



FINANCE COMMITTEE

**Monday, February 5, 2024
TO BE HELD
IN THE BOARDROOM OF THE
SUNSHINE COAST REGIONAL DISTRICT OFFICES
AT 1975 FIELD ROAD, SEHELDT, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda

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IN CAMERA

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (c), (d), (f), (g) 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 a municipality or another position appointed by the municipality”, “labour relations or other employee relations”, “the security of the property of the municipality”, “law enforcement, if the council considered that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment”, “litigation or potential litigation affecting 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.”

PRESENTATIONS AND DELEGATIONS

2. 2024 Round 2 Budget Introduction
*Chief Administrative Officer
General Manager, Corporate Services / Chief Financial Officer*

Verbal

REPORTS

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*Manager, Budgeting and Grants
(Voting – All Directors)*

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NEW BUSINESS

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) - February 5, 2024

AUTHOR: Alex Taylor, Manager, Budgeting and Grants

SUBJECT: 2024 PRELIMINARY PROPERTY ASSESSMENT IMPACTS

RECOMMENDATION(S)

THAT the report titled 2024 Preliminary Property Assessment Impacts be received for information.

BACKGROUND

The 2024 Completed Assessment Roll, released on January 1, 2024, by the BC Assessment Authority, shows property values based on market estimates as of July 1 and condition as of October 31 of the previous year. The report focuses on how these values affect tax distribution for the Sunshine Coast Regional District (SCRD) services, including changes in property classes and their impact on average residential properties.

DISCUSSION

Overall, taxation apportionment varies from service to service depending on which areas participate. Unlike a Municipality, the apportionment between participating areas in a Regional District service changes from year to year because of changes in the assessments.

Overall Change in Assessments

Overall, assessments in the Regional District decreased by 0.70% in 2024 (11.36% increase in 2023) as detailed in Table 1 below:

Table 1: Overall Change in Assessed Values		
	Assessed Value	% Change
2023 (Cycle 10)	20,849,613,823	
Increase due to NMC*	250,801,560	1.20%
Increase due to Market	-397,145,196	-1.90%
2024 Total	20,703,270,187	-0.70%
*Non-market Change		

Non-Market Change (NMC) is generally related to growth and results in an overall increase to the tax base and Market Change refers to changes in assessment related to market shifts.

Impact of Property Assessments Changes based on "Growth" for 2024

Based solely on growth (NMC) the overall property tax rate would have decreased by 5¢ per \$100K. The tax apportioned to each jurisdiction would have changed by the percentages shown in the "Change %" column, even if the amount of property taxation remained unchanged.

Change in Property Tax Allocation - based on \$1,000,000 of Taxation							Change in	Change in	
Converted Values	2024 Growth (2023+NMC 2024)			2023 Values			tax \$ by area	tax % by area	
	CV	%	Tax	CV	%	Tax			
Electoral Area A	348,920,210	15.0%	150,306	344,958,312	15.0%	150,369	\$ (63)	-0.04%	
Electoral Area B	297,128,511	12.8%	127,996	294,882,681	12.9%	128,541	\$ (545)	-0.42%	
Electoral Area D	226,196,052	9.7%	97,440	223,991,699	9.8%	97,639	\$ (199)	-0.20%	
Electoral Area E	176,846,074	7.6%	76,181	174,183,170	7.6%	75,927	\$ 254	0.33%	
Electoral Area F	281,465,281	12.1%	121,248	278,543,703	12.1%	121,419	\$ (170)	-0.14%	
SIGD - Hosp. Purp.	43,169,387	1.9%	18,596	42,593,352	1.9%	18,567	\$ 30	0.16%	
DoS - Hosp. Purp.	659,750,034	28.4%	284,204	651,847,641	28.4%	284,144	\$ 61	0.02%	
ToG - Hosp. Purp.	287,919,497	12.4%	124,029	283,078,267	12.3%	123,395	\$ 633	0.51%	
Total	2,321,395,046	100.0%	1,000,000	2,294,078,825	100.0%	1,000,000	\$ (0)	0.0%	
Residential Rate per \$100k for \$1mil in taxes			\$ 4.31				\$ 4.36	\$ (0.05)	-1.18%

Change in Apportionment by Area

Tax apportionment, the distribution of tax obligations, varies by area and property class. This is calculated using "converted values," which are specific multipliers applied to different property classes to determine their tax rates. For example, residential properties have a lower conversion factor (0.1) compared to businesses (0.245), making business tax rates higher.

The actual impact on overall tax apportionment is dependent on service participation. Table 2 shows the actual change in tax apportionment by area because of changes in assessments if taxation remained the same as 2023 (0%). This impacts the preliminary tax estimates for 2024 Round 2 Budget in that Area A, Area B, Area D, Area F, Town of Gibsons (ToG) and shíshálh Nation Government District (sNGD) would see their taxation increase simply due to assessment changes as growth and market have risen in those areas higher relative to District of Sechelt (DoS) and Area E.

Area	2023	2024	\$ Change	% Change
Area A	3,646,475	3,681,583	35,108	0.96%
Area B	4,869,922	4,879,960	10,038	0.21%
Area D	3,868,382	3,870,973	2,591	0.07%
Area E	2,972,291	2,947,756	(24,535)	-0.83%
Area F	4,363,761	4,478,219	114,458	2.62%
DoS	5,693,397	5,523,387	(170,010)	-2.99%
ToG	3,470,592	3,484,610	14,019	0.40%
sNGD	454,350	472,682	18,331	4.03%
	29,339,169	29,339,169	0.00	

Change in Apportionment by Property Class

Table 3 is a summary of the overall change in converted value and apportionment by property class.

Table 3: Comparison of Converted Values by Property Class					
Property Class	2023	2024	\$ Increase	% Increase	Apportionment
Residential	1,965,777,184	1,944,260,863	(21,516,322)	-1.1%	↓
Utilities	68,865,629	72,368,465	3,502,837	5.1%	↑
Major Industry	34,813,212	37,107,328	2,294,116	6.6%	↑
Light Industry	29,839,726	31,312,062	1,472,336	4.9%	↑
Business and Other	186,228,379	193,427,787	7,199,408	3.9%	↑
Managed Forest Land	3,938,490	4,816,350	877,860	22.3%	↑
Rec/Non-Profit	4,550,440	4,649,500	99,060	2.2%	↑
Farm	65,764	61,034	(4,730)	-7.2%	↓
Total	2,294,078,825	2,288,003,390	(6,075,435)	-0.3%	

The Utilities, Major Industry, Light Industry, Business and other, Managed Forest Land, Recreation/Non-profit classes increased more than the overall average indicating that taxation will shift to these classes from those that increased less than the average. All other classes changed by less than the average which suggests taxation will shift away from these classes.

STRATEGIC PLAN AND RELATED POLICIES

The information in this report is intended to support the Board's decision-making process during 2024 budget deliberations.

CONCLUSION

In conclusion, overall assessments in the SCRD decreased slightly in 2024 compared to 2023. This has led to a shift in tax burden, with certain areas and property classes seeing an increase in tax apportionment due to higher-than-average assessment increases. Conversely, areas and classes with lower-than-average increases will experience a decrease in tax burden.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
Alex Taylor, Manager, Budgeting and Grants

SUBJECT: **CANADA COMMUNITY - BUILDING FUND - COMMUNITY WORKS AND GROWING COMMUNITIES FUNDS UPDATES**

RECOMMENDATION(S)

THAT the report titled Canada Community - Building Fund - Community Works and Growing Communities Funds Updates be received for information.

BACKGROUND

The following resolutions were adopted at the December 14, 2023 Regular Board Meeting:

376/23 **Recommendation No. 84** *Growing Communities Funds*

THAT staff report to 2024 Round 2 Budget regarding the eligibility for using Growing Communities Fund grants for any of the proposed 2024 projects.

The Community Works Fund (CWF) is one of three funding streams delivered through the Canada Community-Building Fund (CCBF) in British Columbia, formerly known as the Gas Tax Fund. The current CCBF Agreement provides a ten-year commitment of federal funding for investments in local government infrastructure and capacity building projects through March 31, 2024. The Union of BC Municipalities (UBCM) is currently negotiating an updated agreement with the Federal Government and hopes to have an announcement in early 2024.

The [Growing Communities Fund \(GCF\)](#) provided a one-time total of \$1 billion in grants distributed among all of B.C.'s local governments in the spring of 2023. The Sunshine Coast Regional District (SCRD) received \$2.3 million from the GCF, where the purpose of the grant is to support the delivery of infrastructure projects necessary to enable community growth. Grant funding is incremental to currently planned infrastructure and amenity projects and may include related project costs such as early-stage development work.

The purpose of this report is to provide an update on the status of the CWF and GCF as well as provide options on how 2024 Budget Proposals could be funded.

DISCUSSION

A summary of CWF allocations and funding commitments by Electoral Area for 2024 is provided in Table 1 below with more detailed information in Attachment A.

Table 1: Summary of Community Works Funds						
Electoral Area	Unspent Funding as at December 31, 2023	2024 Funding Allocations (estimated)	2024 Funding Commitments	Unbudgeted Commitment	Uncommitted Funds for Available for 2024	
Area A- Egmont/Pender Harbour	\$ 2,029,866	\$ 139,338	\$ (1,634,596)	\$ (45,278)	\$ 489,330	
Area B - Halfmoon Bay	1,616,478	160,164	(528,831)	-	1,247,811	
Area D - Roberts Creek	2,123,069	185,945	(598,411)	-	1,710,603	
Area E - Elphinstone	2,559,769	198,847	(97,819)	-	2,660,797	
Area F - West Howe Sound	1,342,808	110,360	(966,785)	(314,429)	171,954	
Totals	\$ 9,671,990	\$ 794,654	\$ (3,826,442)	\$ (359,707)	\$ 6,280,495	

Unspent Funds

Staff note that the 10-year CWF agreement is set to expire in March 2024. The government recognizes that there is a considerable amount of funds in local government funds that are still unspent. The SCR D needs to continue working on a plan to expend the unallocated funds.

Community Works Fund-2024 Project Funding Options:

Funding options have been provided for Round 1 Budget Proposals that meet the eligibility criteria for CWF. There are multiple variations of funding apportionment that can be selected, and a couple options have been provided as follows:

- 1) \$219,500 for major upgrades to five ports.
 - a. Option 1- As the docks are in Area F, a larger portion could be apportioned from their CWF allocation, however, Area F does not have sufficient funds to fully fund this project as they only have \$171,957 unallocated. The remaining \$47,546 could be funded evenly from the other area service participants (B, D, and E).

Area B	\$15,849
Area D	\$15,849
Area E	\$15,848
Area F	\$171,957

- b. Option 2-Alternatively, funding can be allocated based on the Ports Bylaw service apportionment percentages.

Area B	21%	\$46,095
Area D	17%	\$37,315
Area E	12%	\$26,340
Area F	50%	\$109,750

2) \$195,000 for the Cliff Gilker Sports Field Irrigation with the following options:

- a. Option 1-100% Area D- \$195,000
- b. Option 2- Even amongst all Electoral Areas (A,B,D,E,F*), which assumes Option 2 selected above for Ports:

Area A	10%	\$19,500
Area B	10%	\$ 19,500
Area D	10%	\$ 19,500
Area E	10%	\$ 19,500
Area F	10%	\$19,500

3) 2,500,000 for Langdale Well Field Construction allocated as follows:

- a. Option 1- Allocate evenly to Areas B, D, and E.

Area B	\$ 833,333
Area D	\$ 833,333
Area E	\$ 833,333

- b. Option 2- Use remaining unallocated Area F (assuming options 2 selected above), 10% from Area A as portion of area is participant of the Regional Water Service, and allocate the remaining evenly to Area B, D, and E.

Area A	\$250,000
Area B	\$735,765
Area D	\$735,765
Area E	\$735,765
Area F	\$ 42,704

Table 2 illustrates the outcome of allocating funding based on selecting Options 2 above.

Table 2: Summary of "Options 2" use of Community Works Funds			
Electoral Area	Uncommitted Funds for Available for 2024	2024 Funding Allocations	Uncommitted Funds for Available for 2024
Area A- Egmont/Pender Harbour	\$ 489,330	\$ (269,500)	\$ 219,830
Area B - Halfmoon Bay	1,247,811	\$ (801,360)	446,451
Area D - Roberts Creek	1,710,603	(792,580)	918,023
Area E - Elphinstone	2,660,797	(781,605)	1,879,192
Area F - West Howe Sound	171,954	(171,954)	-
Totals	\$ 6,280,495	\$ (2,816,999)	\$ 3,463,496

Growing Communities Fund Recommendation

As of December 31, 2023 there was \$2,312,951 (+interest earned) in available GCF with \$nil allocated to any project. Given that the Board’s Strategic Plan is a key focus area and critical for the Sunshine Coast, staff recommend that 100% of the GCFs be allocated to the Langdale Well Field Construction. At current Municipal Finance Authority (MFA) indicative rates, allocating these funds to this project could save participants in the Regional Water Service up to \$3,856,750 in total payments over a 25-year borrowing period. Moreover, if the Board elects to allocate both the recommended CWF and GCF to the Langdale Well Field Construction project this could save participants in the Regional Water Service up to \$8,025,396 in total payments over a 30-year borrowing period (see Langdale Wellfield Report Financial and Legislative Impacts on this agenda).

STRATEGIC PLAN AND RELATED POLICIES

Aligns with Board’s Strategic Focus Areas and aligns with Board’s Asset Management and Financial Sustainability Policies.

CONCLUSION

This report is an update on the status of the CWF and GCF including funding commitments, year-to-date spending and uncommitted funds available to be spent on eligible projects. There is \$6,286,938 of uncommitted CWF and \$2,302,105 in GCF available to allocate to eligible projects in 2024. It is recommended that a total of \$2,914,500 in CWF be used to fund the Ports Major Inspections, Cliff Gilker Sports Field Irrigation, and Langdale Wellfield Construction projects. It is also recommended that \$2,302,105 of GCF be committed to the Langdale Wellfield Construction project.

Attachment A: Community Works Funds – Summary of Commitments

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

Community Works Funds- Summary of Commitments 2024 Funding Year

		A	B	D	E	F	Total
CWF Funding	Function						
Funding Available as at December 31, 2023		\$ 2,029,866	\$ 1,616,478	\$ 2,123,069	\$ 2,559,769	\$ 1,342,808	\$ 9,671,990
2024 Estimated Funding Allocation		139,337.56	136,128.08	161,528.88	178,034.80	110,360.48	725,389.80
Cancelled/Abandoned Projects			24,036.00	24,416.00	20,812.00		69,264.00
Funding Available for Projects in 2024		\$ 2,169,204	\$ 1,776,642	\$ 2,309,014	\$ 2,758,616	\$ 1,453,168	\$ 10,466,644
2023 Budgeted and Committed Funding							
Area A- Emergency Generator (CF)	365	125,000					125,000
Area A- McNeil Lake Dam Upgrades (CF)	366	68,412					68,412
Area A- Dogwood Reservoir Feasibility (CF)	366	108,000					108,000
Area A- North Pender Harbour Watermain Replacement	366	763,841					763,841
Area A- South Pender Harbour Watermain Replacement	365	539,116					539,116
Merrill Crescent Eletrical Replacement	366	30,227					30,227
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)	650		40,389				40,389
Area B - Coopers Green Park Enhancements	650		400,125				400,125
Area D- Lower Road retaining wall budget increase	665			510,094			510,094
Area E- Woodcreek Park-WWTP Collection System Designs (CF)	382				9,502		9,502
Area F- Eastbourne Groundwater Investigation (CF)	370						-
Area F- Langdale WWTP Remediation Project	388					125,468	125,468
Area F- Eastbourne Groundwater supply expansion	370					753,000	753,000
Area-All-Hopkins Landing Dock Repairs	345		88,317	88,317	88,317	88,317	353,268
Unbudgeted Commitments							
Area A- Res. 070/22 No. 12 Connected Coast contribution in Principle (Earls Cove/Egmont)		45,278					45,278
Area F- Res. 070/22 No. 12 Connected Coast contribution in Principle (Gambier & Keats Islands)						314,429	314,429
		\$ 1,679,874	\$ 528,831	\$ 598,411	\$ 97,819	\$ 1,281,214	\$ 4,186,149
Uncommitted CWF Gax Tax Funds for 2024		\$ 489,330	\$ 1,247,811	\$ 1,710,603	\$ 2,660,797	\$ 171,954	\$ 6,280,495

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – February 5, 2024

AUTHOR: Alex Taylor, Manager, Budgeting and Grants

SUBJECT: SUNSHINE COAST REGIONAL DISTRICT DEBT AS AT DECEMBER 31, 2023

RECOMMENDATION(S)

THAT the report titled Sunshine Coast Regional District Debt as at December 31, 2023 be received for information.

BACKGROUND

Local Governments in British Columbia must borrow through the Municipal Finance Authority (MFA) as outlined in the *Community Charter* (CC) and *Local Government Act* (LGA).

There are three types of borrowing available: equipment financing (for equipment purchases for a term ≤ 5 years); short-term financing (≤ 5 years) generally used for loans under agreement, revenue anticipation or bridge financing for long-term debt; and long-term debt (> 5 years) which requires public approval and is for a capital asset.

The purpose of this semi-annual report is to provide the Committee with current information regarding the Sunshine Coast Regional District's (SCRD) debt obligations and any market updates which may impact debt for the SCRCD.

DISCUSSION

A summary of the SCRCD's short- and long-term debt obligations as at December 31, 2023 is provided in Attachment A.

Specifics of new debt issues, budgeted unissued debt, and expiring debt affecting the 2024-2028 Financial Plan are detailed below along with information on member municipality debt and historical debt levels.

Market Conditions

The interest rate environment has stabilized since the last report in June 2023. MFA short-term borrowing rates were 5.23% and long-term rates were 4.20%, at the end of December short term rates had risen to 5.61% and long-term rates had stayed relatively flat at 4.17%. Although we are starting to see inflation stabilize ([3.1%-Canada as of November 2023 over November 2022](#)) it is still above the Bank of Canada's target rate of 2%. Analysts believe that due to slowing growth in the Canadian economy that there may be rate cuts as early as Summer 2024 but will remain higher than the levels seen over the last 10 years.

Monitoring the impact to the SCRCD is critical as there are several capital projects budgeted to use debt vehicles, as well as current and existing short-term and equipment finance loans with the MFA. Below are the current and historical rates from MFA as at January 9, 2024.

Equipment Financing

This program replaced the MFA’s leasing program to purchase equipment such as vehicles and for a term less than 5 years. The benefits of this program are: below market interest rates; no fees or taxes; local government retains ownership of asset; a fixed payment schedule; and very little administrative overhead. The rates are variable and the range for the past 4 years have been as follows:

Year	High	Low
2023	5.63%	4.77%
2022	4.51%	0.97%
2021	0.96%	0.91%
2020	2.58%	1.22%

Short-Term Rates

The short-term program has funded capital projects with the borrowing period being less than 5 years as well as to bridge finance for Taxation Requisition funds or projects already approved for long-term funding. The short-term rates are variable and the range for the past 4 years have been as follows:

Year	High	Low
2023	5.63%	4.77%
2022	4.77%	0.90%
2021	0.97%	0.90%
2020	2.58%	1.21%

Long-Term Rates

The Current indicative lending rates for MFA are 3.90% for 5 years and 4.17% for amortization terms from 10-30 years. MFA generally issues long-term debentures for a 10-year term, the term offered can vary depending on market conditions, requests received and MFA’s consideration of refinancing risk. New issues funded with a 10-year term are typically refinanced every five years following the 10-year term. The SCRD can choose to re-finance for a longer term or payout the balance owing in full early on a refinancing date. Depending on the type of term selected, a local government can elect to lock into the 10-year rate for the duration of the debt or renew at the re-issue term at 5 or 10 years. The SCRD has chosen to do both and each has its own risks in doing so. This is akin to choosing a variable or fixed rate mortgage. Below is the highest historical rates for the past 4 years.

Year	Issue #	5 yr.	10-30 yr.
2023-Fall	160	4.73%	4.97%
2023-Spring	159	3.90%	4.15%
2022-Fall	158	3.82%	4.09%
2022-Spring	157	3.07%	3.36%
2021-Spring	153	1.53%	2.41%
2020-Spring	150	1.99%	1.99%

New Debt Issued

On July 28th an equipment financing loan agreement was entered into to provide funding for the Halfmoon Bay Volunteer Fire Department Self-contained Breath Apparatus as per Board Resolution 005/22 No. 46. The principal amount of the loan was \$175,900 and it is scheduled to be repaid over a term of 60 months.

