



CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, February 24, 2022

**Held Electronically and Transmitted via the SCRD Boardroom,
1975 Field Road, Sechelt, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

REPORTS

- | | |
|---|----------------------|
| 2. Updated Directors Roles and Responsibilities
<i>Chief Administrative Officer</i>
(Voting – All Directors) | Annex A
Pages 1-7 |
| 3. Contract Award for Sunshine Coast Regional District Website
Redesign
<i>Manager, Communications and Engagement</i>
(Voting – All Directors) | Annex B
pp. 8-9 |
| 4. RFP 2261301 Janitorial Services for Aquatic Facilities Contract
Award Report
<i>Manager, Facility Services</i>
(Voting – B, D, E, F, Sechelt, Gibsons, SIGD) | Annex C
pp. 10-11 |
| 5. 2021 Final Surplus / Deficits
<i>Manager, Financial Services</i>
(Voting – All Directors) | Annex D
pp. 12-17 |

COMMUNICATIONS

NEW BUSINESS

IN CAMERA

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – February 24, 2022

AUTHOR: Dean McKinley, Chief Administrative Officer

SUBJECT: **UPDATED DIRECTOR ROLES AND RESPONSIBILITIES**

RECOMMENDATION(S)

THAT the report titled Updated Director Roles and Responsibilities be received for information;

AND THAT the updated Director Roles and Responsibilities be approved as presented.

BACKGROUND

At the December 9, 2021 Regular Board Meeting the Board adopted the following resolution:

330/21 **Recommendation No. 2** *Directors' Roles and Responsibilities*

THAT the report titled Directors' Roles and Responsibilities be received for information;

AND THAT Directors McMahon, Toth and Pratt be appointed to an ad hoc committee to review the Directors' Roles and Responsibilities;

AND FURTHER THAT a revised version of the Directors' Roles and Responsibilities be brought back to a future committee in January 2022.

DISCUSSION

The purpose of this report is to bring forward the updated Director Roles and Responsibilities as amended by the ad hoc review committee, which consisted of Directors McMahon, Toth and Pratt. The updated Director roles and Responsibilities are attached to this report.

CONCLUSION

Staff recommend approval of the updated Director Roles and Responsibilities

ATTACHMENTS:

A - BOARD CHAIR ROLES AND RESPONSIBILITIES

B - ELECTORAL AREA DIRECTOR ROLES AND RESPONSIBILITIES

C - MUNICIPAL DIRECTOR ROLES AND RESPONSIBILITIES

Reviewed by:			
Manager		Finance	
GM		Legislative	X – S. Reid
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT

ROLES AND RESPONSIBILITIES

BOARD CHAIR

BOARD CHAIR ROLE SUMMARY

The Board Chairperson is a member of the Board and the head and chief elected officer of the Sunshine Coast Regional District.

TYPICAL RESPONSIBILITIES

- a) Ensure the law is carried out for the improvement and good government of the regional district;
- b) Communicate relevant information to the Board as needed;
- c) Provide input into Board agendas and where appropriate, Committee or Commission agendas;
- d) Preside at Board meetings when in attendance, maintaining the order and respectful conduct of debate and ensuring balanced input from all members;
- e) Recommend bylaws, resolutions and measures that, in the chair's opinion, may assist the peace, order and good government of the regional district in relation to the powers conferred on the Board by an enactment;
- f) Direct the management of regional district business and affairs, maintaining a good working relationship with the Chief Administrative Officer (CAO);
- g) Direct the conduct of officers and employees in accordance with section 239 of the *Local Government Act*;
- h) Provide leadership in the direction and annual performance evaluations of the CAO;
- i) May appoint standing committees of the Board and designate their chairs. Works with Committee Chairs to ensure committees function effectively and keep the Board apprised of actions taken;
- j) Call special meetings of the Board when necessary;
- k) Authorize a Local State of Emergency declaration if needed;
- l) Represent the Board in meetings with senior elected officials from other jurisdictions or at other levels of government;
- m) Act as a key representative with regard to ceremonial responsibilities;
- n) Ensure that issues are fully debated and that the public is heard;
- o) Facilitate collective decision-making;
- p) May act as the SCRD's spokesperson with guidance from senior staff, including the Communications & Engagement Manager;
- q) Meet with and consult with the public on matters pertaining to the Regional District.
- r) Attend community events as requested and as available.

