Climate resilience can be integrated in the scope of analysis.
	Future Financial Implications and Life Cycle Cost Breakdown	One-time project costs.

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	Χ-	Other	

ANNEX DD

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 <u>Incorporated at Round 1</u>. Corporate Review Organizational, \$30,000 funded from Operating Reserves.
- Budget Proposal 3 <u>Incorporated at Round 1</u>. [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 <u>Incorporated at Round 1</u>. Consulting Services 2023-2026 Strategic Planning, \$30,000 funded from Operating Reserves.
- Budget Proposal 5 <u>Deferred to 2024</u>. 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

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:	 FTE Lift for Legislative Services Assistant (0.5 casual to 0.4 permanent lift) - pilot to permanent. In 2020, a 0.5 FTE lift was approved for Legislative Services. The 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. 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 Deputy Corporate officer.
		Records Technician as required.
	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:	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. This aligns with the Financial Sustainability Policy.		
	Climate Action Impact	n/a		
	Future Financial Implications and Life Cycle Cost Breakdown	2024 <mark>-(\$100,000)</mark> -Rate Stabilization from OP Reserves		
		2025-2026- <mark>(\$50,000)</mark> Rate Stabilization from OP Reserves		

Five-Year Operating Reserve Plan

		2023	2024	2025	2026	2027
Item		nount	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			

ANNEX EE

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 <u>Incorporated at Round 1</u>. Linkedin Annual Recruiter Package [115] -Online Tool License Purchase, \$12,000 funded from Reserves;
- Budget Proposal 3 <u>Incorporated at Round 1</u>. 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

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):

	2023 pro-rated at 7 months \$78,750.
	HR Assistant (0.4 FTE):
	2023 pro-rated at 8 months \$23,733.
Funding Source(s):	Support Services
Asset Management Plan Implications:	n/a
Rationale / Service Impacts:	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. 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

	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.
	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.
	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.
	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.
Climate Action Impact	n/a
Future Financial Implications and Life Cycle Cost Breakdown	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
Future Financial Implications and Life Cycle Cost Breakdown	n/a

3	Function Number – Project Name:	* Revised [115] – Discontinue Ongoing Contribution to Reserve and Rate Stabilization
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	All
	2023 Funding Required:	2023-(\$-30,000) Reduction
		2023- (\$50,000) Reduction
	Funding Source(s):	-\$10,000 Discontinue annual contribution and use - \$20,000 \$40,000 as a rate stabilization from Operational Reserves (Support Service Reduction)
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	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.
	Climate Action Impact	n/a
	Future Financial Implications and Life Cycle Cost Breakdown	2024-2027- Discontinue the annual contribution of \$10,000 to Reserves and a further \$ 20,000-\$40,000 Rate Stabilization from OP Reserves.

Five-Year Operating Reserve Plan (or longer, if applicable)

		2023	1	2024		2025		2026	2	2027	
Item		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		

ANNEX FF

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 <u>Incorporated at Round 1</u>. 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

1	Function Number – Project Name:	116 – Procurement Buyer Support 0.3 FTE causal
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	2023 portion-\$27,810
		\$20,165 annual salary, \$6,645 for benefits and WCB and \$1,000 for software and office equipment.

Page 2 of 3

	Updated 2023 total - \$28,522
	\$20,765 annual salary, \$6,657 for benefits and WCB and \$1,000 for software and office equipment
Funding Source(s):	Support Services
Asset Management Plan Implications:	n/a
Rationale / Service Impacts:	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.
	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.
	A 0.3 FTE causal for the Purchasing and Risk division will serve to relieve some of the pressures on the division, holiday coverages as well as provide much needed support to meet increasing requirements and important projects can continue to move forward and completed.
	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.
	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).

	Division staff also provide a lead support in most Emergency Operations Centers as there usually is a requirement for logistics support. 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
Climate Action Impact	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. Staff are spending more time responding, assessing, and mitigating these events within the SCRD and with public members.
Future Financial Implications and Life Cycle Cost Breakdown	2024 onward-\$28,303 \$21,058 annual salary, \$6,645 for benefits and WCB and \$600 for annual software Updated 2024 total - \$28,022 \$20,765 annual salary, \$6,657 for benefits and WCB and \$600 for annual software.