Budgeted Unissued Debt

Budgeted funding from borrowing proceeds for six capital projects and four equipment purchases totaling \$7,940,050 were included in the 2023-2027 Financial Plan at December 31, 2023 and are detailed in Table 1 below along with unissued debt related to carry forward projects from prior years totals \$8,737,091.

The timing for issuance of new borrowing is estimated based on individual project timelines and is subject to final authorization through either a Security Issuing Bylaw or Board Resolution if not already in place.

Table 1: Summary of Budgeted Unissued Debt

Project/Equipment Purchase	Budgeted Proceeds	Proposed Term	Estimated Issuance	Authorization
Water Meter Installations – Phase 3*	3,391,750	15 Years	Q3 2025	196/21
Vehicle Purchase – Strategic Infrastructure Division*	46,500	5 Years	Q1-2024	065/20 No. 37
Regional Water Utility Vehicle Purchase*	46,500	5 Years	Q1-2024	004/20 No. 31
South Pender Vehicle Purchase*	84,824	5 Years	Q1-2024	046/21 No. 64
Regional Water Vehicle*	210,000	5 Years	Q1-2024	046/21 No. 68
Landfill Power Supply System Replacement*	299,000	5 years	Q3-2024	029/23 No.115
Halfmoon Bay Community Hall Replacement*	1,478,233	5 Years	Q3 2026	068/21 No. 22
Sechelt Aquatic Centre Sprinkler Replacement*	815,592	5 Years	Q3-2024	068/21 No. 13
Brine Chiller & Condenser (GACC)**	917,600	5 Years	Q3-2024	286/21 No.15
Garage Hoist**	162,000	5 Years	Q1-2024	304/21 No. 6
RWS Single Axle Dump Truck**	225,000	5 Years	Q2-2024	005/22 No. 56
RWS Light Duty Trucks**	150,000	5 Years	Q1-2024	008/22 No. 59
RWS Vehicle Purchases (2 EVs & 2 Light Duty Trucks)**	200,000	5 Years	Q1-2024	005/22 No. 57
GDVFD Fire Truck Replacement**	585,000	5 Years	Q3-2024	005/22 No. 41
Langdale WWTP Remediation**	112,501	5 Years	2025	005/22 No. 63
Woodcreek Park WWTP System Upgrade**	99,591	5 Years	2025	174/22 No. 8
Halfmoon Bay Fire Apparatus Replacement	623,200	10 Years	Q4-2024	367/22 No.24
Gibsons Community Centre Roof Renewal	2,899,900	10 Years	Q3-2024	367/22 No.17
Gibsons Community Centre Zamboni Replacement	322,200	5 Years	Q3-2024	367/22 No.14
Gibsons Community Centre Rooftop HVAC Unit Replacement	355,700	5 Years	Q3-2024	367/22 No.15
Community Recreation Fitness Equipment	130,200	5 Years	Q2-2024	367/22 No.16
Sechelt Aquatic Centre Roof Renewal Phase 1	556,300	10 Years	Q3-2024	367/22 No.18
Chapman Creek Water Treatment Plant UV Upgrade Phase 2	1,905,950	5 Years	Q3-2024	029/23 No. 128
Seaview Cemetery Expansion	294,800	5 Years	Q2-2025	049/23 No. 21
Pender Harbour Transfer Station Site Improvements	765,000	5 Years	Q4-2024	029/23 No.121
Total	\$16,677,141			

*denotes a carry forward project from 2021

**denotes a project from 2022

Expiring Debt

Community Parks [650] Unit 1 Truck Replacement equipment financing loan 0017-0 was fully repaid in August 2023. The annual debt servicing cost for this loan was \$8,587.

South Pender Harbour Water Service [366] Truck Replacement equipment financing loan 0018-0 was fully repaid in December 2023. The annual debt servicing cost for this loan was \$6,424.

The following debt is set to expire in 2024:

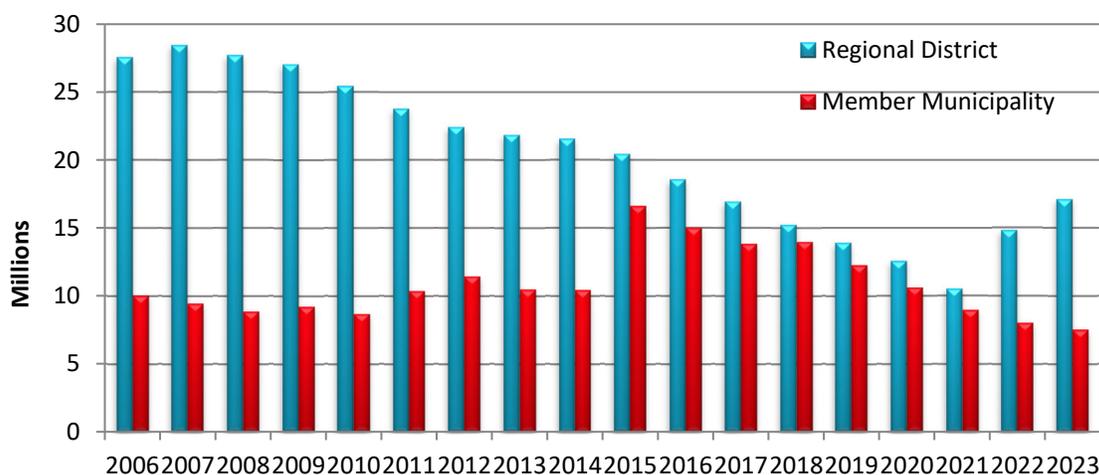
Debt Type	Function	Issue #	Date of Expiration	Annual Debt Servicing
Equipment Financing	Regional Water	0020-0	31-Aug-24	\$42,546
Liability Under Agreement	Canoe & Merrill WWTP	266/19 No. 5	30-June-24	\$7,260
Liability Under Agreement	Ports	015/20 No. 5	31-Aug-24	\$97,256

Member Municipality Debt

Municipal financing under loan authorization bylaws (other than temporary borrowing) must be undertaken by the applicable Regional District. As at December 31, 2023, the outstanding principal balance of debt recoverable from Member Municipalities by the SCRD was as follows:

Gibsons	\$ 6,407,234
Sechelt	1,111,155
Total	\$ 7,518,389

Historical Debt Balances



Financial Implications

All debt servicing costs are included in the Financial Plan and are updated annually to reflect actual repayment schedules and interest rates. Funding for expiring debt is automatically removed from the Financial Plan as a loan expires. Debt servicing costs for budgeted unissued borrowings are estimated based on current interest rates and are included in the Financial Plan

no sooner than when the borrowing is expected to occur. The implications to changing rates will be reflected in the draft 2024-2028 Financial Plan.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report is consistent with the SCRD’s Debt Management Policy.

CONCLUSION

Due to increasing inflation, the Bank of Canada has raised interest rates from 4.25% to 5% so far this year. This has resulted in the MFA increasing long-term and variable interest rates which will impact the SCRD’s debt portfolio and likely the 2024-2028 Financial Plan.

One equipment financing loan for the Halfmoon Bay Volunteer Fire Department Self-contained Breath Apparatus was issued in July of 2023. The principal balance of this loan was \$175,900 and will be repaid over a 60-month term.

Budgeted unissued debt funding for capital projects and equipment purchases totals \$16,677,141 as at December 31, 2023. This debt will be issued in accordance with project timelines and funding requirements, subject to any required authorizations.

Two Equipment Financing loans were repaid in August and December 2023. Member municipality debt totaled \$7,518,389 as at December 31, 2023.

Attachment:

- A-SCRD Schedule of Short and Long Term Debt as at December 31, 2023

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

Attachment A

LA/SI Bylaw or Resolution	Purpose	Interest Rate	Annual Servicing Costs	Principal Balance Remaining	Maturity
Borrowing Under Loan Authorization Bylaw					
550/561	Community Recreation Facilities Construction	4.77%	1,530,409	2,342,272	2025
544/553	Chapman Water Treatment Plant	0.91%	159,316	432,660	2025
557/572	Field Road Administration Building	4.88%	243,191	602,787	2026
550/561	Community Recreation Facilities	4.88%	167,663	415,580	2026
556/571	Fleet Maintenance Building Expansion	4.88%	33,529	83,108	2026
547/575	Egmont & District Fire Department Equipment	4.88%	8,238	20,419	2026
594/613	Pender Harbour Pool	2.25%	48,519	333,707	2029
676/694	South Pender Water Treatment Plant	3.00%	82,479	836,195	2034
617/628	North Pender Harbour Water UV & Metering	3.00%	27,050	240,000	2035
619/629	South Pender Harbour Water Metering	3.00%	40,575	360,000	2035
707/719	Square Bay Waste Water Treatment Plant	2.66%	17,868	236,405	2039
725/739	Church Road Well	4.15%	544,992	9,000,000	2053
			\$ 2,903,830	\$ 14,903,133	
Liabilities Under Agreement					
266/19 No. 5	Merrill Crescent Septic Field Replacement	5.61%	3,165	2,653	2024
266/19 No. 5	Canoe Road Septic Field Replacement	5.61%	4,238	3,547	2024
015/20 No. 5	Vaucroft Dock Capital Works	5.61%	98,411	90,000	2024
019/22 No. 19	Sechelt Landfill Remediation	5.61%	386,059	1,117,286	2027
			\$ 491,873	\$ 1,213,486	
Equipment Financing					
0020-0	Regional Water Vehicle Replacements (2018)	5.61%	42,546	25,738	2024
0022-0	Regional Water Vehicle Replacements (2019)	5.61%	25,986	54,582	2025
0023-0	Waste Water Vehicle Replacement (2019)	5.61%	9,275	19,482	2025
0024-0	NPH Water Service Vehicle Replacement (2019)	5.61%	13,770	28,925	2025
0025-0	Regional Water Excavator & Trailer	5.61%	28,393	85,184	2026
0026-0	RCVFD SCBA & Fill Station	5.61%	37,776	129,006	2027
0027-0	GDVFD Initial Attack Truck	5.61%	81,816	279,403	2027
0028-0	HMBVFD Tanker	5.61%	35,043	122,607	2027
0029-0	Cab-Tractor (Sports Fields)	5.61%	15,476	58,073	2028
0030-0	HMBVFD Self-Contained Breathing Apparatus	5.61%	40,056	163,194	2028
			\$ 330,137	\$ 966,194	
Budgeted Unissued Borrowing					
Approved in Prior Year Budgets			Annual Servicing Costs	Amount	Proposed Term
	Water Meter Installations - Phase 3		315,920	3,391,750	15 Years
	Vehicle Purchase - Strategic Infrastructure Division		10,023	46,500	5 years
	Regional Water Utility Vehicle Purchase		10,023	46,500	5 years
	South Pender Vehicle Purchase		18,284	84,824	5 years
	Regional Water Vehicle Purchase		45,267	210,000	5 years
	Power Supply System Replacement		64,451	299,000	5 years
	Halfmoon Bay Community Hall Replacement		318,641	1,478,233	5 years
	Sechelt Aquatic Centre Sprinkler System Replacement		175,805	815,592	5 years
	Brine Chiller & Condenser (GACC)		197,793	917,600	5 years
	Garage Hoist		34,920	162,000	5 Years
	RWS Single Axle Dump Truck		48,500	225,000	5 years
	RWS Light Duty Trucks		32,333	150,000	5 years
	RWS Vehicle Purchases (Two EVs & Two Light Duty Trucks)		43,111	200,000	5 Years
	GDVFD Fire Truck Replacement		126,100	585,000	5 Years
	Langdale WWTP Remediation Project		24,250	112,501	5 Years
	Woodcreek WWTP System Upgrade		21,467	99,591	5 years
2023 Budget Approvals					
	Halfmoon Bay Fire Apparatus Replacement		79,233	623,200	10 Years
	Gibsons Community Centre Roof Renewal		368,689	2,899,900	10 Years
	Gibsons Community Centre Zamboni Replacement		69,409	322,000	5 Years
	Gibsons Community Centre Package Rooftop Unit Replacement		76,673	355,700	5 Years
	Community Recreation Fitness Equipment		28,065	130,200	5 Years
	Sechelt Aquatic Centre Roof Renewal Phase 1		70,727	556,300	10 Years
	Chapman Creek Water Treatment Plant UV Upgrade Phase 2		410,837	1,905,950	5 Years
	Seaview Cemetary Expansion		63,545	294,800	5 Years
	Pender Harbour Transfer Station Site Improvements		164,900	765,000	5 years
Total Unissued Debt			\$ 2,818,966	\$ 16,677,141	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Brad Wing, Manager, Financial Services
SUBJECT: 2023 PRELIMINARY SURPLUS / DEFICITS

RECOMMENDATION

- (1) THAT the report titled 2023 Preliminary Surplus / Deficits be received for information;**
 - (2) AND THAT as per the Sunshine Coast Regional District (SCRD) Financial Sustainability Policy, the 2023 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. [135] Corporate Sustainability Services - \$2,370**
 - b. [210] Gibsons and District Fire Protection - \$78,680**
 - c. [212] Roberts Creek Fire Protection - \$39,539**
 - d. [216] Halfmoon Bay Fire Protection - \$23,138**
 - e. [220] Emergency Telephone 911- \$15,921**
 - f. [312] Fleet Maintenance - \$34,628**
 - g. [390] Merrill Crescent Wastewater Plant - \$2,464**
 - h. [393] Lily Lake Wastewater Plant - \$2,454**
 - i. [640] Gibsons and Area Library - \$9,976**
 - j. [650] Community Parks - \$115,335**
 - (4) AND FURTHER THAT the [222] Sunshine Coast Emergency Planning deficit of \$37,297 be funded from 2024 Taxation.**
-

BACKGROUND

The purpose of this report is to provide the Committee with a preliminary summary of all the 2023 year-end surpluses, 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 2024. Material changes are not anticipated; however, should any arise through the course of the year-end audit work, the Board will be notified accordingly.

An updated summary of final surplus / deficits will be brought forward prior to adoption of the 2024-2028 Financial Plan Bylaw.

DISCUSSION

Staff have completed the preliminary 2023 year-end processes in preparation of the annual SCRD Financial Statements and external audit. Reconciliation of preliminary surpluses, deficits and recommended allocation for each functional area has been attached for reference (Attachment A).

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

4.4 One-time Revenues

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

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

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

Surpluses

Surpluses in Electoral Areas' Grant-in-Aid [121-129] and Economic Development [531-535] functions are automatically carried forward in the 2024 Budget and allocation of those surpluses will be addressed during Round 2 budget deliberations.

Surpluses (or deficits) for the one Regional [320] and ten local Street Lighting functions [322-342] are also automatically carried forward to the 2024 Budget as reserve funds do not exist for these services. These carry forwards are offset by an increase or decrease in taxation. Note that for 2023, minor deficits in some of these services are purely a result of timing differences with respect to invoice processing cutoff dates and are not expected to recur in 2024.

Additional surpluses for functions where there is no reserve fund have also been carried forward in the 2024 Budget and used to reduce taxation where applicable. These are as follows: [118] SCRHD Administration (\$32,023), [291] Keats Island Dog Control (\$2,364) and [315] Mason Road Works Yard (\$48,610).

The remaining operating surpluses totaling \$3.49M are recommended to be transferred to operating reserves.

Deficits

Eleven services have ended the year in a deficit position. Seven of these were identified and reported on as part of the *SCRD Q3 Corporate Financial Variance* report presented to Finance Committee on October 19, 2023, and four are new.

- [135] Corporate Sustainability Services - \$2,370 (not previously reported)
 - This deficit is a result of salaries and wages exceeding budget values by \$7,750, mitigated by base operating expenses coming in \$5,380 under budget.

- [210] Gibsons and District Fire Protection - \$78,680 (Q3 - \$82,152)
 - Higher than anticipated operating costs associated with increased fuel prices, increased call volume, additional training requirements and unplanned maintenance/repairs. The base budget lift proposal considered at Round 1 budget was aimed at addressing some of these pressures. The complex financial administration of wildfire deployments is a complicating factor (note that net revenue of \$171,099 received from deployment is being transferred to capital reserves); staff are undertaking work to provide better clarity in this area.
- [212] Roberts Creek Fire Protection - \$39,539 (Q3 - \$32,969)
 - Higher than anticipated operating costs associated with increased fuel prices, increased call volume, additional training requirements and unplanned maintenance/repairs. The base budget lift proposal considered at Round 1 budget was aimed at addressing some of these pressures. The complex financial administration of wildfire deployments is a complicating factor (note that net revenue of \$84,202 received from deployment is being transferred to capital reserves); staff are undertaking work to provide better clarity in this area.
- [216] Halfmoon Bay Fire Protection - \$23,138 (not previously reported)
 - Higher than anticipated operating costs associated with increased fuel prices, increased call volume, additional training requirements and unplanned maintenance/repairs. The base budget lift proposal considered at Round 1 budget was aimed at addressing some of these pressures. The complex financial administration of wildfire deployments is a complicating factor (note that net revenue of \$86,471 received from deployment is being transferred to capital reserves); staff are undertaking work to provide better clarity in this area.
- [220] Emergency Telephone 911 - \$15,921 (not previously reported)
 - This deficit is a result of a missed accrual in 2022 for 911 system cost-sharing expenses of \$32,696 that were ultimately invoiced in August 2023. The missed accrual contributed to the \$49,050 surplus in 2022 for this service which was transferred to operating reserves.

Accounting for the error, the adjusted surplus for this service in 2022 and 2023 would be approximately \$16,500 in both years.
- [222] Sunshine Coast Emergency Planning - \$37,297 (Q3 - \$54,461)
 - This deficit is a result of higher than budgeted salaries and wages. Uncommitted operating reserves are insufficient to fund this deficit. Staff recommend funding from 2024 taxation.
- [312] Fleet Maintenance - \$34,628 (Q3 - \$35,053)
 - This deficit is a result of lower-than-expected internal recoveries for labour. Billable hours for this service (time spent working on vehicles) were less than what was estimated to set internal recovery rates. As such, internal recoveries were not sufficient to cover operating overhead.

- [390] Merrill Crescent Wastewater Plant - \$2,464 (not previously reported)
 - Deficit due to higher than anticipated repairs and maintenance and septage disposal costs.
- [393] Lily Lake Wastewater Plant - \$2,454 (Q3 - \$1,098)
 - The deficit is due to higher than anticipated salaries and wages stemming from unplanned overtime which are mitigated by lower than budgeted operating expenses.
- [640] Gibsons & Area Library - \$9,976 (Q3 - \$9,377)
 - This deficit is due to higher than anticipated repairs and maintenance expenses as well as the timing of 2022 projects not being completed until 2023 due to supply chain issues.
- [650] Community Parks - \$115,335 (Q3 - \$188,184)
 - Base budget operating expenses for this service are \$122,676 over budget driven mainly by higher than anticipated water rates, repairs and maintenance, and contracted services. In addition, user fee revenue is approximately \$40,000 under budget (budget will be adjusted in 2024 to reflect no longer collecting fees for Katherine Lake campground).
 - Mitigating this deficit are salaries and wages which are approximately \$60,000 under budget.

Financial Implications

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

Funding the Sunshine Coast Emergency Planning deficit through taxation in 2024 will result in a 0.13% 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

Preliminary 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 \$3.49M 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 eleven unfunded deficits totaling \$361,803 that must be funded. Staff are recommending that these deficits be funded through a combination of operating reserves (\$324,506) and 2024 taxation (\$37,297) based on available funding sources for each applicable service.