CHAIR COMPETENCIES

- a) Leadership;
- b) Facilitation;
- c) Collaboration;
- d) Tact and Diplomacy;
- e) Communication;
- f) Familiarity with the community
- g) General knowledge of local government legislation.

CHAIR PROFESSIONAL DEVELOPMENT

Attend relevant forums/conferences as appropriate to ensure a good understanding of legislative changes and impact on regional, sub-regional and electoral area services and to stay current with innovation and trends for local government services.

- a) Local Government Leadership Academy (LGLA) Leadership forum;
- b) Regional District Chief Executive Officer (CEO)/Chief Administrative Officer Annual Forum;
- c) Association of Vancouver Island and Coastal Communities (AVICC) Annual Convention;
- d) Union of British Columbia Municipalities (UBCM) Annual Convention;
- e) Federation of Canadian Municipalities (FCM) Annual Conference.
- f) and Other workshops, forums and conferences that support the work of the Regional District board.

SUNSHINE COAST REGIONAL DISTRICT**ROLES AND RESPONSIBILITIES****ELECTORAL AREA DIRECTOR**

ELECTORAL AREA DIRECTOR ROLE SUMMARY

Represents the electorate in governing the provision of local, inter-jurisdictional and regional services to communities of the Sunshine Coast Regional District. An Electoral Area Director participates in ensuring good government, services and stewardship of public assets, and fostering the current and future economic, social and environmental well-being of the region and its communities.

TYPICAL ELECTORAL AREA RESPONSIBILITIES

- a) Collaborate with fellow Board members and the senior management team to develop and set strategic direction for the organization;
- b) As a member of the Board, consider and vote on policies and bylaws governing the operations of the organization, delivery of services to the community, and stewardship of public assets;
- c) As a member of the Board, participate in the allocation of resources through the annual budget process, and review and adoption of the Five-Year Financial Plan;
- d) Attend Board, Committee and Commission meetings;
- e) Attend or participate in external organizations and committees as appointed by the Board or the Board Chair;
- f) Liaise with community organizations such as ratepayer and neighbourhood associations and other special interest groups;
- g) Attend local events in support of constituents and community groups;
- h) Liaise with elected officials in other levels of government including municipal councils, and provincial and federal governments, in advancement of local issues;
- i) Attend Local Government Leadership Academy, Association of Vancouver Island and Coastal Communities (AVICC), Union of BC Municipalities (UBCM), and Federation of Canadian Municipalities (FCM) conferences as approved by the Board;
- j) Participate in the review and adoption of the Annual Report;
- k) Review and recommend applications for Electoral Area Grants-in-Aid;
- l) Respond to and assist with constituent inquiries and concerns through formal and informal channels, and may organize meetings with local constituents on various initiatives;
- m) As a member of the Board, provide input on the direction, performance evaluation and terms of employment of the Chief Administrative Officer (CAO);
- n) Observe strict confidentiality regarding closed session matters;
- o) Attend the SCRD's Organization orientation and the LGLA Elected Officials seminar post-election;
- p) May be required to chair committee meetings as appointed.

TIME COMMITMENT AND AVAILABILITY

Significant time is required to review materials in preparation for Board, Committee and other meetings and events. Electoral Area Directors may attend meetings and events, and respond to constituents during evenings and on weekends as required. This role generally involves *at least* the equivalent time commitment of a part time job, and at times may involve activities that approximate or exceed a full-time position.