This function has no reserve funds.

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

ANNEX GG

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

1	Function Number – Project Name:	[117] – Cybersecurity Analyst (1.0 FTE)
	Rating:	Enhancement to Service to: Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	\$99,906 consisting of: Salary \$71,250, Benefits \$23,156 (prorated 9 months) and One-time expenses \$5,500 (IT equipment, forensic software).
	Funding Source(s):	Support Services

Asset Management Plan Implications:	Significant benefits to the availability and useability of all SCRD information assets, records, and operational processes.
Rationale / Service Impacts:	This ongoing position will design, develop, and administer a formal cybersecurity resilience program for the SCRD following applicable industry standards and evolving best practices.
	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).
	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.
	The work to enhance cybersecurity protection for the SCRD will likely result in future budget asks for hardware, software and or services.
	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:
	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

	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 oversite that is not currently available.	
	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:	
	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. 	
	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.	
	The loss of key IT staff in 2022 resulted in workloads that contributed to burn-out conditions.	
	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.	
Climate Action Impact	N/A	
Future Financial Implications and Life Cycle Cost Breakdown	2024 and ongoing (1.0 FTE): Salary \$95,000, Benefits \$30,875, for a total of \$125,875 per year, following collective agreement increases.	

*NOT RECOMMENDED

2	Function Number – Project Name:	[117] – Information Technology - Cyber Security Insurance
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	2023 (10 months): Premiums Total \$50,000
	Funding Source(s):	Support Services
	Asset Management Plan Implications:	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.
	Rationale / Service Impacts:	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.
		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.
		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 responses 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

	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.
Climate Action Impact	n/a
Future Financial Implications and Life Cycle Cost Breakdown	2024 and ongoing: Premiums Total \$60,000

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		

ANNEX HH

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 <u>Incorporated at Round 1 Requires Amendment</u>. 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

1	Function Number – Project Name:	[112/113] – Financial Analyst (1.0 FTE)
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	2023 - \$61,658 (prorated 7 months)
	Funding Source(s):	Support Services
	Asset Management Plan Implications:	None
	Rationale / Service Impacts:	The Financial Services division is separated into two sections of responsibility. The majority supports the daily financial operations of the SCRD such as accounts payable, accounts receivable, payroll, audit, financial

reporting as well as utility billing. The other section supports treasury (debt, investments, and cash flow) grants, financial analysis, capital accounting, new accounting standards, and the budget.
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.
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.
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.
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.
Subsequent to the referral of the Budget Proposal, several new projects were approved at Round 1 which will require

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:
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:
 -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
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 oversite that is not currently available.

		Not approving additional resources will result in projects not being completed or long delays, missed opportunities for grant funding, 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. 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.
	Climate Action Impact	N/A
	Future Financial Implications and Life Cycle Cost Breakdown	2024-2027 salary \$78,000 benefits \$27,700 for a total of \$105,700 per year

2	Function Number – Project Name:	Revised 112/113] – Reduction/Rate Stabilization
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	Regional
	2023 Funding Required:	2023 - (\$50,000) Reduction
		2023- (\$100,000) Reduction
	Funding Source(s):	From Operational Reserves and Reduction
	Asset Management Plan Implications:	n/a
	Rationale / Service Impacts:	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.
		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.

	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. 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.				
Climate Action Impact	n/a				
Future Financial Implications and Life Cycle Cost Breakdown	2024-\$50,000-Rate Stabilization from OP Reserves				
	2024-(\$75,000 Rate Stabilization)				
	2025-2027-\$40,000 Rate Stabilization from OP Reserves				
	2025-2027 (\$50,000 Rate Stabilization)				

Five-Year Operating Reserve Plan

		2023		2024		2025	2	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	\$	75,000									
(ARO Implementation)											
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				