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

Attachment

- A. 2023 Preliminary Surplus/Deficits

**Sunshine Coast Regional District
2023 Preliminary Surplus/Deficits (Unaudited)**

Attachment A

Function	Year End Surplus / (Deficit)	Recommended Allocation		Unfunded Deficit
		Carried Forward in 2024 Budget	Transfer to Operating Reserves	
110 - General Government	362,375		(362,375)	-
111 - Asset Management	13,894		(13,894)	-
113 - Finance	154,026		(154,026)	-
114 - Administration Office	39,368		(39,368)	-
115 - Human Resources	3,507		(3,507)	-
116 - Purchasing & Risk Management	48,106		(48,106)	-
117 - Information Services	179,995		(179,995)	-
118 - SCRHD Administration	32,023	(32,023)		-
121 - Grants in Aid - Area A	261	(261)		-
122 - Grants in Aid - Area B	1,038	(1,038)		-
123 - Grants in Aid - Area E & F	2,428	(2,428)		-
125 - Grants in Aid - Community Schools	610	(610)		-
126 - Greater Gibsons Community Participation	1,132	(1,132)		-
127 - Grants in Aid - Area D	260	(260)		-
128 - Grants In Aid - Area E	2,209	(2,209)		-
129 - Grants In Aid - Area F	2,006	(2,006)		-
130 - Electoral Area Services - UBCM/AVICC	7,376		(7,376)	-
131 - Electoral Area Services - Elections	-		-	-
135 - Corporate Sustainability Services	(2,370)			2,370
136 - Regional Sustainability Services	26,845		(26,845)	-
140 - Member Municipality Debt	-	-		-
150 - Feasibility Studies - Regional	-	-		-
152 - Feasibility Studies - Area B	-		-	-
153 - Feasibility Studies - Area D	-		-	-
155 - Feasibility Studies - Area F	-	-		-
200 - Bylaw Enforcement	24,768		(24,768)	-
204 - Halfmoon Bay Smoke Control	1,153		(1,153)	-
206 - Roberts Creek Smoke Control	972		(972)	-
210 - Gibsons & District Fire Protection	(78,680)			78,680
212 - Roberts Creek Fire Protection	(39,539)			39,539
216 - Halfmoon Bay Fire Protection	(23,138)			23,138
218 - Egmont Fire Protection	33,133		(33,133)	-
220 - Emergency Telephone - 911	(15,921)			15,921
222 - Sunshine Coast Emergency Planning	(37,297)			37,297
290 - Animal Control	20,057		(20,057)	-
291 - Keats Island Dog Control	2,364	(2,364)		-
310 - Public Transit	46,463		(46,463)	-
312 - Fleet Maintenance	(34,628)			34,628
313 - Building Maintenance Services	34,993		(34,993)	-
315 - Mason Road Works Yard	48,610	(48,610)		-
320 - Regional Street Lighting	9,462	(9,462)		-
322 - Langdale Street Lighting	(157)	157		-
324 - Granthams Street Lighting	(156)	156		-
326 - Veterans Street Lighting	(31)	31		-
328 - Spruce Street Lighting	(15)	15		-
330 - Woodcreek Street Lighting	125	(125)		-
332 - Fircrest Street Lighting	569	(569)		-

Function	Year End Surplus / (Deficit)	Carried Forward in 2024 Budget	Transfer to Operating Reserves	Unfunded Deficit
334 - Hydaway Street Lighting	(15)	15		-
336 - Sunnyside Street Lighting	(64)	64		-
340 - Burns Road Street Lighting	(320)	320		-
342 - Stewart Road Street Lighting	(31)	31		-
345 - Ports Services	40,610		(40,610)	-
346 - Langdale Dock	-	-		-
350 - Regional Solid Waste	848,673		(848,673)	-
355 - Refuse Collection	100,027		(100,027)	-
365 - North Pender Harbour Water Service	172,857		(172,857)	-
366 - South Pender Harbour Water Service	124,702		(124,702)	-
370 - Regional Water Services	443,687		(443,687)	-
381 - Greaves Rd Waste Water Plant	857		(857)	-
382 - Woodcreek Park Waste Water Plant	4,935		(4,935)	-
383 - Sunnyside Waste Water Plant	1,399		(1,399)	-
384 - Jolly Roger Waste Water Plant	12,265		(12,265)	-
385 - Secret Cove Waste Water Plant	6,472		(6,472)	-
386 - Lee Bay Waste Water Plant	5,038		(5,038)	-
387 - Square Bay Waste Water Plant	8,031		(8,031)	-
388 - Langdale Waste Water Plant	14,817		(14,817)	-
389 - Canoe Rd Waste Water Plant	1,427		(1,427)	-
390 - Merrill Crescent Waste Water Plant	(2,464)			2,464
391 - Curran Rd Waste Water Plant	1,968		(1,968)	-
392 - Roberts Creek Co-Housing Treatment Plant	16,211		(16,211)	-
393 - Lillies Lake Waste Water Plant	(2,454)			2,454
394 - Painted Boat Waste Water Plant	4,043		(4,043)	-
395 - Sakinaw Ridge Waste Water Plant	16,501		(16,501)	-
400 - Cemetery	55,383		(55,383)	-
410 - Pender Harbour Health Clinic	-			-
500 - Regional Planning	36,242		(36,242)	-
504 - Rural Planning Services	87,181		(87,181)	-
506 - Geographic Information Services	10,332		(10,332)	-
510 - Civic Addressing	7,649		(7,649)	-
520 - Building Inspection Services	208,080		(208,080)	-
531 - Economic Development Area A	1,910	(1,910)		-
532 - Economic Development Area B	2,352	(2,352)		-
533 - Economic Development Area D	1,910	(1,910)		-
534 - Economic Development Area E	1,909	(1,909)		-
535 - Economic Development Area F	(90)	90		-
540 - Hillside Development Project	22,422		(22,422)	-
615 - Community Recreation Facilities	64,590		(64,590)	-
625 - Pender Harbour Pool	71,843		(71,843)	-
630 - School Facilities - Joint Use	26,472		(26,472)	-
640 - Gibsons & Area Library	(9,976)			9,976
643 - Egmont/Pender Harbour Library Service	-	-		-
645 - Halfmoon Bay Library Service	-	-		-
646 - Roberts Creek Library Service	-	-		-
648 - Museum Service	-	-		-
650 - Community Parks	(115,335)	-		115,335
665 - Bicycle & Walking Paths	9,718		(9,718)	-
667 - Area A Bicycle & Walking Paths	8,878		(8,878)	-
670 - Regional Recreation Programs	10,718		(10,718)	-
680 - Dakota Ridge Recreation Service Area	45,533		(45,533)	-
Totals	\$ 3,235,092	\$ (110,300)	\$ (3,486,595)	\$ 361,803

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: SCRD Senior Leadership Team
SUBJECT: FINAL 2023 PROJECT CARRY-FORWARDS

RECOMMENDATION(S)

- (1) THAT the report titled Final 2023 Project Carry-Forwards be received for information;**
 - (2) AND THAT the 3 year pilot (0.25 FTE) for Facility Operator Trainee be cancelled;**
 - (3) AND THAT the Mount Elphinstone Watershed Strategy project be cancelled and that the funds be returned to the Regional Planning [500] operating reserve;**
 - (4) AND THAT the Langdale Waste Water Treatment Plant Building Repairs be cancelled and that the funds be returned to the Langdale Waste Water [388] operating reserve;**
 - (5) AND THAT the Regional Water/South Pender Harbour/North Pender Harbour Feasibility Study Long-Term Surface Water Source projects be abandoned;**
 - (6) AND THAT the funds from the South Pender Harbour [366] and North Pender Harbour [365] Feasibility Study Long-Term Surface Water Source projects be returned to their respective operating reserves;**
 - (7) AND THAT \$75,355 from the Regional Water Feasibility Study Long-Term Surface Water Sources project be reallocated to the Feasibility Study Long-Term Ground Water Supply Sources project;**
 - (8) AND THAT the staff prepare a budget proposal for a new Feasibility Study Long-Term Surface Water Source project as part of the 2025 budget process;**
 - (9) AND FURTHER THAT any remaining ongoing 2023 projects and associated funding be included in the 2024-2028 Financial Plan as presented.**
-

BACKGROUND

Carry-forward projects and the associated funding must be transferred for inclusion of the 2024-2028 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 14, 2023 Board Meeting the following resolution 376/23 Recommendations No. 26 and 83 were adopted:

Recommendation No. 26 *2023 Carry-Forward Requests*

The Finance Committee recommended that the report titled 2023 Project Carry-Forward Requests be received for information;

AND THAT the FireHall #2 Development Design [216] project (\$250,000) be rescoped to fund long range needs assessments and preliminary design initiatives;

AND THAT the unused Public Transit [310] Supernumerary Compensation FTE (0.75 FTE) be delayed until 2024 (9 months in 2024 and 3 months in 2025);

AND THAT the 0.12 temporary full-time equivalent (FTE) for Increased Building Maintenance Requirements [313] be carried forward to 2024;

AND THAT the items above and carry forward projects in Attachment A be included in the SCRD's Draft 2024-2028 Financial Plan, including authorization to continue with the projects prior to the adoption of the Plan;

AND FURTHER THAT following projects be cancelled;

- Parks Building (Replacement / Upgrade) [650] - \$300,000 with funds being returned to Capital Reserves;
- Suncoaster Trail (Phase 2) – Community Trail Project [650], \$10,881, with funds being returned to Operating Reserves.

Recommendation No. 83 *2023 Carry-Forwards - Updates*

The Finance Committee recommended that staff provide an update of the status of the following 2023 Carry-Forward Projects at the 2024 Round 2 Budget Finance Committee Meetings:

- [370] Regional Water Service – Eastbourne Groundwater Development Phase 1 (potential for Community Consultation);
- [350] Regional Solid Waste – Future Waste Disposal Options Analysis Study (staff report being presented at January 25, 2024 Committee of the Whole);
- [366] South Pender Harbour Water Services – Dogwood Reservoir: Engineering and Construction (update on water modelling and how proposed connection project may affect this project);
- [665] Bicycle and Walking Paths – Lower Road Retaining Wall Repair (update will be provided on the next Budget Project Status Report in March 2024);
- [500] Regional Planning – Mt. Elphinstone Watershed Strategy (staff to consult with the Town of Gibsons regarding integration into water agreement and provide an update);

- [222] Sunshine Coast Emergency Planning Projects – Extreme Heat Planning Grant, 2023 FireSmart community Funding and supports and Hazard, Risk and Vulnerability Analysis (HRVA) Update (current status, update on implications of not receiving grants and options to incorporate projects into future planning).

The purpose of this report is to confirm the final 2023 carry-forward projects and associated values that have been incorporated into the 2024-2028 Financial Plan in preparation for budget adoption.

DISCUSSION

Since Round 1 Budget in December, there are approximately 153 projects to be carried into 2024.

Several factors have contributed to the delay of projects such as supply-chain issues, staffing vacancies, and general capacity for the volume of projects. Some projects are expected to be multi-year and some projects are expected to be completed soon into 2024.

The Board requested the following updates for 2023 projects that are in progress:

- [370] Regional Water Service – Eastbourne Groundwater Development Phase 1 (potential for Community Consultation);

Project objective: water supply expansion

Current status: The development of two new wells and associated treatment and transmission capacity is considered to increase water supply for the community. This would make the water supply more climate resilient and would create some redundancy in the water supply during unforeseen circumstances.

Risk to community of cancelling project now: Cancelling project would keep water supply at risk of failing at some point as a result of the impacts of climate change or an unforeseen circumstance.

Alternative solution: Given the ongoing discussion with the community about the need for additional water supply, the proposed solution, and the associated financial implications, an alternative scope of work for 2024 would be to do further engagement with the community on the need for this project and explore the feasibility of the alternative solution they are proposing. Depending on the alternatives proposed, an engineering consultant might need to be hired to confirm the feasibility of the alternatives proposed by the community. The results of this community engagement would be reported back to the Board prior to the 2025 budget process to allow for consideration of next steps for the project in 2025.

Staff recommendation: Carry-forward project to 2024 with an amended scope of engaging with the community on proposed and alternative solutions to increase water supply.

- [350] Regional Solid Waste – Future Waste Disposal Options Analysis Study (staff report being presented at January 25, 2024 Committee of the Whole);
 - The status of this project was presented at the January 25, 2024 Committee of the Whole meeting.

- [366] South Pender Harbour Water Services – Dogwood Reservoir: Engineering and Construction (update on water modelling and how proposed connection project may affect this project);

Project title: South Pender Harbour Water Service - Dogwood Reservoir: Engineering and Construction and Dogwood Reservoir Feasibility

Project objective: Dogwood Reservoir has failed and has been taken offline. These projects are intended to confirm the need to replace the reservoir to ensure adequate water supply and fire flow, and if so, design and construct a new reservoir.

Current status: The project is on-hold pending completion of the water modelling study. Preliminary results of this study are indicating that replacement of the reservoir is required.

Risk to community of cancelling project now: Reduced fire protection and risk for insufficient pressure in water system.

Alternative solution: Not available

Staff recommendation: Initiate projects in 2024 when water modelling project has been completed.

- [665] Bicycle and Walking Paths – Lower Road Retaining Wall Repair (update will be provided on the next Budget Project Status Report in March 2024);
 - Project objective: This project is to address a failing retaining wall that was constructed by the SCRCD to support a widened shoulder along Lower Road that was intended to serve as a bike lane. This retaining wall is located alongside two high pressure gas lines and a riparian area. Since first identified in 2017, the retaining wall continues to show signs of shifting.
 - Current status: Staff continue to work closely with MOTI and Fortis for an approved design to address this failing infrastructure. Staff have already completed the Environment Management Plan as well as the preliminary archeological review.
 - Risk to community of cancelling project now: Through an agreement with MOTI, the SCRCD is responsible for the maintenance of this infrastructure. The retaining wall shifting must be addressed to protect the integrity of the high-pressure gas lines, the road infrastructure as well as the creek that flows under the road.
 - Alternative solution: Not available
 - Staff recommendation: Continue to work with MOTI for an approved design and complete the work. Progress reporting to continue through the Budget Project Status Reporting quarterly.
- [500] Regional Planning – Mt. Elphinstone Watershed Strategy (staff to consult with the Town of Gibsons regarding integration into water agreement and provide an update);

Project objective: Promote shared awareness of multiple jurisdictions' management activities and directions within the watershed through a facilitated, summit-style meeting.

Current status: Project was paused during the development of the SCRD/Gibsons Aquifer 560 Agreement and has not been initiated. This agreement has recently (Q4 2023) achieved much sharing and coordination, and includes a number of directions which if completed, cumulatively, are expected to achieve much of what a summit-style meeting was expected to. Staff have conferred with Town of Gibsons staff and confirmed comfort to cancel the project. Simply put, the environment around this project changed and progress is being made through other avenues.

Risk to community of cancelling project now: Limited/low, with acknowledgment that the Aquifer 560 Agreement will drive many aspects of watershed management forward.

Alternative solution: Continue support for actions aligned with the Aquifer 560 Agreement.

Staff recommendation: Cancel the project

- [222] Sunshine Coast Emergency Planning Projects – Extreme Heat Planning Grant, 2023 FireSmart community Funding and supports and Hazard, Risk and Vulnerability Analysis (HRVA) Update – (current status, update on implications of not receiving grants and options to incorporate projects into future planning);

Current status: These projects have been initiated and progress is tracking as expected, using approved/confirmed grant funding.

Cancelled/Abandoned Projects

Staff suggest the following projects be cancelled or abandoned and funding returned to the original source.

Due to the limited capacity within Facility Operations, staff will not be able to carry out the final year of the three-year pilot Facility Operator Trainee program. It is therefore recommended that the initiative (0.25 FTE) be cancelled and removed from the 2024-2028 Financial Plan.

Staff note that due to the state of the building at the Langdale Waste Water Treatment Plant and the current project to upgrade the entire facility that it would not make economic sense to complete the repairs on the building. It is therefore recommended that the project be abandoned.

Included in today's agenda is a report which provides an update of the Water Supply Plan Feasibility Study for Long-Term Ground Water supply Sources project. That report indicates that \$75,355 from the Feasibility Study for Long-term Water Sources project is needed to be able to complete two additional test Wells. It is recommended that the funds from this project be reallocated to the Study for Ground Water Supply Source project and that the Study for Long-Term Water sources project be abandoned along. Due to a lack of staff capacity, staff will not be able to carryout the North Pender and South Pender Feasibility Study for Long-term Surface Water supply source projects either. It is recommended that these projects be cancelled as well. Staff will prepare a budget proposal for a new Study for Long-Term Water Sources project as part of the 2025 budget process.

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.

Communications Strategy

A final reporting of the 2023 carryforwards will be provided once the SCRD’s 2023 year-end process is complete and prior to Financial Plan Bylaw adoption.

STRATEGIC PLAN AND RELATED POLICIES

The financial planning process is the mechanism to align the Board’s strategic priorities and polices.

CONCLUSION

The final 2023 carry-forward list has been compiled to be included in the 2024-2028 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 2023 that will be required in 2024.

The SCRD's commitment to aligning projects with strategic priorities remains a key focus during this process.

Attachment:

Attachment A: 2023 Final Carry-Forward List

Reviewed by:			
Manager		CFO	X - T. Perreault
GM/Sr. Manager	X – I. Hall X – R. Rosenboom X – S. Gagnon	Legislative	
CAO	X – D. McKinley	Other	

2023 Final Carryforward Projects

Function No.	Project Description	2023 Expense	2023 Budget	2023 Carryforward
110	Hybrid Meeting Solutions and Board Room Modifications	70,455	119,650	49,195
110	Organizational Corporate Review	20,000	30,000	10,000
110	Electronic Documents Records Management System Conversion Consulting	-	40,000	40,000
114	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Field Road Portion)	4,839	25,000	20,161
114	COVID-19 Field Rd Space Planning	35,919	70,020	34,101
115	LinkedIn Annual Recruiter Package License	-	12,000	12,000
116	Business Continuity Management Program	-	18,000	18,000
117	2020 Field Road Space Planning; IT Capital	3,288	33,299	30,011
117	Server Replacements	-	302,000	302,000
117	Electronic Documents Records Management System Conversion Software	-	45,000	45,000
136	Community Climate Plan	10,262	29,190	18,928
136	Coastal Flooding Project	-	510,000	510,000
151	Dream Valley Estates Water System Feasibility	-	30,000	30,000
155	Connected Coast Connectivity Feasibility Study	-	2,500	2,500
155	HLWD Conversion Feasibility Study	-	40,000	40,000
200	Enforcement Action	-	35,000	35,000
210	GVFD-Emergency Generator	-	150,000	150,000
210	Capital Renewal (GDVFD)	-	104,892	104,892
210	SCRD Corporate Recycling Program infrastructure costs-GDVFD	-	1,279	1,279
210	Wildfire Preparedness Equipment	15,387	20,162	4,775
212	Capital Renewal (RCVFD)	-	16,500	16,500
212	Wildfire Preparedness Equipment (RCVFD)	12,483	30,000	17,517
216	Rescue 1 Fire Apparatus Replacement	-	623,200	623,200
216	Firehall #2 Redevelopment Design	-	250,000	250,000
216	Equipment Modernization & Enhancements-HMBVFD	25,160	30,000	4,840
218	Equipment Modernization & Enhancements-EDVFD	14,634	30,000	15,366
220	Chapman Creek Radio Tower	15,660	483,295	467,635
220	Radio Tower Capital Project Consulting Services	5,700	61,991	56,291
220	911 Emergency Communications Equipment Upgrade	5,286	71,939	66,653
222	Contracted Services for Statutory, Regulatory & Bylaw Reviews	-	20,000	20,000
222	Hazard, Risk and Vulnerability Analysis Update	-	58,000	58,000
222	Extreme Heat Planning	49,375	120,000	70,625
222	2023 Firesmart Community Funding & Supports	70,834	188,803	117,969
310	Security Improvements [310]	-	5,603	5,603
312	Loaner Vehicle	-	10,000	10,000
312	Security Improvements [312]	-	5,603	5,603
312	HVAC Maintenance Safety System	1,000	4,000	3,000
312	Garage Hoist	150,738	162,000	11,262
312	Electric Vehicle Maintenance - Charger/Tools/Diagnostic Equipment	3,946	7,878	3,932
312	Corporate Fleet Strategy	-	75,000	75,000
315	Corporate Electric Vehicle (EV) Charging Stations-phase 2 (Mason Road Portion)	226	45,000	44,774
315	Mason Road Lease Renewal & Site Plan Implementation	30,239	60,205	29,966
345	Ports 5 Year Capital Renewal Plan	168,208	669,661	501,453
345	Hopkins Landing Port Major Replacements	-	497,336	497,336
350	Future Waste Disposal Options Analysis Study	36,839	241,535	204,696
350	Solid Waste Management Plan	61,317	143,319	82,002
350	Sechelt Landfill Useful Life Extension	35,402	50,000	14,598
351	Pender Harbour Transfer Station Site Improvements	28,958	854,919	825,961
352	Power Supply System Replacement	-	264,224	264,224
352	Sechelt Landfill Stage K Closure	-	2,500,000	2,500,000
352	Biocover Feasibility Study	174,432	286,000	111,568
352	Power Supply System Replacement Interim Operating Costs	1,719	9,637	7,918
352	Regulatory Reporting - Sechelt Landfill	36,811	57,432	20,621
365	Emergency Generator	-	125,000	125,000
365	Customer Relationship Management Tool [365]	-	2,500	2,500
365	NPH Watermain Replacement	7,179	850,000	842,821
365	Water Supply Plan - NPHWS	39,486	91,356	51,870
365	Water Meter Data Analytics - NPHWS	-	2,302	2,302
365	NPH-Water Rate Structure Review	-	3,000	3,000
365	Garden Bay Treatment Plan Improvements	-	200,000	200,000
365	Bylaw 320 Review [365]	-	2,000	2,000
365	NPH-Water Strategy Implementation	-	4,350	4,350
366	South Pender Harbour Water Treatment Plant Upgrades	15,086	50,863	35,777
366	Customer Relationship Management Tool [366]	-	5,000	5,000
366	Vehicle Replacement (Unit #436)	-	99,824	99,824
366	McNeil Lake Dam Safety Improvements-Construction	10,338	603,570	593,232
366	South Pender Harbour Watermain Replacement	11,142	600,000	588,858
366	Water Supply Plan - SPHWS	39,486	91,357	51,871
366	Water Meter Data Analytics - SPHWS	-	4,605	4,605
366	Dogwood Reservoir Feasibility	-	108,000	108,000
366	SPH-Water Rate Structure Review	-	6,000	6,000
366	Bylaw 320 Review [366]	-	4,000	4,000
366	SPH-Water Strategy Implementation	-	8,700	8,700
370	Chaster Well Upgrades (Well Protection Plan - Phase 2)	2,019	116,895	114,876
370	Chapman Water Treatment Plant Chlorination System Upgrade	403,179	705,048	301,869