DIRECTOR COMPETENCIES

- a) An interest in broad-based community issues, a desire to contribute, and a willingness to learn;
- b) As an Electoral Area Director serves their term of office they are expected to develop a body of knowledge supportive of informed decision-making;
- c) Ability to establish and maintain courteous, tactful, diplomatic working relationships with other Board members, employees of the SCRD and the general public;
- d) Ability to make an objective and informed decision;
- e) Ability to engage in effective interpersonal communication (verbal and written), problem solving and conflict resolution;
- f) Ability to speak in public and effectively communicate complex or technical information;
- g) Ability to behave in a way that inspires the public trust and sets an example for the organization;
- h) Ability to meet deadlines;
- i) Ability to participate as an engaged member of a team;
- j) Ability to prioritize and competently manage a variety of activities and conflicting demands;
- k) Analytical and problem-solving skills;
- l) Ability to analyze concepts and strategies, to establish goals and priorities and to work within general objectives;
- m) Ability to make space for disagreement, accept the majority even when it conflicts with their opinion, accept responsibility for their actions and decisions, and those of the Board;
- n) A basic understanding of parliamentary procedures and Roberts Rules of Order;
- o) Proficient computer and internet skills
- p) Familiarity / general knowledge of local government legislation.

PROFESSIONAL DEVELOPMENT

Attend relevant forums/conferences to ensure a good understanding of legislative changes and impact on regional, sub-regional and electoral area services and to stay current with innovation and trends for local government services.

- a) Local Government Leadership Academy (LGLA) Leadership forum;
- b) Association of Vancouver Island and Coastal Communities (AVICC) Annual Convention;
- c) Union of British Columbia Municipalities (UBCM) Annual Convention;
- d) Federation of Canadian Municipalities (FCM) Annual Conference.

SUNSHINE COAST REGIONAL DISTRICT ROLES AND RESPONSIBILITIES

MUNICIPAL DIRECTOR

MUNICIPAL DIRECTOR ROLE SUMMARY

Represents a member municipality in governing the provision of local, inter-jurisdictional and regional services to communities of the Sunshine Coast Regional District. A Municipal Director participates in ensuring good government, services and stewardship of public assets, and fostering the current and future economic, social and environmental well-being of the region and its communities.

TYPICAL RESPONSIBILITIES

- a) Collaborate with fellow Board members and the senior management team to develop and set strategic direction for the organization;
- b) As a member of the Board, consider and vote on policies and bylaws governing the operations of the organization, delivery of services to the community and stewardship of public assets;
- c) As a member of the Board, participate in the allocation of resources through the annual budget process, and review and adoption of the Five-Year Financial Plan;
- d) Attend Board, Committee and Commission meetings;
- e) Attend or participate in external organizations and committees as appointed by the Board or the Board Chair;
- f) May liaise with community organizations such as ratepayer and neighbourhood associations and other special interest groups;
- g) May attend local events in support of constituents and community groups;
- h) Liaise with elected officials in other levels of government including municipal councils, and provincial and federal government ministries, in advancement of local issues;
- i) Attend Association of Vancouver Island and Coastal Communities (AVICC), Union of BC Municipalities (UBCM), and Federation of Canadian Municipalities (FCM) conferences as approved by the Board;
- j) Participate in the review and adoption of the Annual Report;
- k) As a member of the Board, provide input on the direction, performance evaluation and terms of employment of the Chief Administrative Officer (CAO);
- l) Observe strict confidentiality regarding closed session matters;
- m) Attend the SCRD's Organization orientation and the LGLA Elected Officials seminar post-election;
- n) May be required to chair committee meetings as appointed;
- o) Regularly reports back to municipal council on Regional District matters.

TIME COMMITMENT AND AVAILABILITY

Significant time is required to review materials in preparation for Board, Committee and other meetings and events. Municipal Directors may be required to attend meetings and other events, and respond to constituents during evenings and on weekends as required. This role generally involves *at least* the equivalent time commitment of a part time job, and at times may involve activities that approximate or exceed a full-time position.