Function No.	Project Description	2023 Expense	2023 Budget	2023 Carryforward
370	Universal Water Meter Installations - Phase 3 (DOS & SIGD)	553,001	9,391,750	8,838,749
370	Cove Cay Pump Station Rebuild and Access Improvements	-	250,000	250,000
370	Chapman Creek Water Treatment UV Upgrade	43,710	2,127,283	2,083,573
370	Vehicle Purchase – Strategic Infrastructure Division	37,181	46,500	9,319
370	Utility Vehicle Purchase	37,686	46,500	8,814
370	Church Road Well- Construction Phase	1,451,287	1,841,452	390,165
370	Groundwater Investigation-Langdale	259,079	912,421	653,342
370	RWS Vehicle Replacement (2021)	61,317	210,000	148,683
370	Chapman & Edwards Dam Improvements	14,485	20,375	5,890
370	Reed Rd. Pump Station Zone 4 Improvements	-	70,000	70,000
370	Chapman & Edwards Lake Communication System Upgrades	15,550	65,826	50,276
370	Development of Customer Relationship Management Tool	-	42,500	42,500
370	Trout Lake Re-Chlorination Station Upgrade	-	100,000	100,000
370	Valve Stems for Selma 2 Isolation	8,260	75,000	66,740
370	Chapman Lake Dam Safety Improvements – Construction	9,461	999,730	990,269
370	Edwards Lake Dam Safety Improvements – Construction	8,160	729,715	721,555
370	Single Axle Dump Truck	-	225,000	225,000
370	Light Duty Trucks	101,271	150,000	48,729
370	Egmont Water Treatment Plant Filtration Upgrades	-	275,000	275,000
370	Chapman Creek WWTP - Mechanical Equipment Upgrades	-	135,000	135,000
370	Exposed Watermain Rehabilitation Chapman Intake Line	-	220,000	220,000
370	Sechelt Nation Government District - Zone Metering	-	250,000	250,000
370	Eastbourne Groundwater Supply Expansion	-	1,200,000	1,200,000
370	EOC Task #225989- Reed Road Building Repair (Capital)	-	100,000	100,000
370	Generator Purchases	-	375,000	375,000
370	Implementation of shísháih Nation Foundation Agreement	-	7,539	7,539
370	Bylaw 422 Update	-	29,820	29,820
370	Chapman Water Treatment Plant Sludge Residuals Disposal & Planning	-	511,732	511,732
370	Water Metering Data Analytics	-	39,142	39,142
370	Chapman Creek Environmental Flow Requirements Update	13,435	42,800	29,365
370	Groundwater Investigation-Maryanne West Park	-	100,000	100,000
370	Feasibility Study Surface Water Intake Upgrades Gray Creek	8,326	100,141	91,815
370	Water Supply Plan: Water Distribution Model Update and Technical Analysis	118,514	202,070	83,556
370	RWS-Water Rate Structure Review	-	51,000	51,000
370	Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources	16,859	475,000	458,142
370	EOC Task # 22-5080 - Drought Response 2022	72,896	100,000	27,104
370	EOC Task #225989- Reed Road Building Repair	-	64,844	64,844
370	Chapman Creek WWTP Chlorine Decommissioning	-	65,000	65,000
370	Bylaw 320 Review [370]	-	34,000	34,000
370	RWS-Water Strategy Implementation	-	73,950	73,950
370	Church Road Compliance Monitoring	105,303	200,000	94,697
370	Exposed Water Main Rehabilitation	1,600	126,198	124,598
381	Septic Field Repairs	-	1,840	1,840
382	Woodcreek Park WWTP System Upgrade	39,178	945,916	906,738
382	Woodcreek Park-WWTP Collection System Designs	-	18,918	18,918
382	Woodcreek Park Inspection Chamber Repairs	-	5,964	5,964
383	Statutory Right of Way- Sunnyside WWTP	975	4,000	3,025
383	Feasibility & Planning Study [383]	-	7,500	7,500
384	Statutory Right of Way- Jolly Roger WWTP	-	1,649	1,649
384	Outfall Maintenance [384]	-	11,000	11,000
384	Feasibility & Planning Study [384]	-	12,500	12,500
385	Statutory Right of Way- Secret Cove WWTP	-	4,000	4,000
385	Outfall Maintenance [385]	-	11,000	11,000
385	Feasibility & Planning Study [385]	-	12,500	12,500
386	Lee Bay Collection System Repairs	-	13,850	13,850
387	Square Bay Infiltration Reduction	177	13,589	13,412
387	Square Bay Infiltration Reduction Repairs	-	25,000	25,000
387	Square Bay System Upgrade Planning	-	15,000	15,000
388	Langdale Wastewater Treatment System Upgrade	-	1,024,966	1,024,966
388	Statutory Right of Way-Langdale WWTP	-	4,000	4,000
393	System Repairs & Upgrades	12,193	27,970	15,777
393	Statutory Right of Way-Lily's Lake WWTP	-	4,000	4,000
400	Solid Waste Bylaw Implementation- Cemetary	-	6,064	6,064
400	Seaview Cemetary Expansion	200	589,600	589,400
500	Regional Housing Coordinator	77,718	110,135	32,417
504	Planning Enhancement & OCP Harmonization	-	230,000	230,000
520	Digital Plan Review Preparedness	2,052	5,500	3,448
540	Hillside Development Project - Investment Attraction Analysis	-	90,000	90,000
540	Hillside Development Project- Headlease Renewal	649	195,400	194,751
540	Culvert Repair/Replacement-Option Development	-	200,000	200,000
613	Capital Renewal Fund (GACC)	7,169	316,200	309,031
613	Capital Renewal Fund (SAC)	14,825	295,000	280,175
613	Capital Renewal Fund (SCA)	124	581,200	581,076
613	Capital Renewal Fund (GDAF)	12,586	241,822	229,236
613	SAC Sprinkler System Replacement	305,721	801,577	495,856
613	General Recreation Capital Renewal Funding	-	2,927	2,927
613	Health & Safety Requirments	4,583	126,500	121,917
613	Domestic Hot Water System	97,800	113,070	15,270

Function No.	Project Description	2023 Expense	2023 Budget	2023 Carryforward
613	Water Management Plan Implementation- Water Treatment Equipment	186	9,500	9,314
613	GACC Zamboni Replacement	-	322,000	322,000
613	GACC Package Rooftop Unit Replacement	-	375,000	375,000
613	GACC Roof Replacement	-	2,899,900	2,899,900
613	SAC Roof Replacement	-	556,300	556,300
613	Carbon Neutral Design – Recreation Facilities	9,753	24,537	14,785
614	Fitness Equipment Replacement	-	130,200	130,200
614	Recreation Programming Review	-	835	835
614	Aquatic Instructor Training One-time Costs	408	15,000	14,592
625	Annual Gym Equipment Replacement (Base)	10,572	24,437	13,865
625	Storage Container	-	10,000	10,000
625	Aquatic Instructor Training One-time Costs	5,118	7,500	2,382
650	Coopers Green Park Hall & Parking-Design Plans	-	40,389	40,389
650	Community Parks Capital Asset Renewal	39,748	153,187	113,439
650	Halfmoon Bay Community Hall	57,247	3,411,966	3,354,719
650	Solid Waste Bylaw Implementation- Parks	34,523	80,569	46,046
650	Rosemary Lane (Keats Island) Erosion Mitigation	3,750	60,000	56,250
650	Coopers Green Park Enhancements	-	633,238	633,238
650	Baker Beach & Ocean Beach Esplanade Archaeological and Environmental Studies	19,780	46,202	26,422
650	Cliff Gilker Repair Planning	-	38,000	38,000
650	Chaster House & Pedestrian Bridge Repairs	-	32,152	32,152
650	Nominal Rent Tenure Application	-	21,500	21,500
650	Sunshine Coast Sports Fields Strategy	-	18,800	18,800
665	Lower Road Retaining Wall	16,677	600,860	584,183
665	Hwy 101 Fencing Removal & Signage	-	24,504	24,504

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount	
CORPORATE AND ADMINISTRATIVE SERVICES																	
110		General Government - Hybrid Meeting Solutions and Board Room Modifications (Other)	Contracted services to develop audio-visual options (including hardware, sound, cameras, electrical, space needs), pricing, and an implementation plan to facilitate a range of hybrid meetings. Further recommendation that the scope for the project be broadened to incorporate costs for Boardroom furniture reconfiguration, including furniture replacement, which may be necessary to facilitate the installation of new AV hybrid technology in the Boardroom. Boardroom chairs ordered and replaced. A kick-off meeting with an audio-visual service provider was scheduled for November 21. Procurement of sound system and Boardroom furniture under way. Tables and Chairs have been ordered for: Staff, Delegation, and Media. Contract signed with AV service provider for sound system equipment and install. Sound equipment sourced and ordered. Cameras and development and configuration of a meeting room control panel is underway.	\$49,195	All	Regional											
110		General Government - Corporate Review - Organizational	Comprehensive review of the Sunshine Coast Regional District's organizational structure identifying any gaps or opportunities to create better alignment with services and expectations. In addition, the review will assess staff resourcing levels and whether or not current staffing is sufficient in consideration of such things as the size of the community, the size of the organization, the SCRD's overall budget and the services that the SCRD is currently providing. August 29, 2023 - Vendor selected (Innova Strategy Group) and Contract being finalized. Staff interviews being scheduled for the week of Nov 27. Final report with recommendations presented to the Board being planned for January 2024.	\$30,000	All	Regional											
110	R2	General Government - Legislative Coordinator (1.0 FTE)	Position brought forward from 2023 Budget - new position to address current and ongoing capacity needs in Legislative Services. Organize Policy review will be one of major tasks.		All	Regional	Board Directive	1	\$95,199	1	1-Taxation	Prorated for 2024 to 0.8 FTE and 2025 1.0 FTE \$123,759	1.00				
110		General Government - Howe Sound Community Forum - Hosting	Board Resolution 295/23 to provide a contribution toward the Howe Sound Biosphere Region Initiative Society's anticipated expenses as convener and organizer of the Howe Sound Community Forum.		All	E and F	Board Directive	2	\$4,500	1	1-Taxation		376/23 No. 73		\$	4,500	
110		General Government - Corporate Workplan	The Corporate Plan will identify and establish the work the SCRD needs to deliver over the next four years, along with the critical regional, sub-regional and local services, to meet the Sunshine Coast's most important needs and operationalize the Board's Strategic Plan. The Corporate Plan will connect the day-to-day work of our employees with our Board and the residents of Sunshine Coast that we serve.		All	Regional	Business Continuity	3	\$40,000	4	4-Reserves	Operating	376/23 No. 73		\$	40,000	
110	R2	General Government - Organization Review - Phase 2 Implementation	Organization Review - Phase II Implementation builds upon the Organizational Review begun in Fall 2023.		All	Regional	Business Continuity	4	\$30,000	4	4-Reserves	Operating					
113	R2	Financial Services - Utility Billing Program Resourcing - 2.3 FTE over 3 years (1.0 FTE equivalent in 2024)	Additional Resources required to support pending change to the service level of the Utility Billing Program required to support residential meter billing.		All	Regional	Strategic Plan	1	\$105,180	3	3-Support Services	Prorated for 2024 (two positions @ 0.5) \$105,180 and \$202,872 in 2025 and \$231,043 in 2026 (Support Services, Fees for utility billing portion and Operating Reserves to top up)	2.30				
115		Human Resources - LinkedIn Recruiter Package (Pilot Project) - Online Tool License	Ongoing recruitment needs, creation of advertisements, testing methodology, contacting applicants, setting up interviews, and all other activities in pursuit of talent acquisition, especially in the difficult to fill roles, has increased substantially over the past number of years. This was approved as a pilot project only for 2023 for purposes of a LinkedIn Recruiter package, vital to ongoing talent acquisition.	\$12,000	All	Regional											
115	R2	Human Resources - Human Resources Capacity (4.0 FTE) - (0.60 FTE)	Legislative requirements and other considerations continue to change, and HR staff must ensure that an expert skill set exists that enables the organization to keep pace. Examples include Inclusion, Diversity, Equity, Accessibility and Belonging, Psychological Safety, Well-Being, Violence and Harassment, Leave Entitlements, Human Rights, Truth and Reconciliation, accommodative measures, complex injury and illness case management, return to work, compensation, classification, and more. The establishment of a senior level position, such as Assistant Manager, would ensure expertise is available on a year-round basis and will provide a path for succession planning.		All	Regional	Business Continuity	1	\$48,000	3	3-Support Services	Prorated at 0.40 FTE for 2024 and 2025 - \$75,000	0.60				

Function No.	Status	Project Title	Description	Carry Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
116		Purchasing and Risk Management - Business Continuity Management Program	It is expected that in 2023 it will be legislatively mandated for local governments to have business continuity plans (BCP) will be mandated by the Province. The SCRD does not have a completed BCP and this project is to develop a comprehensive corporate plan using a combination of staff and external consultants. Development phase of the Business Continuity Management Program Framework and Charter is underway.	\$18,000	All	Regional										
116		Purchasing and Risk Management - Statement of Values - Asset Appraisal for Insurance Requirements	A statement of values is a requirement under our insurance program. It is tool for the SCRD and its Insurer use to determine the value of insured assets. Every couple of years SCRD insurer underwriters require a formal appraisal of SCRD's insured assets.		All	Regional	Strategic Plan	1	\$50,000	4	4-Reserves	Operating (Finance Operating Reserves) - ongoing \$15,000 base budget increase for reserve contribution	376/23 No. 79		\$	50,000
117		Information Technology - Server Replacements	Authorized project in October 2023 (resolution 305/23 #6) and RFQ Awarded #393/23 2311703 - 6 Rack Servers	\$302,000	All	Regional										
117		Information Services - Staff Cyber Security Awareness Program	Support security culture development using cyber threat awareness software, training and testing for SCRD staff.		All	Regional	Business Continuity	1	\$20,000	3	3-Support Services	Ongoing	376/23 No. 80		\$	20,000
117		Information Services - Vehicle Replacement	Replacement of 20-year-old vehicle: IT Chevy Tracker with EV vehicle per Fleet staff recommendation maintaining transport of IT staff and equipment to 16+ SCRD facility sites.		All	Regional	Business Continuity	2	\$65,000	4	4-Reserves	Capital	376/23 No. 80		\$	65,000
117		Information Services - Conversion to Microsoft Teams Phone	The existing Nortel CS1000 phone system is obsolete, end-of-life and no longer supportable. The replacement solution is Microsoft Teams Phone, which offers superior integration with our entire Microsoft ecosystem already in place.		All	Regional	Business Continuity	3	\$143,000	4	4-Reserves	\$100,000 Operating, \$33,000 Capital and \$10,000 reduction in expenses - \$45,000 ongoing base budget	376/23 No. 80		\$	143,000
117		Information Services - Conversion of Records to Microsoft SharePoint	Enable migration of all SCRD digital records from obsolete/unsupportable EDRMS (Electronic Document & Records Management Solution). Operational replication of pilot migration processes completed for Planning records, now for all remaining business units. Professional services project to "Move All Records to SharePoint" (MARS).		All	Regional	Discretionary	4	\$80,000	4	4-Reserves	Operating	376/23 No. 80		\$	80,000
155		Feasibility (Area F) - Connected Coast Connectivity - Feasibility Study	Study for the establishment of a new service for Area F Island (Gambier and Keats) high speed internet through the Connected Coast.	\$2,500	F and F Islands	F and F Islands										
155		Feasibility (Area F) - Hopkins Landing Waterworks District Feasibility Study	Resolution 330/23 Recommendation No. 3Hopkins Landing Waterworks District Feasibility Service Area AND THAT the Hopkins Landing Waterworks District (HLWD) be considered a feasibility service area for the purposes of completing a conversion feasibility study; AND THAT the Sunshine Coast Regional District (SCRD) accept the Infrastructure Planning Grant Program (IPGP) grant for HLWD Conversion Feasibility Study for \$10,000; AND THAT the HLWD Conversion Feasibility Study project be included in the [155] Feasibility Studies - Area F budget in the amount of \$40,000, funded from the IPGP grant funding in the amount of \$10,000 and a \$30,000 contribution from the HLWD; AND FURTHER THAT the 2023-2027 Financial Plan be amended accordingly.	\$40,000	F and F Islands	F and F Islands										
110 / 115 / 117 / 200-290 / 365 / 366 / 370 / 504 / 520 / 615 / 650		Field Road Space Planning - additional funding approved 2021 included and IT Portion to be completed (Business Continuity)	2020 project delayed due to COVID-19, health orders and WorkSafeBC requirements. The addition of a 2021 proposal was to undertake additional work to review and update the prior analysis to respond to COVID-19. This additional work is not a new direction, it is adapting and validating the previously directed approach. Position space analysis classification summary completed, furniture assessment continuing. The project has been reframed as an Alternative Work Strategy to allow for flexible work for staff. The IT equipment, furniture and staff needs assessments have been completed with the implementation considerations as part of COVID-19 restart for the corporation. The tender for Thin Clients that will enable staff to virtually host meetings is on the market and the camera, mics and furniture equipment has been predominately delivered and installed. Additional work stations installed, Field Road currently now has 98 stations. April 23 - Modifications continue to add more workstations, with most recent being the Bylaw office and Finance areas.	\$70,686	All	Sechelt										
110 / 117		General Government / Information Services - Electronic Data Records Management System Conversion (0.6 FTE)	Retire SCRD's current on-premises Electronic Document Records Management System (Content Server) and replace it with a modernized cloud-based solution configured to manage both physical and electronic records in the Teams / SharePoint cloud environment. Project underway.	\$85,000	All	Regional										

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110 / 130		General Government and UBCM / Elections Electoral Area Services - Training and Development (Base Budget Increase)	The current base budget allocates \$4,000 per year for staff training and development for the Administration and Legislative Services Department (12.8 FTEs) and \$2,500 per year for SCRD Board governance-related training and development. This is insufficient to meet present-day costs for ongoing training and development needs within the department and at the Board level.		All	Regional	Business Continuity	5	\$6,500	1	1-Taxation	Base Budget (\$4,000 [110] and \$2,500 [130])		376/23 No. 75		\$ 6,500
111 / 117		Asset Management / Information Services - Cityworks Process and Configuration Review / Expansion to Mobile Applications	The Cityworks software, first went live in 2017, however, was not fully implemented and full utilization of the system is not being realized. The software is intended to act as the maintenance and asset management system which is primarily used by the utilities (water/wastewater) divisions. The vision is to roll the software out to other divisions. Incremental improvements have been made over the past year and staff have taken it as far as they can. Additional training and implementation support is needed to facilitate improved usage of Cityworks software. A specialty consultant would deliver training modules to administration and field staff, provide updated user documentation, and review the software implementation to make recommended improvements. The outcome is to modernize work management through the use of mobile applications in the field and offer more efficient resource allocation. This training and implementation review is a pre-requisite for further implementation/use of Cityworks across other departments and may result in future needs being identified.		All	Regional	Business Continuity	1	\$35,000	3	3-Support Services	\$17,500 Operating Reserves and \$17,500 Support Services		376/23 No. 76		\$ 35,000
112 / 117	R2	Corporate Finance - Budget Software	Implement new user-friendly budgeting software that satisfies the financial planning needs of the organization without heavy reliance on external excel files. Less dependence on Finance/IT to generate and manipulate reports as all information and report generation would be easily accessible to Budget Managers and Senior Leadership.		All	Regional	Strategic Plan	1	\$250,000	4	4-Reserves	Operating / Temporary 0.15 FTE in 2024 only to implement the project	0.15			
114 / 116 / 118 / 210 / 212 / 216 / 218 / 222 / 315 / 351 / 352 / 366 / 370 / 615	R2	Various Functions - Corporate Security Enhancement and Implementation	The Physical Security project aims to comprehensively assess the physical security measures, practices, and vulnerabilities within all the SCRDs facilities. The primary objective is to ensure the safety of personnel, assets, and sensitive information by identifying weaknesses in our physical security infrastructure and recommending improvements. The security assessment and report are a critical component to support to the privacy impact assessment for the Privacy and Information Commissioner to ensure compliance of consideration of installing closed circuit tv (CCTV) as recommended by the RCMP with recent theft/security events at the SCRD.		All	Regional	Business Continuity	1	\$100,000	4	4-Reserves	Operating / Support Services / \$40,000 annual base budget for annual equipment and monitoring costs				
114 / 210 / 216 / 212 / 312 / 613 / 625		SCRD Corporate Recycling Program (Strategic Goal)	Field Road project started late 2021. Staff reassessed project and timelines as the COVID protocols changed and once facilities are re-opened when closed. Request for Proposal for Corporate Recycling for facilities, including food waste, is at phased implementation - Remaining to complete Fire Department	\$ 1,279	Various	Various										
506 / 510	R2	Geographic Information Services and Civic Addressing - Mapping Orthophoto Refresh 2024	To maintain currency of SCRD Maps digital orthophoto imagery, last acquired during the spring of 2021. The GIS Services Section will acquire digital orthophoto imagery during leaf-off conditions in the spring of 2024. This is a 3-yearly, ongoing refreshment of SCRD Maps digital orthophoto imagery assets, last acquired in 2021. Objective is to support staff and public with, research, planning and development activities in SCRD		All	Regional	Business Continuity	1	\$75,000	4	4-Reserves	\$60,000 [506] and \$15,000 [510] - Operating Reserves				
SUBTOTAL CAS				\$ 610,660.79					\$ 1,147,379.00				4.05	-	-	\$ 444,000.00
COMMUNITY SERVICES																
310		Public Transit - Building Improvements - Security System and CCTV - Lighting - Increased Safety (includes additional approved in 2022)	The budget approved in 2021 for this project included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements Increased Safety) Exterior parking lot light install completed. Sept 28/23: Working with Leg Services and IT on the final PIA initial draft that was completed. This project will most likely carry forward to next year. Nov 14/23: No change from September update.	\$ 5,602	B, D, E, F, DoS, SNGD, ToG	Sechelt										

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310		Public Transit - Annual Operating Agreement Base Budget Increase	The draft AOA considers an increase in ridership (revenues retained by SCRCD to offset costs), as well as increased costs for various operational areas such as fuel, lease fees, maintenance, insurance, BC Transit administrative overhead, and fixed operational costs such as management and administrative salaries, cleaning, uniforms, training, and infrastructure costs. For 2024, the increase to operating expenses because of the draft AOA is \$170,874 and the increase to lease fees is \$16,113 for a total increase of \$187,007. This increase is funded through a combination of taxation and BC transit recovery per the shared cost formula, as well as estimated increases in fare and advertising revenue.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Business Continuity	1	\$187,007	1	1-Taxation	Taxation \$83,054 and BC Transit Recovery / Fare Revenue \$103,953	376/23 No. 45		\$	187,000
310	R2	Public Transit - Transit Expansion Priorities (1.56 FTE)	On September 28, 2023, the Board adopted a resolution (278/23) to enter into a Memorandum of Understanding with BC Transit for 2024/25 service expansion priorities including increased weekday frequency of Route 90 and an annual increase of 550 service hours for handyDART; and to bring forward a budget proposal for the 2024-2027 financial plan deliberations. Route 90 expansion anticipated for a January 2025 commencement (requires additional bus which has been ordered) and handyDART expansion anticipated for July 2024.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Board Directive	2	\$32,403	1	1-Taxation	Taxation \$12,346 and BC Transit Share \$19,757 and Revenue \$300 - FTE due to timing is 0.12 FTE for 2024 and increase in 2025 for total 1.56 (\$582,824)	1.56			
310	R2	Public Transit - Transit Operations and Driver Support - Additional FTE Request (3.08 FTE)	The Transit Division operates conventional bus services 22 hours per day (only closed from 0200-0400hrs) and 365 days a year in addition to handyDART services Monday-Saturday. Direct service delivery is supported by ~26 FTE drivers/transit assistants, which equates to more than 50 people depending on the season. There are currently 2.0 FTE Transit Superintendents (reporting to the Manager Transit and Fleet) responsible for day-to-day operations including driver and passenger safety, bus schedules, staff schedules, transit alerts and traffic diversions, staff training, driver evaluations and performance, writing and amending procedures, coaching and support, incident and investigation reporting, conflict resolution and administration of services related to bus stops and shelters. This business proposal requests 2 additional Transit Superintendents (plus backfill for annual leaves) as well as 15 additional Dispatch hours/wk (plus backfill for annual leave/sick days). With this additional support the Superintendents and Dispatch can provide ongoing driver support, network reliability, service supervision, emergency support, and road safety and supervision especially during inclement weather. Further it would increase the internal capacity for driver training and potentially provide capacity to complete 'in-house' Class 2 training. Last but not least, these positions would provide additional capacity for transit operations to focus on areas of improvement and growth. Budget considerations also include training and development, office equipment and cell phones.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Business Continuity	3	\$352,400	1	1-Taxation	2024 Prorated 2.38 FTE and 2025 - \$466,500	3.08			
310	R2	Public Transit - Free Transit for Youth	A report was presented to the Committee of the Whole on November 23, 2023, outlining the advantages and challenges of providing free transit for youth. As per the staff report, although the review that was conducted clearly identified that the youth would like free transit, it is unclear if this would increase ridership. The current fare price was not identified as a barrier to taking the bus. Other considerations noted in the report included the concern that offering free transit for youth may result in a perceived inequity amongst other user groups and that the majority of the comments received during the review were related to service improvements. Considering the information in that report, the Board could choose to implement free transit for youth, or instead continue to invest in service enhancements that would be of benefit to all transit users. All fare revenues collected offset the local government portion of transit funding, thereby decreasing the tax subsidization. This budget proposal represents the projected fare revenue loss associated with this initiative and therefore an increase in tax subsidization.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Discretionary	4	\$28,850	1	1-Taxation					
310		Public Transit - Transit Vehicle Replacement	The primary role of the transit superintendent is to provide support for the drivers, ensure network reliability, and attend to transit-related events, accidents, road closures and detours, inclement weather, etc. The superintendent often travels more than 200 km in a single shift. The 2010 Ford Escape (Unit #457) has almost 330,000 kms and averages more than 40,000 kms use per year. Repairs costs have been increasing significantly over the past few years. It is at the end of its life and requires replacement. This budget includes the cost of replacing the Escape with an SUV type Hybrid (Electric-Gasoline or Electric-Diesel) 4WD / AWD vehicle, set of winter tires and rims, and installation of charging infrastructure.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Discretionary	5	\$65,000	4	4-Reserves	Operating	376/23 No. 47		\$	65,000

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312		Maintenance Facility (Fleet) - Fall Arrest / HVAC Maintenance Safety System (Business Continuity)	Additional safety system for fleet staff to perform HVAC maintenance on top of buses. Harness system purchases and installation to occur in Q2/3 2022. Sept 14/23: Working with procurement to secure contractor(s) to complete the work. Sept. 29/23: No companies on the Sunshine Coast offer both equipment supply and installation, three (3) mainland businesses were approached and one provided a price. Nov. 14/23: In negotiations with a company for the provision of both equipment and installation. It is possible this project will be completed by year end.	\$3,000		All	Sechelt											
312		Maintenance Facility (Fleet) - Garage Hoist Replacement (MANDATORY - Regulatory)	Replace a hoist in garage (used to service various fleet including buses, fire trucks, dump truck and backhoe) which is at the end of life (2006) and does not meet current ALL certification standards. Nov 13/23: first hoist installed, second hoist in progress. Hoist In - awaiting final invoicing to complete	\$11,262		All	Sechelt											
312		Maintenance Facility (Fleet) - Fleet Loaner Vehicle (Business Continuity)	Retire current loaner vehicle and replace with another vehicle that will be retired when new EV's are received. Sept 28/23: Most of the new EVs have arrived, however, still working with other departments to select new fleet loaner. Nov. 14/23: No change from September update.	\$10,000		All	Regional											
312		Maintenance Facility (Fleet) - Electric Vehicle Maintenance (Strategic Goal)	Project planning stage complete - RFQ for electric charges completed Apr 8: EV Charger installed; awaiting new vehicle so training can commence Sept 28/23: The required EV diagnostic tools list is being finalized. Reviewing relevant workshops / courses for staff training (including on-line options). Nov 14/23: Have purchased the scanner. Identification of other tools and training still underway.	\$3,932		All	All											
312		Maintenance Facility (Fleet) - Building Improvements - Security System and CCTV - Lighting - Increased Safety (includes additional approved in 2022)	The budget approved in 2021 for this project included the installation of exterior lighting in the parking lot. The budget was insufficient to complete both projects. This request is to fund the balance required to move forward with the security system and CCTV's. (see CF - Building Improvements Increased Safety) Exterior parking lot light install completed. Sept 28/23: Working with Leg Services and IT on the final PIA initial draft that was completed. This project will most likely carry forward to next year. Nov. 14/23: No change from September update.	\$5,603		All	Sechelt											
312		Fleet Maintenance - Corporate Fleet Strategy	A Corporate Fleet Management System or Strategy has been a corporate priority for years. A fleet strategy (or fleet management plan) would address the acquisition, maintenance, safety, budgeting and monitoring of the units in the corporate fleet. The objective of the strategy would be to develop a plan to manage and maintain vehicle and equipment fleet assets as efficiently and cost effectively as possible, improve service management and workflow automation, improve its customer service, streamline repair and maintenance services, increase staff efficiency and productivity, enable complete, real-time, easily accessible data that will enhance staff and management ability to analyze and maximize availability usage and cost effectiveness of this resource. Nov. 14/23: Internal discussions with divisions that have fleet (draft project charter) and RFP draft underway. Scheduled to release RFP in Q1 2024.	\$75,000		All	Sechelt											
312		Maintenance Facility (Fleet) - Fleet On-Call Compensation	To ensure business continuity of bus service and essential Fleet / Equipment and emergency generators, the Fleet division should have a Certified Technician (Mechanic or Maintenance Supervisor) on Standby for afterhours maintenance support for emerging in-service bus operational issues or critical fleet / equipment issues. A one-year pilot was approved in 2023 to provide standby pay as per the collective agreement and to review the business need for after-hours service response. A formal procedure and scheduling of a rotating 'standby' was implemented. This proposal is for the ongoing provision of on-call availability (and compensation) of mechanical staff.			All	Regional	Business Continuity	1	\$54,000	5	5-Other (Debt, Grant, Fees, etc.)	Internal Recoveries - Prorated for 2024 \$54,000 and \$76,100 from 2025		376/23 No. 48		\$ 54,000	
345		Ports Services - Ports 5 Year Capital Plan Repairs (Halkett Bay approach, West Bay float, Gambier structural, Eastbourne pile/footings, Keats float).	This project dates back to 2018. Grant applications have not been successful. It is anticipated that additional budget will be required to complete the work. This budget contains funding for major repairs to 5 specific ports (Gambier, West Bay, Keats, Halkett Bay and Eastbourne). Nov. 14/23: Keats Float project awarded, and float will be replaced by end of Q4. Engineering Contract to provide detailed drawings and updated cost estimates for other port major repairs is underway.	\$520,737		B, D, E, F, and Islands	All											
345		Ports Services - Hopkins Landing Port Major Replacements	Nov. 14/23: RFP was posted on BC bid October 23, 2023. Closes November 20, 2023. RFP award process to follow.	\$994,672		F	F											

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345		Ports Services - Annual Repair and Maintenance Base Budget Lift	The current Ports repair and maintenance base budget is \$49,700 (with an increase of \$40,000 approved in 2023). This budget will be fully expended in 2023, with a backlog of annual maintenance and repairs that could not be addressed due to insufficient funds. Delaying these important items results in further deterioration of the asset. Industry experts suggest an annual repair and maintenance budget of a minimum of \$20,000 per dock. This project requests an additional base budget over a four-year period.		B, D, E, F	Regional	Strategic Plan	1	\$32,000	1	1-Taxation	2025 - \$64,000 2026 - \$96,000 2027 - \$130,000		376/23 No. 49		\$	32,000
345	R2	Ports Services - Major Capital Projects	A construction budget for major capital repairs for 5 ports (West Bay Float replacement, Halkett Bay Approach upgrades, Gambier Harbour structural repairs, Keats Landing Float replacement, and Eastbourne structural repairs), was previously approved in May 2021. Work on these projects was delayed due to staffing capacity. In 2023, the Keats Landing Float replacement project was completed, leaving the other four projects to complete. Major inspections conducted in 2023 confirm the need to prioritize these projects. A contractor has completed their document review and site verification and has provided an updated cost estimate for the critical items to be addressed for these four docks. Criticality of the projects are in the following order: Gambier Harbour, Eastbourne, West Bay, Halkett Bay. The prior approved budget is insufficient to complete these four projects. This proposal requests a budget lift to support the completion of these projects.		B, D, E, F	F	Strategic Plan	2	\$219,500	5	5-Other (Debt, Grant, Fees, etc.)	Community Works Funds (staff report for breakdown)	0.06				
400		Cemetery Service - Seaview Cemetery Expansion (0.05 FTE)	April 27/23: RFP being drafted. June 22/23: Draft RFP complete and with Purchasing for review before tender July 2023. Sept 28/23: RFP under development (delayed due to changes in staffing) Nov. 14/23: Scope of work in RFP being revised. Anticipated release by end of year.	\$589,400	All	D / E											
613		Community Recreation - Zamboni Replacement	Nov. 14/23: Project awarded, Zamboni on order.	\$322,000	B, D, E, F, DoS, ToG, SNGD	Gibsons											
613		Community Recreation Facilities - Gibsons and Area Community Centre Brine Chiller and Condenser	April 27/23: Decarbonization audits to guide refrigeration plant component replacements complete final reports received. Nov. 14/23: Detailed design work ongoing, project is being scheduled to be completed in 2 phases to minimize impacts to ice operating season. Phase 1 Chiller replacement planned for 2024 and Phase 2 Condenser replacement planned for 2025.	\$917,600	B, D, E, F, DoS, SNGD, ToG	Gibsons											
615		Community Recreation Facilities - Programming Review (Low Cost, High Value)	Nov 14/23: Received final product from consultants in Q3. Progress on implementation delayed due to staff capacity. Anticipated report to the Board in Q1 of 2024.	\$835	B, D, E, F, DoS, SNGD, ToG	Regional											
615		Community Recreation Facilities - Health and Safety Requirements (MANDATORY - HS)	After a risk assessment and review of WorksafeBC regulations, two emergency showers and an additional eye wash station are required at SAC. Sept 28/23: Bid received, award in progress. Nov 14/23: Contract signing completed, construction scheduled for Q4 2023.	\$105,000	B, D, E, F, DoS, ToG, SNGD	Gibsons and Sechelt											
615		Recreation Facility Maintenance - Health and Safety Equipment	The engineered controls for this identified hazard 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). Nov 14/23: Quotes received for SAC chain hoist and SCA blade change assistant cart, requisitions in progress. Not proceeding with GACC blade change assistant, new ice resurfacer is a different brand that is not compatible. Rink glass transportation and lifting cart procurement is ongoing, no longer available from arena equipment supplier, looking for other suppliers.	\$16,917	B, D, E, F, TOG, DOS, SNGD	Gibsons and Sechelt											
615		Community Recreation Facilities - Sechelt Aquatic Centre (SAC) Fire Sprinkler System Repair or Replacement (MANDATORY - Safety)	Dec 31/20 the fire sprinkler system at the Sechelt Aquatic Center developed a leak and a contractor was called in to repair the leak. Upon disassembly of the sprinkler piping to repair the leak it was discovered that there is significant microbiologic corrosion in the piping which has compromised sprinkler pipe walls leading to pinhole leak(s) and reducing the flow capacity of the piping. Work planned 2022 with a phased approach. Additional budget to complete project is a part of the 2022 Capital Renewal Plan. Sept 28/23: Phase 1 substantially completed July 14/23, invoicing pending. Phase 2 scheduled for May - June 2024. Nov 14/23: Draw 1 invoice payment completed, draw 2 invoice payment pending.	\$495,856	B, D, E, F, DoS, SNGD, ToG	DoS											

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615		Community Recreation - Capital Renewal Plan	Apr 27/23: One project substantially completed and two projects awarded with anticipated completion by Q4 2024. Tendering process started for 17 projects which includes re-tendering of SCA and GDAF door replacements. Thirteen projects are multi-year projects with expected completion in Q2-Q4 2024, tender process for these projects has not started. GDAF Roof Top Unit replacement project under review for potential scope changes, bid received substantially exceeded project budget. Nov 14/23: Two projects completed, completion of 5 previously awarded projects is anticipated by end of Q4. One project awarded with anticipated completion by Q1 2024. Nine projects planned for tendering in late Q3 were delayed due to staff shortages, eight are planned for tendering in Q4. Tender process has commenced for GACC and SAC roof replacement engineering design. Rescoping completed for GDAF Roof Top unit replacement, construction tender planned for Q4.	\$5,363,749	B, D, E, F, DoS, ToG, SNGD	Gibsons and Sechelt											
615		Community Recreation Facilities - Carbon Neutral Design - Recreation Facilities (Strategic Goal)	Apr/23: completed, awaiting final reports with revisions. Nov 2023: Additional detailed engineering design work planned.	\$14,785	All	Sechelt / Gibsons											
615		Community Recreation Facilities - Aquatic Instructor Training One Time Costs		\$14,592	All	Sechelt / Gibsons											
615		Recreation Facilities Services - Recreation Facilities Needs Assessment and Business Case	The current SCRD 10-year Parks and Recreation Master Plan was introduced in September 2013 and expires at the end of 2023. As identified in the Master Plan, the SCRD needs to determine the future of the two aging Recreation Facilities (Gibsons and District Aquatic Facility (GDAF) and Sunshine Coast Arenda (SCA)). Future considerations could include reinvesting in the facilities, operating them until the end of their useful life, decommissioning, construction of new facilities, community engagement and a review of current and future participation needs and trends. This budget proposal seeks to conduct a thorough needs assessment, including community engagement, to help inform the future with the community regarding the future of Recreation Services on the Sunshine Coast.		B, D, E, F, Sechelt, Gibsons, sNGD	Gibsons and Sechelt	Business Continuity	1	\$100,000	4	4-Reserves	Operating		376/23 No. 51		\$ 100,000	
615	R2	Recreation Facilities Services - Ice Operations Budget Alignment (0.65 FTE)	Since 2022, the Board has supported a community initiative to bring a Junior Hockey team to the Sunshine Coast based at the GACC. The addition of this Junior team requires an extension of the ice season to accommodate their identification camps, training, and competition season including playoffs. In addition, the Coastal Sports & Entertainment Group is proposing spring development camps and programs for players ages 11-18 years beginning in 2024, and future partnerships that could offer daytime skills-based hockey programs. These programs are a key contributor to the overall sustainability of the franchise. An extended ice season aligns with the current user group's needs. For several years now user groups have advocated for this to accommodate their training and competition schedules. This proposal is to align the operational budget with the increased provision of ice at the GACC from 32 weeks to 42 weeks and recognizes both the increased revenues through rentals and programs as well as the increased expenditures. Increased expenditures are primarily driven by utilities and staffing costs.		B, D, E, F, Sechelt, Gibsons, sNGD	Gibsons	Business Continuity	2	\$127,000	2	2-User Fees	\$80,500 User Fees and \$46,500 Taxation / 0.65 FTE not prorated for 2024 \$66,300	0.65				
615	R2	Recreation Facilities Services - Gibsons and Area Community Centre Facility Upgrades (Junior Hockey) Project Leadership (0.38 FTE)	The Sunshine Coast Junior Hockey Society is proposing enhancements to the GACC to facilitate the Junior Hockey team franchise. The Society is hoping to complete the construction of these enhancements in time for the start of the first Junior Hockey season, however, there are projects that will continue into 2025. Although the Society will be responsible for managing the procurement and project management as well as the construction costs. SCRD staff time will be necessary to ensure quality control and protection of the SCRD's interests. The magnitude of proposed enhancements at the GACC will take significant staff time to review proposed drawings to ensure they meet SCRD standards, construction oversight and coordination to mitigate service interruptions and ensure quality control, coordination of relevant agreements and asset transfer signoffs, etc. Facility Services does not have capacity within our existing staff resources to support a project of this magnitude. The proposal is for anticipated costs associated with agreements (legal, insurance) and additional staff resources for project oversight. Given that it is unknown at this time how many projects the Society will initiate in 2024 or 2025, the hours proposed for project leadership will need to be flexible and will be used only as required. Any unused hours in 2024 would be carried forward into 2025.		B, D, E, F, Sechelt, Gibsons, sNGD	Gibsons	Business Continuity	3	\$63,515	1	1-Taxation	total includes 0.38 FTE not prorated for 2024 \$41,815	0.38				