DIRECTOR COMPETENCIES

- a) An interest in broad-based community issues, a desire to contribute, and a willingness to learn;
- b) As a Municipal Director serves their term of office they are expected to develop a body of knowledge supportive of informed decision-making;
- c) Ability to establish and maintain courteous, tactful, diplomatic working relationships with other Board members, employees of the SCRD and the general public;
- d) Ability to make an objective and informed decision;
- e) Ability to engage in effective interpersonal communication (verbal and written), problem solving and conflict resolution;
- f) Ability to speak in public and effectively communicate complex or technical information;
- g) Ability to behave in a way that inspires the public trust and sets an example for the organization;
- h) Ability to meet deadlines;
- i) Ability to participate as an engaged member of a team;
- j) Ability to prioritize and competently manage a variety of activities and conflicting demands;
- k) Analytical and problem-solving skills;
- l) Ability to analyze concepts and strategies, to establish goals and priorities and to work within general objectives;
- m) Ability to make space for disagreement, accept the majority even when it conflicts with their opinion, accept responsibility for their actions and decisions, and those of the Board;
- n) A basic understanding of parliamentary procedures and Roberts Rules of Order;
- o) Proficient computer and internet skills
- p) Familiarity / general knowledge of local government legislation.

PROFESSIONAL DEVELOPMENT

Attend relevant forums/conferences to ensure a good understanding of legislative changes and impact on regional, sub-regional and electoral area services and to stay current with innovation and trends for local government services.

- a) Local Government Leadership Academy (LGLA) Leadership forum;
- b) Association of Vancouver Island and Coastal Communities (AVICC) Annual Convention;
- c) Union of British Columbia Municipalities (UBCM) Annual Convention;
- d) Federation of Canadian Municipalities (FCM) Annual Conference;
- e) Other professional development opportunities as approved by the Board.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee Meeting - February 24, 2022

AUTHOR: Aidan Buckley, Manager, Communications and Engagement

SUBJECT: **CONTRACT AWARD FOR SUNSHINE COAST REGIONAL DISTRICT (SCRD) WEBSITE REDESIGN**

RECOMMENDATION(S)

THAT the report titled Contract Award for Sunshine Coast Regional District (SCRD) Website Redesign be received for information;

AND THAT a contract for the redesign of the SCRD Website be awarded to KIMBO Designs Inc. in the amount of up to \$112,300 (excluding GST);

AND FURTHER THAT the delegated authorities be authorized to execute the contract.

BACKGROUND

The SCRD's current website was developed in 2007 and an overhaul of content, features and navigation is required. A budget proposal to replace the current website was brought forward to the 2020 Budget where the SCRD Board adopted the following resolution (in part) to approve the project into the Financial Plan:

004/20 **Recommendation No. 4** *General Government [110] – 2020 R1 Budget Proposals*

THAT the report titled 2020 R1 Budget Proposal for [110] General Government be received;

AND THAT the following budget proposals be approved and incorporated into the 2020 Round 2 Budget:

- Budget Proposal 1 – Website Redesign Consulting Services (Phase 2), \$125,000 funded from Operating Reserves; and...

A Request for Proposal (RFP) for this project was published on October 14, 2021 and closed on November 12, 2021. One addendum was issued.

DISCUSSION

Three compliant proposals were received by the SCRD. Led by Purchasing, the evaluation team consisted of three team members.

Staff recommend that a contract be awarded to KIMBO Designs Inc. as they met the specifications as outlined in the RFP and are the highest scoring proponent for this project.

A summary of bids received is as follows:

<u>Name</u>	<u>Value</u>
Connectus Studio	\$123,600
KIMBO Designs Inc.	\$112,300
Upanup Studios Inc.	\$128,720

Pending Board approval of this contract, it is expected that the website redesign will take up to six-months to complete. The project will be led by the Communications Team with input and collaboration from other departments. A project page for the website redesign will be set up on the Let's Talk SCRD platform for the community to track the progress of the project. The project team will seek opportunities to engage with the community over the course of the website redesign.

Financial Implications

There are no financial implications of this award, as the current project budget is sufficient to cover the contract costs.

STRATEGIC PLAN AND RELATED POLICIES

Engagement and Communication is a focus area in the SCRD Board's Strategic Plan. The website is the primary communications tool used by the SCRD. The redesign of the website will allow for clear, focused and accessible communication with the community.

CONCLUSION

The SCRD's current website was developed in 2007 and an overhaul of content, features and navigation is required. A budget proposal to replace the current website was brought forward to the 2020 Budget. Staff recommend that a contract be awarded to KIMBO Designs Inc in the amount up to \$112,300 (before GST) for the redesign of the SCRD corporate website.