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615	R2	Recreation Facilities Services - Sunshine Coast Arena Water Well Investigation	This project would engage professional services to determine the viability and feasibility of the well adjacent to the SCA as a water source for ice operations (thereby reducing demand on the Chapman system). This well is currently decommissioned and is no longer licensed. Proposed expenses also include internal resourcing (one time FTE) for project oversight and technical expertise.		B, D, E, F, Sechelt, Gibsons, sNGD	Sechelt	Board Directive	4	\$63,000	1	1-Taxation	FTE Internal Resourcing (one time)	0.02			
615		Recreation Facilities Services - Sechelt Aquatic Centre Heat Pump Replacements	To replace three heat pumps at SAC that have experienced critical failures, two provide heat recovery heating to the Lap and Leisure pools and one provides heat recovery domestic water pre-heating. The pools and domestic water have two systems that can be used to provide heat, one relies on the heat pumps and the other is gas boilers. The heat pumps have failed, so we are relying on the boilers, which impacts operating efficiency, and GHG emissions. Through a basic comparison of pre and post heat pump failure data staff estimate there is an approximate 115% increase in natural gas usage and corresponding 192 tCO2e GHG emissions increase from the failed heat pumps. This is 15.5% of the SCRD's total GHG emissions. These heat pumps are not currently designated as critical in the capital plan and therefore are not funded for replacement within the annual capital renewal funding.		B, D, E, F, Sechelt, Gibsons, sNGD	Sechelt	Strategic Plan	5	\$188,500	5	5-Other (Debt, Grant, Fees, etc.)	Local Government Climate Action Program (LGCAP)		376/23 No. 54		\$ 188,500
615		Recreation Facilities Services - Contract Increases (Base Budget Increase)	Facility Services holds numerous multi-year service agreements with service providers for the provision of goods, products, and contracted work related to delivery of facility services. Three of these service agreements are up for renewal in 2024 and it is anticipated that the cost of providing the goods, products, and contracted work in these agreements will be greater than the current values. A base operating budget lift will help to maintain existing service levels and avoid service interruptions due to an anticipated contract increase as well as avoid mid-year financial plan amendments.		B, D, E, F, Sechelt, Gibsons, sNGD	Regional	Business Continuity	6	\$45,400	1	1-Taxation	Base Budget Increase		376/23 No. 54		\$ 45,400
625		Pender Harbour Fitness and Aquatic Centre - Storage Container (Business Continuity)	PHAFC requires an external container (sea-can) to store equipment and facility parts. Previously had been sharing an old storage container with the School District (SD), however the SD is replacing this container with a much smaller one, and the needs of PHAFC have increased. May 9: This project requires a building permit and further coordination with the SD prior to working through the purchasing requirements and delivering to site. Project anticipated completion later in Q4. Nov 14/23: the procurement process did not produce any bids, staff are reviewing options for procurement.	\$10,000	A	A										
625		PHAFC Annual Fitness Equipment Replacement (Low Cost, High Value)	Sept 28/23: Items have been identified for replacement and the procurement process has been initiated and is on track for completion. Nov 14/23: Procurement has been initiated, however delivery is not confirmed and will likely arrive Q1 2024.	\$13,865	A	A										
625		Pender Harbour Fitness and Aquatic Centre - Aquatic instructor Training One-Time Costs		\$2,382	A	A										
650		Community Parks - Archeological and Environmental Studies (Business Continuity)	With protocols and shared decision making processes, more due diligence in archeological assessments, management plans and other studies are becoming common practice. In 2022, this project will allow Parks to move forward on protective mitigation strategies specifically for Bakers Beach and tenure renewal on Ocean Beach Esplanade, which require AMP's and further assessments. Apr 27/23: SCRD has received archaeological impact assessments and plans for both Baker Beach and Ocean Beach Esplanade Parks. Recommendations for OBE are for further study and planning should SCRD propose future site alterations. Culturally significant findings at Baker Beach Park, dictate further site analysis by shisháhl Nation.	\$26,422	A, B, D, E, F	Various										
650		Community Parks - Garbage Receptacles (Minor Capital Repairs)	Jun 22/23: PAFR completed for the install of receptacles at multiple parks. Inventory being ordered and operations completing install at all locations throughout late Q2-Q3. Currently, there is a supply chain delay of approximately three months. Sept 28/23: Awaiting delivery of receptacles (Mid October 2023). Parks Operations staff have completed roughly 50% of concrete pad installations. Project completion anticipated by end of Q4. Nov 14/23: Garbage receptacles received. Concrete slabs completed. Operations staff to start installing units once locking mechanisms are received.	\$1,746	A, B, D, E, F	A, B, D, E, F										
650		Community Parks - Coopers Green Boat Ramp Repairs (Minor Capital Repairs)	Mar 22 update: Concrete repairs at Coopers Green Park Boat Ramp delayed in 2021 due to staff capacity. Jun 22/23: Staff have confirmed scope of services with land manager, and are currently drafting RFP for procurement by July. Sept 28/23: Engineer procured. Inspection and recommendation report anticipated in early Q4. Nov 14/23: No change from September update.	\$33,963	A, B, D, E, F	B										

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650		Community Parks - Park Site Furniture Replacement (Minor Capital Repairs)	Jun 22/23: PAFR completed for the install of various site fixtures, furniture, and receptacles at multiple parks. Inventory being ordered and operations completing install at all locations throughout late Q2-Q3. Currently, there is a supply chain delay of approximately three months. Sept 28/23: Procurement process to purchase 6-7 pre-cast picnic tables underway. Will be installed in various parks that have empty concrete slabs. Nov 14/23: RFP for picnic tables closed. Evaluation process to begin for contract award.	\$810	A, B, D, E, F	B											
650		Community Parks - District Lot 1313 Nominal Rent Tenure (NRT) Application	Considerations for the application include the development of a parks management plan, Nation and community engagement, and related fees. Apr 27/23: Staff have reviewed provincial tenure applications information, and have notified Communications of the upcoming need for public engagement. Currently drafting notice of intent and request for recommendations, to be submitted to Skw̓wú7mesh Nation. Jun 22/23: Staff have begun populating administrative information required on provincial NRT application through provincial online portal. Communications and Parks project team set a Q 3 target for initial community engagement sessions. Reaching out to Nation July 2023 to request engagement, clarification of intent for land, as well as a letter of support. Nov 14/23: Project lead assigned and planning initiated. Rights and Titles submission to Squamish Nation. Initial exploratory meeting conducted to understand Squamish Nation's interest in DL 1313. Awaiting formal response.	\$21,500	A, B, D, E, F	Regional											
650		Community Parks - Keats Island Trail Erosion Mitigation (Rosemary Lane) (0.033 FTE)	Instability of the slope adjacent to the trail leading down to Wreck Beach (Keats Island). Associated costs include altering and adjusting the slope, erosion control blanket, ditching, and revegetation. Apr 27/23: Scope of work finalized. Communication has occurred with Skw̓wú7mesh Nation. Permit for works under development. Jun 22/23: Archaeological permitting complete and submitted. Staff awaiting response from Nation. Draft RFP in development. Sept 28/23: Communicating with adjacent private property. Acquiring archeological permitting currently underway for Squamish, Musqueam, and Tsleil-Waututh Nations (anticipate completion of PFR by late October). Recommendations from the geotech report has been included within RFP for engineering works and is currently being reviewed. Nov 14/23: No change from September update. Continue to progress with planning.	\$56,250	A, B, D, E, F	F Islands											
650		Community Parks - Sunshine Coast Sports Fields Strategy	SCRD, ToG, DoS, SNGD, SD46. The intent of a joint sports field strategy would be to provide a long-term vision for the provision of field sport amenities on the Sunshine Coast, including guiding relationships with community groups, supporting effective programming decisions, and addressing the sustainability of field assets. Jun 22/23: Staff organizing inter-jurisdictional kick-off meeting for summer 2023. Next steps are to establish rules of engagement through a project partnership MOU to determine partnerships for finances, procurement, and roles of each participating party. Draft Project Charter also in development May 2023. Sept 28/23: Delayed due to changes in staffing. Nov 14/23: Delayed due to changes in staffing. Project participations (DoS, sNGD, SD) ready for an anticipate kickoff in Q1 2024. ToG interested in participating but not able to financially contribute.	\$18,800	A, B, D, E, F	Regional											
650		Community Parks - Vinebrook Bridge Replacement	Nov 14/23: Delayed due to staff capacity. Estimated RFP draft to be completed by year end.	\$61,920	A, B, D, E, F	A											
650		Community Parks - Katherine Lake Water System Replacements	Nov 14/23: Not started due to staff capacity. Once back to full staffing compliment, the project will start.	\$15,000	A, B, D, E, F	A											
650		Community Parks - Coopers Green Park - Hall and Parking Design Plans	Intent is to review parking and site circulation and provide recommendations for improvements. Mar 22: desk top study currently underway but not complete. Anticipate an update in Q2. Nov 24/22: On hold until site for Hall is confirmed. Apr 27/23: No change. Jun 22/23: Project on hold. Sept 28/23: Project on hold. Nov 14/23: Project on hold, but will commence alongside of the park enhancement project.	\$40,389	A, B, D, E, F	B											
650		Community Parks - Coopers Green Park Enhancements	Nov 14/23: Project lead assigned. Planning not yet initiated.	\$633,238	A, B, D, E, F	B											

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650		Community Parks - Halfmoon Bay Community Hall (Coopers Green Hall Replacement / Upgrade (Other)	Sept 28/23: revised hall budget (at Connor Park) approved in July 2023. Community events hosted throughout the summer. Site survey complete. Preliminary geotechnical complete. Review with shishahh Nation shows no known archeological sites. Staff to staff discussions with SD46 and MOTI (no noted concerns). Pre-Design planning underway, update report to Board anticipated in October. Nov 14/23: Pre-Design report presented to Board and site chosen. Moving forward with procurement process to progress to detail design and construction as per the October EAS staff report.	\$3,356,594	A, B, D, E, F	B										
650	M	Community Parks - Inspections for Parks Engineered Structures and Reserve Contribution	The Regional District owns and maintains within the Parks division 43 structural bridges, 15 retaining walls, and 2 boat ramps. Currently the Parks staff completes annual inspections (visual only). As these items are engineered structural items, a detailed structural inspection that examines the internal condition of various components and subsequent reporting is required to be completed by qualified engineers every 5 years as per provincial policy (last inspections completed in 2016-2017). A bridge is classified as a permanent structure even though it may have untreated timber (non-permanent) components. Having the inspection reports will guide the SCRD in minor maintenance which will prolong the assets service life. Each of the structures varies in size, material, and inspection needs. The project scope includes retaining an Engineer to inspect the structures inventoried by the SCRD and to submit a corresponding report that includes current condition, load rating, maintenance required, end of life estimate, and replacement cost.		A, B, D, E, F	Regional	Safety / Env	n/a	\$75,000	1	1-Taxation	2025 and Ongoing \$12,500 contribution to Reserves				\$ 75,000
650		Community Parks - Cliff Gilker Sports Field Recovery (0.14 FTE)	Poor turf quality, extreme drought, an inability to adequately irrigate due to extended water restrictions, as well as excessive use/traff wear has resulted in turf failure on Cliff Gilker sports field. This project will initiate an enhanced turf recovery program to improve the long-term health and resiliency of Cliff Gilker turf and reopen the field for public use in the fall of 2024. This project is in response to the May 18th EAS Committee adopting the recommendation that Cliff Gilker Field be closed until the fall of 2024 and "for staff to submit budget proposals for a turf recovery program as well as hooking up the irrigation system to the onsite well, for the Boards consideration during 2024 budget deliberations." (132/23)		A, B, D, E, F	D	Business Continuity	1	\$27,000	1	1-Taxation		0.14	376/23 No. 56	0.14	\$ 27,000
650	CCBF	Community Parks - Cliff Gilker Sports Field Irrigation System	To ensure the long-term health and resilience of Cliff Gilker sports field turf and protect potable water supply for public consumption, there is a need to explore/develop a reliable non potable water supply for field irrigation. This project is result of EAS committee resolution 132/23 that directed staff to "submit a budget proposal for a turf recovery program as well as hooking up the irrigation system to an onsite well, for the Boards consideration during the 2024 budget deliberation." The project will involve engaging professionals to conduct the necessary investigation and testing, initiate proper licensing and permitting, procurement and installation of required irrigation infrastructure.		A, B, D, E, F	D	Business Continuity	2	\$195,000	5	5-Other (Debt, Grant, Fees, etc.)	Canada Community - Building Fund	0.04	376/23 No. 56	0.04	\$ 195,000
650	R2	Community Parks - Parks Facilities Booking Technician (0.70 FTE)	This request is to support the permanent budget lift of 0.7 FTE to support Parks Services through facility bookings and special event planning support. The 'facility booking' function includes ongoing communications with volunteers, user groups, coordination of schedules, facility allocation meetings and special requirements related to bookings, seasonal booking applications, processing permits, pass sales (Dakota Ridge), maintaining up-to-date records management with accurate rental permit correspondence and records, collection of rental fees, and all processes related to these functions in the facility management software. Over the 2-year pilot program, the Facilities Booking technician role has established a service level that has created efficiencies in coordination of bookings for all parks service facilities, implemented process and procedural improvements, provided consistent staff coverage resulting in improved response time, customer relationships, and positive feedback regarding the booking process experience.		A, B, D, E, F	Regional	Business Continuity	3	\$21,700	1	1-Taxation	2024 - \$21,700 (0.23 FTE prorated) / 2025 - \$68,500 (0.70 FTE)	0.70			

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650	R2	Community Parks - Parks Service Review	This project involves an independent review of the Parks Services Function. Parks Services currently operates and maintain over 1,500 hectares of parkland with over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails, along with other parks infrastructure such as benches, tables, bridges, garbage receptacles and permanent washroom facilities. Services are delivered through a combination of direct service delivery, contracted services, and volunteer contributions through community partnerships. The delivery of these services has been challenging over the last several years due to a combination of factors including, the impacts of climate change, increased expectations from the community, community growth, aging infrastructure, decades of insufficient asset management, increasing regulatory requirements (i.e., archeology, environmental) and rising costs. While the staffing compliment has increased over the past three years, the backlog of regular operational tasks, repair and maintenance of assets, as well as capital projects continues to grow. Clearly defined operational service levels are required. Defined service levels would inform the necessary operational resourcing and help to manage expectations.		A, B, D, E, F	Regional	Strategic Plan	4	\$35,000	1	1-Taxation	Recommending deferral to 2025				
650		Community Parks - Contract Increases (Base Budget Increase)	Parks Services holds numerous multiyear service agreements with vendors and service providers for the provision of goods, products, and contracted work related to delivery of parks services. Two of these service agreements are up for renewal in 2024 and it is anticipated that the cost of providing the goods, services, and/or contracted work will increase and exceed current base budget allocations. A base operating budget lift will help to maintain existing service levels and avoid service interruptions due to an anticipated contract increase as well as avoid mid-year financial plan amendments.		A, B, D, E, F	Regional	Business Continuity	5	\$3,300	1	1-Taxation	Base Budget Increase		376/23 No. 57		\$ 3,300
665		Bicycle and Walking Paths - Lower Road Retaining Wall Repair Resolution #079/21 from March 11, 2021	Engineered mitigation of a retaining wall adjacent to a bike lane. Sep 22: Conceptual design supported by Fortis, and new cost estimate received which exceeds approved budget. 2023 budget proposal being prepared. Apr 27/23: Currently awaiting MoTI approval of design plans. RFP is being drafted for early Q2. Jun 22/23: PAFR being scheduled in June 2023. Permit for works application submitted to Nation. Staff awaiting MoTI engineers to review and provide feedback on conceptual designs for repairs. Sept 28/23: Met with MOTI in August and early September. MOTI may conduct a culvert review, as an undersized culvert may be contributing to the soil instability. MOTI suggests a temporary measure vs complete replacement of the retaining wall, until culvert review is completed. Plan of action to be confirmed in September. Moving forward with PAFR. Nov 14/23: MOTI will conduct a culvert review over the next year. MoTI and SCRCD discussed possibility of a temporary measure until culvert study is complete. MOTI provided design requirements. SCRCD working with engineer to explore temporary design and costing. Once drafted, temporary design will be presented for MoTI and Fortis for approval prior to construction commencement.	\$584,183	B, D, E, F	D										
665		Bicycle and Walking Paths - Highway 101 Fencing Removal and Signage	Nov 14/23: Project planning initiated. Scope and requirements being discussed with MoTI and Squamish Nation.	\$24,504	B, D, E, F	F										
665		Bicycle and Walking Paths - Connect the Coast Feasibility Study Phase 1	Trac is proposing to conduct a feasibility study for the priority segments of the Connect the Coast report, of which two segments are located within Area E. The study will assess the technical feasibility of constructing the proposed segments, conduct conceptual and detailed design work, obtain cost estimates and engage with stakeholders. Trac indicated they would be actively pursuing grants throughout the coming year, in particular, the Green Municipal Funding grant (Transportation networks and community grant). If the application is successful, the GMF grant requires a contribution from municipal partners of 10% of the project costs.		B, D, E, F	E	Discretionary	1	\$35,000	4	4-Reserves	Operating		376/23 No. 58		\$ 35,000

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670		Regional Recreation Programs - Reduce Taxation	In the past, community leisure programming has been delivered by recreation using school facilities. School facilities are available for SCRD led programming under the provisions of the Joint Use Agreement. The community has identified a need for programming in the following areas: adult and children cooking classes, children sport programs, and adult sport leagues. The proposal supports the following programming service level: • Fall 2024: delivery of 7 programs (programs may vary in length from one-day camps to multi-week sessions) • 2025: programming from January-December (excluding summer months). Delivery of 15 programs.		All	Regional	Discretionary	1	-\$5,900	1	1-Taxation		376/23 No. 59		-\$	9,700
680		Dakota Ridge Recreation Service Area - One-Time Minor Capital - Upgrades and Renewal (Low Cost, High Value)	One-time minor capital expenses for Dakota Ridge priorities. Grooming drag attachment purchased and received. Wood stove and chimney replaced. Nov 14/23: Signage purchased and will be ready for season opening. Working with finance to determine what potential projects could qualify for the balance of this minor capital funding.	\$6,999	A, B, D, E, F	D										
114 / 310 / 312 / 365 / 366 / 370 / 650		Various Functions - Corporate Electric Vehicle (EV) Charging Stations (Phase 2) (Strategic Goal)	Phase 2 involves: • electrical system assessments of Mason Road and Field Road sites; • electrical system upgrades of the Field Road site which could involve a new subpanel on the IT building with conduit from the main electrical room or separating the Search and Rescue (SAR) building from the Field Road building. Discussions started for greater integration with other Field Rd and Mason Rd planning and retrofit work. Nov 14/23: Focus to be on Field Rd to meet immediate needs and pending clarity on Mason Rd Site Plan. Electrical Engineer being hired for design work.	\$49,613	All	Sechelt / Gibsons										
310 / 312 / 370 / 650		Various - Mason Rd Lease Renewal and Site Plan Implementation (0.20 FTE Temporary Project Manager) (Business Continuity)	Negotiation of the lease renewal at Mason Yards with Crown and First Nations as well as expansion options, likely Transit service expansion. Proposal for an internal staff member for project management (including contract management and coordination internally and with other agencies) and procuring a consultant to support the implementation of the initiative. Request to renew current lease for Mason Yards submitted to province in 2022. Working in partnership with BCT for a Mason Yard Expansion study. Analysis of space needs for Transit, Fleet, Utilities and Parks completed 10 and 20 year projections. Sept 28/23: Final report anticipated Q4 2023. Nov 14/23: No change from September update.	\$29,966	All	Sechelt										
310 / 615	M	Transit Services / Recreation Facilities Services - Enhanced Sick Leave Provisions (Base Budget Increase)	Effective in 2022, the Government of Canada introduced new Employment Standards Act Legislation that now includes a mandatory sick leave entitlement of up to 5 calendar days to be provided to all newly hired staff following 90 days of employment, and casual staff on an annual basis. This change to the Legislation has resulted in more sick leave usage, which is now also compensated (up to 5 calendar days), thus requiring the SCRD to pay additional costs that are not within existing operating budgets. This request is for an ongoing base budget lift for this new expense. These increases to salaries and wages annually need to be captured moving forward so as to remain within the allocated Benefits allocation.		Various	Regional	Regulatory	n/a	\$25,000	1	1-Taxation	Base Budget Increase				\$ 25,000
313 / 114 / 210 / 212 / 352 / 613	M	Various Functions (Building Maintenance Related) - Service Level Increase Snow Removal and Ice Control	As per the October 12, 2023 Committee of the Whole Staff Report, Snow Removal and Ice Control Equipment, over the past few years procurement of contractors to provide this service has become increasingly difficult and was unsuccessful for the 2023 – 2024 season. Due to the inability to secure a contractor for the upcoming fall and winter season, snow removal and ice control services will need to be provided through internal resources. The equipment to provide this service was approved by the Board on October 12, 2023 and the ongoing costs include materials and additional staff resources (1.0 FTE plus shift premiums and overtime allowances).		Various	Various	Safety / Env	n/a	\$169,225	5	5-Other (Debt, Grant, Fees, etc.)	Support Services, Taxation, Internal Recoveries / includes 1.0 FTE at \$94,775 not prorated	1.00		1.00	\$ 169,225
350 / 615	M	Regional Solid Waste / Recreation Facilities Services - First Aid Premiums	Level one first aid attendants are required at GACC, SCA, SAC, Sechelt Landfill and Pender Harbour Transfer station to comply with Worksafe BC requirements.		Various	Regional	Regulatory	n/a	\$27,600	1	1-Taxation	Base Budget Increase				\$ 27,600