Reviewed by:			
Manager		Finance	X - T. Perreault
GM		Legislative	X - S. Reid
CAO	X – D. McKinley	Purchasing & Risk	X - V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – February 24, 2022

AUTHOR: Allen Van Velzen, Manager, Facility Services

SUBJECT: RFP 2261301 JANITORIAL SERVICES FOR AQUATIC FACILITIES CONTRACT AWARD REPORT

RECOMMENDATIONS

THAT the report titled RFP 2261301 Janitorial Services for Aquatic Facilities Contract Award Report be received for information;

AND THAT the contract for janitorial services at the Aquatic facilities be awarded to Master Care Janitorial and Facility Services Inc. for up to a five-year term and a contract maximum amount of \$509,480.17 (plus GST);

AND THAT the delegated authorities be authorized to execute the contract;

AND FUTHER THAT this recommendation be forwarded to the February 24, 2022 Regular Board meeting.

BACKGROUND

The purpose of Request for Proposal RFP 2261301 is for janitorial services at the Sechelt Aquatic Centre (SAC) and Gibsons and District Aquatic Facility (GDAF).

The current janitorial contract for the Gibsons and District Aquatic Facility is ending February 28, 2022. To allow time for the tendering process to conclude, a one month short term service agreement ending on March 31, 2022 was established with the current holder of the contract for the Gibsons and District Aquatic Facility. In order to align the janitorial contracts for both facilities to start and end at the same time, the Sechelt Aquatic Centre janitorial contract will end on March 31, 2022.

The existing contract for the Gibsons and District Aquatic Facility is held by JSJ & Sons Enterprises Ltd. who have been providing service under the current contract for 5 years. The existing contract for the Sechelt Aquatic Centre is held by TRICOM Building Maintenance Ltd who have been providing service under the current contract for 3 years, less one month.

Project Scope and Term

The scope of work provides janitorial services, cleaning supplies and all related equipment required for use in the day to day custodial maintenance of the required areas of the Sechelt Aquatic Centre and Gibsons and District Aquatic Facility.

The term of the contract is for up to five years.

DISCUSSION*Request for Proposal (RFP) Process and Results*

Request for proposal 2261301 Janitorial Services at the Aquatic Facilities was published on January 11, 2022 and closed February 11, 2022. One addendum was issued.

One compliant proposal was received for RFP 2261301. Led by the Purchasing Division, the evaluation team consisted of four team members. The evaluation committee reviewed and scored the proposal against the criteria set out in Section 7 of the RFP document. Based on the best overall score and value offered, staff have recommended that a contract be awarded to Master Care Janitorial and Facility Services Inc. as they met the specifications as outlined and are the best value for the above-mentioned contract.

Summary of Bids Received

Company Name	Value of Contract (before GST)
Master Care Janitorial and Facility Services Inc.	\$ 509,480.17 excluding GST

Financial Implications

There are no financial implications of this award, as the current operating budget allocations are sufficient to cover the new contract costs.

Timeline and Next Steps

Following Board decision, the contract award will be made. It is anticipated that the new service provider would start April 1, 2022.

STRATEGIC PLAN AND RELATED POLICIES

N/A – Operational

CONCLUSION

In accordance with the SCRD's Procurement Policy, RFP 2261301 was issued for Janitorial Services for Aquatic Facilities. One compliant proposal was received. Based on the best overall score and value offered, staff recommend that the SCRD enter into a contract agreement with Master Care Janitorial and Facility Services Inc. for up to a 5 -year contract with a value of up to \$509,480.17 excluding GST, and that the delegated authorities be authorized to execute the contract.

Reviewed by:			
Manager	X – A.van Velzen	CFO/Finance	X – T.Perreault
GM	X – S. Gagnon	Legislative	
CAO	X – D. McKinley	Purchasing	X – V.Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – February 24, 2022

AUTHOR: Brad Wing, Manager, Financial Services

SUBJECT: 2021 FINAL SURPLUS / DEFICITS

RECOMMENDATION

THAT the report titled 2021 Final Surplus / Deficits be received for information;

AND THAT as per the Sunshine Coast Regional District (SCRD) Financial Sustainability Policy, the 2021 surpluses be transferred to reserves as detailed in Attachment A of the report;

AND THAT the revised 2021 Sunshine Coast Emergency Planning [222] deficit of \$44,623 be funded from 2022 taxation.

BACKGROUND

A preliminary report of service deficits and mitigation was received by the [Corporate and Administrative Services Committee at the Round 2 Budget meeting on January 24, 2022](#) resulting in the following motion (020/22) being adopted at the SCRD Regular Board meeting on January 27, 2022:

Recommendation No. 3 2021 Service Deficits and Mitigation

THAT the report titled 2021 Service Deficits and Mitigation be received for information;

AND THAT the projected [313] Building Maintenance Services deficit of \$15,000 be funded from Operating Reserves;

AND THAT the projected [222] Sunshine Coast Emergency Planning deficit of \$40,000 be funded through 2022 Taxation;

AND FURTHER THAT the projected [320] Regional Street Lighting deficit of \$1,132 be funded through 2022 Taxation.

Directors Beamish and Toth opposed

The purpose of this report is to provide the Committee with a final summary of all the 2021 year-end surpluses, final recommended transfers to reserves, and to report on any final year-end deficits requiring approval on proposed funding mitigation.

All values presented are unaudited and subject to change prior to adoption of the annual financial statements which is scheduled for April 2022. 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 2021 year-end processes in preparation of the annual SCRD Financial Statements and external audit. Reconciliation of final surpluses, deficits and recommended allocation for each functional area has been attached for reference (Attachment A).

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

4.4 One-time Revenues

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

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

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

Surpluses

A summary of surpluses can be found on Attachment A as well as within the functional area sections of the 2022 - 2026 Draft Financial Plan Book.

Surpluses in Electoral Areas' Grant-in-Aid [121-129], Economic Development [531-535] functions are automatically carried forward in the 2022 Budget and were addressed during Round 2 budget deliberations.

Surpluses and deficits for the ten local Street Lighting functions [322-342] are also automatically carried forward to the 2022 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 2022 Budget and used to reduce taxation where applicable. These are as follows: [118] SCRHD Administration (\$27,991), [291] Keats Island Dog Control (\$2,286) and [645] Halfmoon Bay Library Service (\$2).

The remaining operating surpluses total \$4.34M are recommended to be transferred to operating reserves.

A brief summary of the more material functional surpluses has been provided on Attachment A. Finance has looked at various revenue and expense anomalies to identify where future potential

budget amendments could be made. More information and options will be provided as part of the 2022 Budget De-Brief Report scheduled for March 2022.

Deficits

Three services were originally identified as having material unfunded 2021 deficits totaling an estimated \$56,132 as detailed on Attachment A.

At the time of those estimates, only a preliminary review of the deficits had been undertaken. The services which resulted in a change from what was reported in January are as follows:

- [222] Sunshine Coast Emergency Planning - \$44,623 (originally projected at \$40,000)
 - This deficit is a result of unrecoverable wages and benefits associated with Emergency Operations Centre operations. Only incremental wages (ie, overtime) are recoverable from EMBC. This deficit must be funded from taxation in 2022 as there are insufficient uncommitted operating reserves within this service. As outlined in the 2022 R2 Budget Proposal, the SCRD has activated six EOC's in 2021 and creation of an operating reserve is being proposed. The final deficit is higher than originally estimated as the expenses eligible for reimbursement from EMBC were less than anticipated.

It is recommended that the revised deficit be funded through 2022 taxation as there is not sufficient operating reserves to cover the deficit.