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400 / 650		Community Parks and Cemeteries - Solid Waste Bylaw Implementation (0.03 FTE)	A revised Solid Waste Bylaw was adopted that provided thresholds for the percentage of food waste and food soiled papers permitted in landfill waste disposal effective Nov 1/22. This project provides for the capital investment required to replace and/or add new waste receptacles throughout the various parks and cemetery to align with the bylaw and provide for the separation of waste and compostable materials where appropriate. Sept 28/23: Project underway, approximately 60% of concrete slabs have been installed. Receptacles still delayed. Archeological assessments pending for some locations. Communication / public education plan development in progress (designing receptacle stickers and public awareness ad). Plan is to complete in Q4. Nov 14/23: Ongoing delays with delivery of new bear proof receptacles. Installation will be prioritized once delivery date is known. Receptacle stickers are nearing completion for design. Discussions continue around community education / communication plan.	\$53,196	All	Regional										
614 / 625 / 650 / 680	R2	Various Functions - Recreation Software Implementation	The SCRCD contracts with a service provider for the software system that manages business transactions including: customer database, facility rentals, admission/pass sales, point of sales, program registration and reporting/analysis/financial accounting. Parks Services and Dakota Ridge also utilize this software for facility rentals and pass sales. To align with the SCRCD procurement policy and Trade requirements, an RFP was released in September. The scope of services was developed to align with business needs and to address known gaps in functionality, reporting, data analysis, etc. A new software provider was the successful proponent. Implementation and transition to a new software system will be a significant undertaking and is anticipated to take up to 12 months. This proposal considers the following transition and implementation costs: • One-time costs for project implementation support provided by the vendor (\$62,750) • One-time staff project implementation support and development of operational procedures for new software, as well as support from IT and Finance (\$70,775) • Staff training and change management, as well as new hardware, communications and public promotion (\$41,000) Migration to new software is a service level decision.. If this budget proposal is not supported, the current software can be retained for an additional 3 years (2025-2027) and would result in the need for staff to repeat the procurement process 2026 and bring forward a budget proposal for 2027.		Various	Regional	Business Continuity	1	\$174,525	1	1-Taxation	[615] - 93% \$162,309, [625] - 4% \$6,981, [650] - 2% \$3,490, and [680] - 1% \$1,745 - new staff 2024 0.57 FTE and 2025 0.08 FTE	0.65			
SUBTOTAL CS				\$ 14,511,882.80					\$ 2,341,025.00				8.28	1.18	\$ 1,219,325	
PLANNING AND DEVELOPMENT																
136		Regional Sustainability Services - Community Climate Plan Development (Strategic Goal)	Development of community climate plan, including BARC membership (building adaptive and resilient communities), public participation and summer student (0.33 FTE). Masters student completed co-op placement. Adaptation Community Project Team completed initial adaptation objectives and umbrella actions. Focus groups and targeted interviews started. Discussion paper and questionnaire completed for November public engagement. Oct 2022: Engagement focus groups and interviews continues and completing preparations for November public engagement launch. Draft planned for presentation in Q2. Sept 2023: Draft CCAP presented and referred to strategic planning. Nov 2023: Updating draft with evolving field and draft Strategic Plan.	\$18,928	All	Regional										
136		Regional Sustainability Services - Community Emergency Preparedness Fund Disaster Risk Reduction - Climate Adaptation: Coastal Flooding Project	AND THAT the Sunshine Coast Regional District (SCRCD) supports the project application to the UBCM Disaster Risk Reduction – Climate Adaptation Program for development of a Coastal Flood Mapping for the SCRCD and agrees to provide overall grant management; Sept 2023: RFP completed and inter-governmental project team created. Nov 2023: RFP to market	\$510,000	All	Regional										
200		Bylaw Enforcement Action	In progress	\$35,000	Regional	Regional										
210		Gibsons and District Fire Protection - Wildfire Preparedness Gear and Equipment (Low Cost, High Value)	Wildland gear for volunteer firefighters - specialized wildland coveralls and equipment. This project has started and is expected to conclude in Q4 2023 90% of the equipment has arrived, 10% still required to be ordered.	\$4,775	E, F and ToG	E, F and ToG										
210		Gibsons and District Fire Protection - Capital Renewal Projects (Business Continuity)	Hall #1 - Lighting interior and exterior, Emergency Alarm, Gear Washing Machine, Vehicle, Ford Explorer and Hall #2 Transformer, Control Panel. Ford Explorer complete. Lighting nearly complete. Alarm and Gear washing next projects to work on.	\$104,892	E, F and ToG	E, F and ToG										
210		Gibsons and District Volunteer Fire Department - Emergency Generator (MANDATORY - Safety)	Backup power generation for both fire halls. Q1 2022 examining grant opportunities, synergy with other electrical projects. Meeting with solar association to determine energy requirements / solar feasibility Q3 2022. Investigating portable generator option.	\$150,000	E, F and ToG	E, F and ToG										

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210	R2	Gibsons and District Fire Protection - Assistant Fire Chief - Prevention and Safety (1.0 FTE)	With a full complement of 40 volunteer firefighters and five support staff, increased call volume and climate change challenges, a full time Assistant Fire Chief – Prevention is required to support the Gibsons and District Volunteer Fire Department.		Gibsons, E and F	Gibsons, E and F	Business Continuity	1	\$72,056	1	1-Taxation	Prorated for 2024 0.5 FTE and for 2025 - dependent on resourcing study	1.00			
210		Gibsons and District Fire Protection - Command Vehicle Budget Increase	With a full complement of five fire apparatus and three support vehicles, increased call volume and climate change challenges, a replacement command vehicle is required to support the Gibsons and District Volunteer Fire Department. The current vehicle is a 2004 Ford E350 and is due for replacement per capital plan. Proposed to replace with a ¾ ton pickup, complete with emergency lighting and canopy to better meet current service requirements. Service level enhancement: to increase ability to tow hazardous materials or structure protection trailers, ability to transport equipment, ability to travel on back roads, ability to travel in snow, addition of lighting and siren for emergency response.		Gibsons, E and F	Gibsons, E and F	Business Continuity	2	\$64,800	4	4-Reserves	Operating		376/23 No. 60		\$ 64,800
210		Gibsons and District Fire Protection - Base Budget Increase	Base budget increase request to assist with inflationary increases for fuel, equipment, call volume and training requirements. Increases requested for: travel, catering, clothing (turnout gear), fuel, equipment and supplies.		Gibsons, E and F	Gibsons, E and F	Business Continuity	3	\$50,000	1	1-Taxation	Base Budget		376/23 No. 61		\$ 50,000
212		Roberts Creek Fire Protection - Wildfire Preparedness Gear and Equipment (Low Cost, High Value)	Expect final shipment end of Q4 2023	\$17,517	D	D										
212		Roberts Creek Fire Protection - Capital Plan Projects (Business Continuity)	Capital plan projects from fire department 20 year capital plan. Ventilation exhaust fan, (Completion Q4). Electrical control panel. Estimate exceeded budget. Capital plan updated. 2024 Budget proposal. Tablets added per CF List	\$16,500	D	D										
212	R2	Roberts Creek Fire Protection - Assistant Fire Chief - Prevention, Training and Safety (0.5 FTE)	Assistant Chief to guide health and safety and add to daytime emergency response. Will assist with fire prevention, public education, training, operational readiness and maintenance and pre-incident planning.		D	D	Business Continuity	1	\$29,395	1	1-Taxation	Prorated for 2024 0.25 FTE and 0.5 FTE for 2025 at \$55,226	0.50			
212		Roberts Creek Fire Protection - Asphalt Repair	Repair sinking asphalt against building foundation. Contingency included if perimeter drain damaged or non-existent.		D	D	Business Continuity	2	\$10,600	4	4-Reserves	Operating		376/23 No. 62		\$ 10,600
212		Roberts Creek Fire Protection - Duty Officer Vehicle	A fleet enhancement of one response/utility vehicle will eliminate the use of personal vehicles for department operations. The new command vehicle will not be received until 2025 and the surplus vehicle from Halfmoon Bay will fill this need until then at a very low cost with high return to XRC.		D	D	Business Continuity	3	\$7,934	1	1-Taxation			376/23 No. 62		\$ 7,934
212		Roberts Creek Fire Protection - Department Uniform	The department uniform will include station wear and jacket. XRC currently has very limited supply of station wear appropriate for events. This project will have a positive effect on our identity and morale.		D	D	Business Continuity	4	\$15,000	4	4-Reserves	Operating		376/23 No. 62		\$ 15,000
212		Roberts Creek Fire Protection - Base Budget Increase	Base budget increase for RCVFD to support operations. Fuel, electricity, travel, catering, supplies, small machinery, and equipment.		D	D	Business Continuity	5	\$27,000	1	1-Taxation	Base Budget		376/23 No. 62		\$ 27,000
216		Halfmoon Bay Fire Protection - Rescue 1 Fire Apparatus Replacement	RFQ to be released Q4 2023.	\$623,200	B	B										
216		Halfmoon Bay Fire Protection - RESCOPED project - Long Range Needs Assessment and Preliminary Design Initiatives for Fire Hall #2 Redevelopment Project (Business-Continuity)	PROJECT Recommendation #26 rescoped to address long range needs assessment and potential alternate sites. Budget process documentation prepped following Board direction.	\$250,000	B	B										
216	R2	Halfmoon Bay Fire Protection - Assistant Fire Chief - Prevention, Training and Safety (0.5 FTE)	Assistant Chief to assist in emergency response, fire prevention, public education, training, OH&S, equipment preparation, maintenance, and pre-incident planning.		B	B	Business Continuity	1	\$28,801	1	1-Taxation	Prorated for 2024 0.25 FTE and 0.5 FTE for 2025 at \$54,632	0.50			
216		Halfmoon Bay Fire Protection - Base Budget Increase	Base budget increase for HMBVFD to support operations. Fuel, electricity, travel, catering, supplies, small machinery, and equipment.		B	B	Business Continuity	2	\$20,000	1	1-Taxation			376/23 No. 63		\$ 20,000
220		Emergency Telephone 911 - Chapman Creek Radio Tower (MANDATORY - Asset Failure)	RFP for tower construction has been developed. Geotech report is complete. Development Permit processed. RFP issued. Project award expected Q4 2022. Continuing to try to find a contractor. Contract has been awarded with construction expected to commence in Q4 2023, or Q1 2024.	\$467,635	All	Sechelt										
220		Emergency Telephone 911 - Radio Tower Capital Project Consulting Services (Business Continuity)	Waiting for authorization agreement to be signed. Ongoing work by Planetworks Consulting. Agreement signed.	\$56,291	All	Regional										
220		Emergency Telephone 911 - 911 Emergency Communications Equipment Upgrade (Business Continuity)	Signal Testing started. Agreement with Telus to be signed. Roberts Creek project is complete. More upgrades to follow on various other towers. Two locations are being considered on Vancouver island as potential sites for back-up communication.	\$68,317	All	Regional										
220		Emergency Telephone 9-1-1 - Base Budget Increase	As part of maintaining service level for the 911 system, there are additional, ongoing fees and charges associated with the operation and necessary redundancy of the 911 equipment.		All	Regional	Board Directive	1	\$44,750	1	1-Taxation			376/23 No. 64		\$ 44,750

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220	R2	Emergency Telephone 9-1-1 - Next Generation 9-1-1	SCRD (and all Sunshine Coast local governments) have been provided grants to support data preparation, legal costs associated with data agreements, training and education related to the implementation of next generation (NG) 911 service. The change to this service is mandated by CRTC. Intergovernmental dialogue on needs, collaboration opportunities and potential cost sharing is underway. Local governments are seeking additional information from senior governments and agencies on specific requirements and timing for these requirements. This proposal has the effect of incorporating grant funds into the budget and establishing a project that can be initiated, likely collaboratively/regionally, once more information is available.		All	Regional	Business Continuity	2	\$45,000	5	5-Other (Debt, Grant, Fees, etc.)	Grant				
222		Sunshine Coast Emergency Planning - Contracted Services for Statutory, Regulatory and Bylaw Review	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work includes assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties. RFP has been issued.	\$20,000	All	Regional										
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. RFP is being developed, RFP issued. Award subject to budget confirmation in Q3 2023. Contract has been awarded with work to begin early in Q4 of 2023.	\$58,000	All	Regional										
222		Sunshine Coast Emergency Planning - Extreme Heat Planning Grant	The SCRDC 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 covers the entire cost of the development of the plan. RFP developed, published, closed and proposals evaluated. Vendor selected and Contract signed with work to begin early in Q4 of 2023.	\$70,625	All	Regional										
222		Sunshine Coast Emergency Planning - 2023 Firesmart Community Funding and Supports	FireSmart work is ongoing. Planning for 2024/2025 grant application to maintain program.	\$119,223	All	Regional										
222	R2	Sunshine Coast Emergency Program (SCEP) - Community Evacuation Planning Support (0.2 FTE)	Funding for a facilitator to develop a community evacuation plan template and to provide workshops for community associations to write their community evacuation plan, from a local knowledge perspective.		All	Regional	Board Directive	1	\$62,500	1	1-Taxation	3 Year Contract				
222		Sunshine Coast Emergency Program (SCEP) - Neighbourhood Emergency Preparedness Financial Support (Pilot Project)	Grant opportunity for registered community and neighbourhood organizations to apply for funding to improve neighbourhood emergency preparedness and resiliency. Suggested to run first year as a "Pilot".		All	Regional	Board Directive	2	\$10,000	1	1-Taxation		376/23 No. 66		\$	10,000
222	R2	Sunshine Coast Emergency Program (SCEP) - Emergency Support Services (ESS) Director Staffing Increase (0.1 FTE Increase)	ESS Director – staffing increase from 0.1 FTE to 0.2 FTE		All	Regional	Business Continuity	3	\$7,937	1	1-Taxation	Increase existing ESS position to 0.2 FTE	0.10			
222	R2	Sunshine Coast Emergency Program (SCEP) - Emergency Management Technician (1.0 FTE)	The Sunshine Coast Emergency Program requires expanded administrative support to assist with updating EOC standard operating procedures, stakeholder emergency plans and contact information, current out dated templates, community out reach material and EOC documentation, procedures and filing. Maintain the EOC equipment and processes in a state of readiness.		All	Regional	Business Continuity	4	\$46,239	1	1-Taxation	Prorated 0.5 FTE for 2024 / 2025 - \$96,177 (1.0 FTE)	1.00			
222	R2	Sunshine Coast Emergency Program (SCEP) - SCEP After Hours Program Contact	This proposal would address the service need for an all-hours contact point for emergency alerts, warnings and program activations. Select exempt fire department and other staff would be trained as Level 1 EOC Directors and be scheduled as a contact point outside of business hours. A combination of backfill/substitution pay the "additional duties" provision in the Exempt Employment Bylaw and existing flexible schedule provisions will be used. Includes modest incremental telecommunication and training costs. This strategy responds to the increased demand on emergency program staff in recent years and the analysis presented to the SCRDC Board in summer 2023. This approach will build bench strength and has succession planning benefits.		All	Regional	Business Continuity	5	\$20,000	1	1-Taxation	Base Budget				

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222	NEW	Sunshine Coast Emergency Program (SCEP) - Emergency and Disaster Management Act - Indigenous Engagement Requirements	The Indigenous Engagement Requirements (IER) Funding Program will provide SCRD with up to \$48,000 of provincial funding for the implementation of the Indigenous Engagement Requirements within the Emergency and Disaster Management Act (EDMA). This funding will assist First Nations and local authorities to engage in activities related to capacity needs, relationship-building and collaboration. Some of these activities are requirements set in legislation. SCRD received a contribution agreement on January 15, 2024. Work done using this funding must be completed by March 31, 2025. Staff will analyze the current SCEP workplan and engage with municipal and First Nations partners to prepare an action plan, which will be presented to the Board. Staff recommend that the delegated authorities sign the contribution agreement to accept this funding.		All	Regional	Business Continuity	6	\$48,000	5-Other (Debt, Grant, Fees, etc.)	Provincial Capacity Funding					
290		Animal Control - Vehicle Replacement	Purchase of a new bylaw vehicle, preferably a four wheel drive hybrid or electric pick-up truck with a canopy to replace current Ford Escape. The current vehicle is not practical for apprehending dogs as the catchpole cannot remain on the dog in the vehicle, there is no hygienic barrier between the dog and the BEO, and the cleaning of urine, feces and vomit is difficult.		A, B, D, E, F, sNGD	A, B, D, E, F, sNGD	Business Continuity	1	\$100,000	4-Reserves	Capital \$58,000 and Operating \$42,000		376/23 No. 69		\$	42,000
500		Regional Planning Services - Regional Housing Coordinator (Year 1 and 2)	Continuation of this contracted role to enable further progress on housing action plan. Involves extensive intergovernmental and community coordination. Contract in place, work continuing.	\$32,417	A, B, D, E, F	B, D, E, F										
500		Regional Planning - Mt. Elphinstone Watershed Strategy	Based on further dialogue with partners including Town of Gibsons and MoTI related to the R1 proposal for a hydrology study of Mt. Elphinstone, this revised proposal would see SCRD convene a summit-style planning exercise that includes all governments, First Nations and agencies responsible for land management in the south Mt. Elphinstone watershed as a first step. NGOs with watershed management expertise could also play a role. The overall objective would be to improve watershed management to support ecological function / integrity and protect infrastructure and private property. SCRD's interests relate to emergency preparedness, aquifer protection, utility infrastructure and the land use / other bylaws that support these things. Project scope / plan drafted for review with prospective partners. Project paused based on coordinated decision / request with Town of Gibsons. To be reinitiated late Q4/early 2024.	\$10,000	All	Regional										
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	Discretionary	2	\$81,617	5-Other (Debt, Grant, Fees, etc.)	Grant generated by Municipal Regional Destination Tax		376/23 No. 71		\$	81,617
504		Rural Planning Services - Planning Enhancement - including additional funding (Business Continuity)	The Development Approvals Process Review (DAPR) project under Planning Enhancement Project 1 (PEP1) has been successfully run with a report back to the Board in early Q3 of this year. The Board accepted the findings of the report and endorse it to inform Budget 2024, with approximately \$29,000 remaining in the grant-funded budget, UBCM has provided an extension to SCRD until March 15, 2024. Staff are working to do further consulting work with the remaining funds (Contract amendment endorsed by Board in July Report) and are currently devising a plan to investigate medium-term solutions to improving the Subdivision application process, which is jointly held with MOTI. Annual investment in operating budget to support OCP renewal / harmonization, zoning bylaw alignment to OCPs, technical studies, while protecting (or enhancing) development processing and customer service levels. Proposed to be ongoing. Grants can offset taxation the following year. Position posted. Recruitment completed and detailed project design phase initiated. RFP and final Project Execution Plan Q4, 2023. Staff wages have begun being withdrawn from this project budget.	\$230,000	A, B, D, E, F	Regional										