- [313] Building Maintenance Services – Surplus position (\$15,000 deficit was projected)
 - The projected deficit did not materialize for this service as a result of higher than anticipated internal billable hours for December. This was mainly the result of a timing difference with respect to payroll records which are used to calculate the recovery. Payments for pay period 24 which covered November 14-27 were issued on December 3 and data for this pay period was not factored into the previous estimate. This service ended in a surplus position of \$1,931

There were five immaterial deficits identified which have automatically been carried forward in the budget to be funded from taxation in 2022 or funded from operating reserves in 2021. These are as follows:

- [340] Burns Road Street Lighting - \$5 deficit funded from 2022 taxation
- [392] Roberts Creek Co-Housing Waste Water Treatment Plant - \$756 deficit funded from reserves
- [393] Lily Lake Waste Water Plant - \$9 deficit funded from reserves
- [410] Pender Harbour Health Clinic - \$90 deficit funded from 2022 taxation
- [630] School Facilities Joint Use - \$186 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 Sunshine Coast Emergency Program and Region Street Lighting deficits through taxation in 2022 will result in a 0.19% 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 functional area surplus deficits now known. Options for allocation of surpluses are outlined in the Financial Sustainability Policy.

Staff are recommending that \$4.34M of surpluses be transferred to operating reserves as appropriate. Surpluses for Electoral Areas' Grant-in-Aid, Economic Development and Street Lighting and other function without an operating reserve are automatically carried forward in the budget. Some 2021 surpluses, such as for Finance [113] have been used to offset Support Service costs, fund one time projects, or reduced tax subsidy dues to higher revenues.

There were two material unfunded deficits totaling \$45,755 that must be funded. Staff are recommending that these deficits be funded through 2022 taxation as these services do not have sufficient uncommitted funds in operating reserves to cover the entire deficit.

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

Attachment

- A. 2021 Final Surplus/Deficits

Sunshine Coast Regional District
2021 Surplus/Deficits (Unaudited)

Attachment A

Function	Year End Surplus / (Deficit)	Recommended Allocation		Unfunded Deficit
		Carried Forward in 2022 Budget	Transfer to Operating Reserves	
110 - General Government	190,776		(190,776)	-
111 - Asset Management	43,774		(43,774)	-
113 - Finance	60,895		(60,895)	-
114 - Administration Office	26,393		(26,393)	-
115 - Human Resources	86,324		(86,324)	-
116 - Purchasing & Risk Management	55,722		(55,722)	-
117 - Information Services	28,397		(28,397)	-
118 - SCRHD Administration	27,991	(27,991)		-
121 - Grants in Aid - Area A	2,982	(2,982)		-
122 - Grants in Aid - Area B	2,114	(2,114)		-
123 - Grants in Aid - Area E & F	416	(416)		-
125 - Grants in Aid - Community Schools	548	(548)		-
126 - Greater Gibsons Community Participation	958	(958)		-
127 - Grants in Aid - Area D	3,000	(3,000)		-
128 - Grants In Aid - Area E	3,612	(3,612)		-
129 - Grants In Aid - Area F	8,945	(8,945)		-
130 - Electoral Area Services - UBCM/AVICC	31,079		(31,079)	-
131 - Electoral Area Services - Elections	-			-
135 - Corporate Sustainability Services	5,336		(5,336)	-
136 - Regional Sustainability Services	37,835		(37,835)	-
140 - Member Municipality Debt	-	-		-
152 - Feasibility Studies - Regional	-	-		-
152 - Feasibility Studies - Area B	-		-	-
153 - Feasibility Studies - Area D	-			-
200 - Bylaw Enforcement	98,493		(98,493)	-
204 - Halfmoon Bay Smoke Control	416		(416)	-
206 - Roberts Creek Smoke Control	918		(918)	-
210 - Gibsons & District Fire Protection	222,699		(222,699)	-
212 - Roberts Creek Fire Protection	135,258		(135,258)	-
216 - Halfmoon Bay Fire Protection	96,057		(96,057)	-
218 - Egmont Fire Protection	52,151		(52,151)	-
220 - Emergency Telephone - 911	18,608		(18,608)	-
222 - Sunshine Coast Emergency Planning	(44,623)			44,623
290 - Animal Control	12,319		(12,319)	-
291 - Keats Island Dog Control	2,286	(2,286)		-
310 - Public Transit	242,027		(242,027)	-
312 - Fleet Maintenance	8,160		(8,160)	-
313 - Building Maintenance Services	1,931		(1,931)	-
320 - Regional Street Lighting	(1,132)			1,132
322 - Langdale Street Lighting	151	(151)		-
324 - Granthams Street Lighting	366	(366)		-
326 - Veterans Street Lighting	74	(74)		-
328 - Spruce Street Lighting	38	(38)		-
330 - Woodcreek Street Lighting	3,036	(3,036)		-
332 - Fircrest Street Lighting	73	(73)		-
334 - Hydaway Street Lighting	38	(38)		-
336 - Sunnyside Street Lighting	145	(145)		-
340 - Burns Road Street Lighting	(5)	5		-

Function	Year End Surplus / (Deficit)	Recommended Allocation		Unfunded Deficit
		Carried Forward in 2022 Budget	Transfer to Operating Reserves	
342 - Stewart Road Street Lighting	74	(74)		-
345 - Ports Services	40,815		(40,815)	-
346 - Langdale Dock	-	-		-
350 - Regional Solid Waste	315,545		(315,545)	-
355 - Refuse Collection	85,885		(85,885)	-
365 - North Pender Harbour Water Service	143,508		(143,508)	-
366 - South Pender Harbour Water Service	123,570		(123,570)	-
370 - Regional Water Services	627,635		(627,635)	-
381 - Greaves Rd Waste Water Plant	1,036		(1,036)	-
382 - Woodcreek Park Waste Water Plant	13,055		(13,055)	-
383 - Sunnyside Waste Water Plant	5,278		(5,278)	-
384 - Jolly Roger Waste Water Plant	12,632		(12,632)	-
385 - Secret Cove Waste Water Plant	16,855		(16,855)	-
386 - Lee Bay Waste Water Plant	24,823		(24,823)	-
387 - Square Bay Waste Water Plant	2,059		(2,059)	-
388 - Langdale Waste Water Plant	17,055		(17,055)	-
389 - Canoe Rd Waste Water Plant	3,661		(3,661)	-
390 - Merrill Crescent Waste Water Plant	5,849		(5,849)	-
391 - Curran Rd Waste Water Plant	27,847		(27,847)	-
392 - Roberts Creek Co-Housing Treatment Plant	(756)		756	-
393 - Lillies Lake Waste Water Plant	(9)		9	-
394 - Painted Boat Waste Water Plant	17,252		(17,252)	-
395 - Sakinaw Ridge Waste Water Plant	-		-	-
400 - Cemetery	31,424		(31,424)	-
410 - Pender Harbour Health Clinic	(90)	90		-
500 - Regional Planning	49,429		(49,429)	-
504 - Rural Planning Services	18,542		(18,542)	-
506 - Geographic Information Services	37,148		(37,148)	-
510 - Civic Addressing	33,292		(33,292)	-
515 - Heritage Conservation Service	-	-		-
520 - Building Inspection Services	240,124		(240,124)	-
531 - Economic Development Area A	1,887	(1,887)		-
532 - Economic Development Area B	1,317	(1,317)		-
533 - Economic Development Area D	2,902	(2,902)		-
534 - Economic Development Area E	1,887	(1,887)		-
535 - Economic Development Area F	1,885	(1,885)		-
540 - Hillside Development Project	40,466		(40,466)	-
615 - Community Recreation Facilities	662,264		(662,264)	-
625 - Pender Harbour Pool	160,609		(160,609)	-
630 - School Facilities - Joint Use	(186)		186	-
640 - Gibsons & Area Library	23,705		(23,705)	-
643 - Egmont/Pender Harbour Library Service	-	-		-
645 - Halfmoon Bay Library Service	2	(2)		-
646 - Roberts Creek Library Service	-	-		-
648 - Museum Service	-	-		-
650 - Community Parks	104		(104)	-
665 - Bicycle & Walking Paths	15,550		(15,550)	-
667 - Area A Bicycle & Walking Paths	11,434		(11,434)	-
670 - Regional Recreation Programs	47,486		(47,486)	-
680 - Dakota Ridge Recreation Service Area	29,210		(29,210)	-
Totals	\$ 4,360,644	\$ (66,631)	\$ (4,339,769)	\$ 45,755