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504	R2	Rural Planning - Planning Services Technical Review Baseline Staff Position (1.0 FTE and Contract Support)	<p>SCRD Planning and Development services have seen record demand in recent years, with staffing levels being insufficient to cope. Development applications have reached record high volumes and long-range planning documents have become outdated.</p> <p>SCRD's Development Approvals Review Process (DAPR) recently concluded, and the final report was endorsed to guide planning enhancements through consideration of the 2024 budget process and beyond.</p> <p>Through this report, a minimum of 2 new full-time equivalent (FTE) positions were recommended for the 2024 budget year, being a planning technician and an environmental planner to ensure baseline planning services can be supported.</p> <p>A Planning Technician 3 would serve as a planning services supervisor to provide additional processing capacity and oversee and enhance inquiry services.</p> <p>The Environmental Planner (contracted resource) is identified as necessary to provide sufficient professional capacity in the review of applications and creation of policies related to environmental protection.</p> <p>Through the DAPR review, shishálh Nation also requested that SCRDR consider creating this position to support a variety of intergovernmental needs that support reconciliation and environmental protection. As DAPR implementation work continues to evolve it is anticipated that the need for other new positions will be identified.</p>		A, B, D, E, F	A, B, D, E, F	Board Directive	1	\$111,626	2	2-User Fees	Planning Tech 3 prorated to 0.75 FTE \$74,126 - 2024 and 2025 - \$102,799 and Contract support prorated \$37,500 for 2024 and 2025 \$50,000	1.0			
504	R2	Rural Planning - Planning Enhancement Project 2 - Staff Position (1.0 FTE)	<p>The recent Development Approvals Process Review (DAPR) report found this framework to be outdated and recommends updating. Required updates align with SCRDR's Planning Enhancement Project 2 (PEP2), also known as OCP Renewal. PEP2 is designed to achieve the significant planning policy framework overhaul required to action this key DAPR recommendation.</p> <p>PEP2 is further aligned with new provincial legislation that has mandatory obligations for local governments in support of proposed remedies to tackle the province-wide housing shortages. The province is requiring that local governments expand the scope of Housing Needs Reports and update Official Community Plans every 5 years, ensuring that zoning bylaws match housing needs and OCPs. These and other pending legislative changes, such as those related to financing of service expansion related to growth are anticipated to further impact demand for SCRDR long-range planning and need to be considered as part of PEP2. The province has provided SCRDR with \$174,383 in capacity funding ("Local Government Housing Initiatives program") to undertake regulatory updates, of which this GIS work is, in part, one component. Through project initiation, Planning and GIS staff reviewed PEP2 scope and determined it will require some of the most significant demand on mapping services ever incurred in a single planning project and is not sufficiently resourced in the approved budget. This work impacts several other bylaws affiliated with land use and development, requiring studies and work to update or replace virtually every planning bylaw map; a process that requires significant in-house and consultant resources. The development of bylaw maps, particularly those forming bylaw schedules, is a critical, time-consuming process required to ensure appropriate accuracy and legal standards. The nature of this mapping requires both internal and consultant-led components of mapping. Consultant work is more expensive and intended to provide specialized GIS studies that inform policy change. Internal staff are cheaper and provide internal knowledge, data and support to consultant-led studies and are better suited to complete final detailed</p>		A, B, D, E, F	A, B, D, E, F	Board Directive	2	\$67,852	1	1-Taxation	One Position prorated to 0.75 FTE for 2024 (\$25,000 from Local Government Housing Initiatives Program and \$42,852 from Taxation) / 2025 (1.0 FTE) - \$94,088 (Taxation)	1.0			

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504	R2	Rural Planning - Development Approvals Process Review Implementation	The final report on SCRCD's Development Approvals Process Review (DAPR) was endorsed to guide enhancement of SCRCD's development approval processes and to be considered as part of the 2024 budget process. The final DAPR report determined that SCRCD's approval processes rely on multiple core technologies which are becoming outdated and not consistently used. Existing technology implementations and process workflows are in many cases no longer aligned with business needs and have in many cases been rendered ineffective. To reconcile existent technology deficits, the report made specific recommendations related to SCRCD's processes and use of Tempest to both enhance use of technology and application tracking. It has been determined that a full re-integration of Tempest will be required to achieve the desired outcome, which will involve a process that investigates all benefits that can be harnessed from the most modern version of Tempest. As part of this work, SCRCD must first document all its current and desired planning-related processes in order to harmonize Tempest capabilities to fully support each planning process. This will be a multi-year project and involve budget requests for at minimum 2024 and 2025. This proposal is for Budget 2024 budget year and involves the first project phase of project initiation and scoping. The project requires the following resources for 2024: 1) Planning and IT staff contracted resources are required to support change management, complete internal review of process mapping and identify technology solutions, and to 2) Funding for a consultant to assist with investigating how tempest functionality can better support planning processes.		A, B, D, E, F	A, B, D, E, F	Board Directive	3	\$75,000	1	1-Taxation					
504	NEW	Rural Planning - Housing Needs Assessment	New legislation enacted by the Province in 2023 (Bills 44, 46, 47) requires local governments to complete updated housing needs assessment reports by December 31, 2024. Staff will undertake to coordinate this work with member municipalities (as was done when the current/prior report was prepared); this funding represents costs for a report only for SCRCD electoral areas. The province has provided SCRCD with \$174,383 in capacity funding ("Local Government Housing Initiatives program") to undertake regulatory updates, of which this Housing Needs Assessment work is one component. Staff will be providing an update report on the financial and workplan implications associated with these legislative changes and which will speak to utilization of unallocated capacity funding.		A, B, D, E, F	A, B, D, E, F	Board Directive	4	\$55,000	5	5-Other (Debt, Grant, Fees, etc.)	Local Government Housing Initiatives Program Capacity Funding				
504	NEW	Rural Planning - Regional Land Evaluation - Housing Potential (formerly proposed as a [500] Regional Planning project)	A Land Use Study is one of the key priorities outlined in the Sunshine Coast Housing Action plan. It will provide the community with an inventory and assessment of all public, institutional, non-profit, faith-based, and community-owned land in the region. The project will focus on electoral area lands, based on updated information that member municipalities have or will be considering separate approaches. Opportunities for inclusion, coordination and cooperation with member municipalities that could add shared value will be explored. Data will be housed on the SCRCD's GIS mapping platform, and will be accessible to local government, housing providers, developers and social service organizations in the community.		A, B, D, E, F	A, B, D, E, F	Discretionary	5	\$35,000	5	5-Other (Debt, Grant, Fees, etc.)	Grant generated by Municipal Regional Destination Tax \$27,656 and Taxation \$7,344				
520		Building Inspection Services - Digital Plan Review Preparedness - Hardware, Software and Training	The submission of digital building permit applications is a goal of the SCRCD Board and the Building Division. In order to succeed a system will need to be in place to digitally review the submitted drawings for compliance with the BC Building Code and applicable Bylaws. By acquiring the hardware, software and training prior to the acceptance of the digital building permit submissions, the Building Division will be prepared to review the digital plans when they are accepted. Privacy Impact Assessment completed. Software purchase / installation initiated with IT.	\$3,448	A, B, D, E, F, sNGD	Regional										
540		Hillside Development Project - Investment Attraction Analysis	SCRCD 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 SCRCD to make effective and coordinated decisions for land use and property disposition opportunities. Planning meetings with SCREDO completed, partnership agreement prepared. Partnership agreement being signed by SCREDO.	\$90,000	All	F										

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540		Hillside Development Project - Headlease Renewal (0.2 FTE)	Hillside water lot headlease from the Province expires December 31, 2023. prepare a renewal application that includes Consultation with First Nations, Preliminary Archaeological Field Reconnaissance (PAFR), updated environmental baseline study, management plan [introduce new operating requirements for SCRD going forward; e.g. spill response and inspection plan]. Temporary (maximum 2-year) staffing lift to support project management. Project manager recruited, started Q2. Preliminary engagement initiated.	\$194,545	All	F											
540		Hillside Development Project - Hillside Culvert Repair	Resolution #358/23 THAT Option 2, remove the culvert and daylight the creek, as presented in the January 12, 2023 staff report is the preferred direction. AND THAT funding of up to \$200,000 from [540] Hillside Industrial Park operating reserves be approved for Hillside Culvert repair/Replacement Project – Option Development. AND THAT the 2023-2027 Financial Plan be amended accordingly; AND FURTHER THAT an update on progress be provided to a future Committee.	\$200,000	All	F											
SUBTOTAL PD				\$ 3,351,314.22					\$ 1,136,107.00				5.10		-	\$ 373,701	
INFRASTRUCTURE SERVICES																	
151		Dream Valley Estates Water System Feasibility	Associated costs for associated assessment and feasibility study for the potential takeover/conversion of Dream Valley Estates Water System	\$30,000	A	A											
350		Regional Solid Waste - Regulatory Reporting for Sechelt Landfill (MANDATORY - Regulatory)	Ministry of Environment reports to be prepared by the SCRD's contracted engineering firm. Design, Operations and Closure Plan Update; Post-closure Operations and Maintenance Plan Update COMPLETE; Geotechnical and Seismic Assessment Update COMPLETE; Environmental Monitoring Plan Update COMPLETE; Hydrogeological Assessment Update (DUE IN 2025); Leachate Management Update (DUE IN 2025); Gas Assessment and Generation Update (DUE IN 2026).	\$20,621	All	Regional											
350		Regional Solid Waste - Pender Harbour Transfer Station Site Improvements - Phase I (Business Continuity)	A site inspection by an engineer in 2021 concluded that significant upgrades are required to this site. Phase 1 will include the urgent upgrades and the design for Phase 2. Phase 1 upgrades in progress and XCG Contract Amended to include design work for 2023 upgrade program. Site layout concept designs reviewed and final design in progress.	\$61,878	All	A											
350		Regional Solid Waste - Power Supply Repair Sechelt Landfill including Interim Operating Costs (MANDATORY - Asset Failure)	The past propane generator used to supplement the solar-based power system for the Sechelt Landfill failed mid-February 2021. The site is currently using two diesel generators on a temporary hook up until BC Hydro is able to connect us with power on their grid. Power is required for the scale, computer and telephone for example. Connection application to BC Hydro grid was submitted on May 9, 2023. On Nov 6/23, BC Hydro came to the site to discuss the design and next steps. Running off generators will likely continue through most of 2024, as not all timelines can be defined, involving other entities (Ministry of Forest Work Permit, response from Telus regarding partial ownership interest)	\$9,637	All	Regional											
350		Regional Solid Waste (Sechelt) - Sechelt Landfill Power System Replacement	Board direction to pursue a direct connection to BC Hydro grid. Application submitted to BC Hydro, awaiting their final quote. On Nov 6/23, BC Hydro came to the site to discuss the design and next steps. Not all timelines can be defined because they involve other entities (Ministry of Forest Work Permit, response from Telus regarding partial ownership interest). Potentially complete in 2024.	\$264,224	All	Sechelt											
350		Regional Solid Waste (Sechelt) - Sechelt Landfill Extending Useful Life	In 2021 SCRD staff identified an opportunity to increase the lifespan of the Sechelt Landfill by 3 to 3.5 years. This project involves the relocation of the contact water pond, which is responsible for managing water that comes in contact with solid waste. To meet construction timelines a budget must be established for all professional fees and construction of the new contact water management system in 2023. Construction must take place in summer 2024; therefore, the budget must be approved 6 months prior to fit within procurement deadlines. Contact water pond detailed design has been completed. The Ministry of Environment and Climate Change has provided a list of requirements for the application. Staff are working through the list.	\$14,598	All	Sechelt											
350		Regional Solid Waste (Pender Harbour) - Pender Harbour Transfer Station Upgrades (Phase 2)	Due to degradation to the infrastructure, beyond the scope of available staffing resources XCG conducted a fulsome site assessment and recommended that a complete redesign and construction is necessary to address the numerous issues. Phase 1 of the proposed action will continue through 2023 and 2024. Some projects defined in Phase 1 made more sense to be included with Phase 2 of the redesign. The purpose of this proposal is to fund the completion of Phase 2 of the Pender Harbour Transfer Station Site upgrades. Design to be completed in 2023 with RFP and construction occurring in 2024.	\$765,000	All	A											

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350		Regional Solid Waste - Sechelt Landfill Stage H+ Closure (MANDATORY - Regulatory)	The Design, Operation and Closure Plan (DOCP) requires that the landfill be progressively closed as it reaches its final height, in areas that will no longer receive waste. Stage H+ represents an area that has reached its fill capacity based on height and now requires closure. Project deferred until Contact Pond relocation options analysis is completed. XCG contract amendment completed to include design work, which will be integrated with the contact pond options. July 2023 DOCP Update shows progressive closure to Stage K that will be budgeted for 2024 construction start in conjunction with Contact Water Pond relocation work.	\$2,500,000	All	Regional											
350		Regional Solid Waste - Solid Waste Management Plan Update (Strategic Goal)	RFP awarded in Jun 2022. Public and Technical Advisory Committee (PTAC) meetings started in Feb 2023. May / 23, Board approved community engagement with community on the Solid Waste Management Plan Update. Engagement Period 1 closed Jun 9/23. PTAC meetings continuing through the fall to identify proposed strategies for the SWMP update.	\$82,002	All	Regional											
350		Regional Solid Waste - Future Waste Disposal Options Analysis Study (Phases 1 and 2) (Business Continuity)	Results of Part 1 and 2 were presented at Jan 20/21 Special ISC meeting. Development of preliminary design, cost estimates and advance the confirmation of the feasibility of a new landfill and transfer station. Scope will depend on findings Phase 1. Results Part 3 were presented at July ISC meeting. RFP for feasibility study for one additional site and second opinion on landfill siting options did not result in securing contractor. Contractor has been awarded. Two reports completed and shared with sNGD. RFP being prepared for feasibility of all options.	\$204,696	All	Regional											
350	R2	Regional Solid Waste - Sechelt Landfill Contact Water Pond Relocation - Construction	In 2021, SCRD staff identified an opportunity to increase the lifespan of the Sechelt Landfill by relocating the contact water pond, which manages stormwater that comes in contact with solid waste. An options analysis and conceptual design were completed in 2023, with detailed design and regulatory approvals in progress. This project is expected to extend the landfill life by approximately four years until mid to late 2030 at less than half the cost of exporting waste for disposal off Coast.		All	Sechelt	Strategic Plan	2	\$520,000	1	1-Taxation	Wage allocation \$20,000					
350	R2	Regional Solid Waste - Sechelt Landfill Site Improvements	Some areas of the Sechelt Landfill drop off area have been identified that require repair or improvement to ensure site safety for staff and the public and to ensure business continuity and regulatory compliance. These improvements include: resurfacing of the scale, the construction of a new propane tank storage, mattress trailer ramp repairs and electric fence maintenance. This budget proposal also allow for the purchase and maintenance of hand held gas-monitors to meet regulatory requirements.		All	Sechelt	Business Continuity	3	\$70,000	1	1-Taxation	\$45,000 in 2025 and \$11,000 Base Budget for testing ongoing from 2025					
350	R2	Regional Solid Waste - Solid Waste Contracts (Base Budget Increase)	Solid Waste Services has over forty contracts that support all our services. Service levels are guided by the Solid Waste Management Plan and Board direction. In some cases, service levels are also dictated by the MOECC, WorkSafe and other regulatory authorities. Staff follow the SCRD procurement policies and issue Requests For Proposals (RFP) or Request For Quote's (RFQ) to obtain contractors and qualified professionals to provide many services. Once a contract expires, we are required to go out to the market to allow fair opportunity for new contractors to bid on the work. This often amounts to an increase in budget needs. This proposal includes all contracts that are expiring in 2024 up to Q2 2025.		All	Regional	Business Continuity	4	\$389,403	1	1-Taxation	Base Budget - \$412,685 in 2025 and \$524,879 in 2026					
350	R2	Regional Solid Waste - Solid Waste Operations Technician (1.0 FTE)	Additional solid waste operations support is required to enable the SCRD to navigate and comply with the solid waste regulatory environment, including staying up to date on increasingly complex safety regulations and best practices, day-to-day operations and maintenance issues, site inspections, and asset management. Currently, these tasks fall to the Superintendent of Solid Waste Operations and the Manager of Solid Waste Services. This position will enable a more efficient division of work at the operational level, providing the Superintendent and Manager with more capacity to focus on future waste disposal, strategic planning, and contract management.		All	Regional	Business Continuity	5	\$65,233	1	1-Taxation	Prorated for 2024 \$60,313 (0.66 FTE) and \$4,920 Base Budget for expenses and \$99,088 wages and expenses (2025)	1.00				

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350	R2	Regional Solid Waste - Sechelt Landfill Internet Connectivity Improvements	Reliable internet access is required to process payments at the Sechelt Landfill, as well as for staff to perform their day-to-day work responsibilities. Currently, internet is provided through three methods: Starlink satellite internet, radio signal internet, and cell service. In part due to physical changes adjacent to the landfill all three connection types are unreliable and do not provide enough bandwidth for guaranteed site operations. Depending on the duration of the internet connectivity interruption and the number of customers waiting, staff will process payments manually, waive payment, or close the entire site. The total financial impact of the internet connectivity issues at the Sechelt Landfill is estimated to be approximately \$7,000 - \$9,000 per year. This estimate does not include staff time spent responding to each outage and the cost of lost productivity by divisional senior staff based at the Sechelt Landfill.		All	Sechelt	Business Continuity	6	\$25,000	4	4-Reserves	Operating				
350	M	Regional Solid Waste - Toxic Waste Insurance Requirements for Landfills	New Requirement through Municipal Insurance Association of British Columbia		All	Regional	Regulatory	n/a	\$70,000	1	1-Taxation					\$ 70,000
352		Regional Solid Waste - Biocover Feasibility Study - Phase 2 (Strategic Goal)	Biocover - a type of final cover applied to landfills designed to oxidize methane emissions into carbon dioxide to reduce greenhouse gas (GHG) emissions. A Phase 1 Feasibility Study was undertaken in 2020 and concluded a biocover would provide economic benefits to the SCRDC, the community, and provide significant GHG emission reductions. In Mar / 21, a budget of \$150,000 to conduct Phase 2 was adopted. Phase 2 will involve a pilot study where a biocover will be added to small portion of the Sechelt Landfill and monitored over a one-year period. Before posting the RFP for Phase 2, staff conducted a review to confirm the availability and approximate cost of identified biocover materials. Staff identified the approved \$150,000 budget is not sufficient to cover both the consulting fees and the materials for the pilot. Justification: The initial budget request did not take the cost of materials into account. Further, consulting fees and material costs have increased. Project completion is not possible with the current approved budget. Additional funding approved through 2023 budget process. RFP to secure professional services to carry out pilot program closed on May 24, 2023. Phase 2 Study to determine the feasibility of utilizing a Biocover during the final closure of the Sechelt Landfill instead of traditional fill as cover. Staff have been working on securing materials for the study. 2023 Budget proposal submitted for additional funding for material costs. RFP closed on May 24 / 23 and awarded to Sperling Hansen. Site grading, baseline monitoring, and material sourcing complete. Biocover installation to start week of Nov 13/23	\$121,407	All	Sechelt										
352	R2	Regional Solid Waste (Sechelt) - Vertical Expansion Sechelt Landfill - Design Phase	The construction of a perimeter berm or wall on the south and west sides of Sechelt Landfill has the potential to provide additional airspace to bury garbage on the south and west slopes of the site. Based on a preliminary analysis it's estimated that this could provide seven years of additional landfill life at the current annual infill rate. The construction of such berm or wall would not extend beyond the current limit of waste (i.e., within the Sechelt Landfill property) and would require an updated provincial permit and need to be included in the Solid Waste Management Plan that is currently being updated. This budget proposal allows for the engineering to refine the concept into preliminary design drawings and costs estimate. This cost estimate will be considered in business case analysis of this option.		All	Sechelt	Strategic Plan	1	\$165,000	4	4-Reserves	Operating Reserves \$100,000 and Taxation \$50,000 (\$15,000 wage allocation)				
352	M	Regional Solid Waste (Sechelt) - Stage K Closure (Previously Stage H) - Additional Funding Required	Additional funding is required to close the northern slope of the Sechelt Landfill. The total cost for closure of the northern slope, including the haul road, is estimated to be \$3.25 million (2023 cost estimate). \$2.5 million is budgeted; an additional \$750,000 is required to complete this work. Progressive closure reduces the amount of contact water (surface water that has come into contact with waste) that needs to be managed on site and spreads the cost of closing the landfill over several years. Work is expected to begin in late 2024, following the relocation of the contact water pond to the northeast corner of the property. Closure of the Sechelt Landfill must be done in accordance with provincial regulations.		All	Sechelt	Regulatory	n/a	\$750,000	4	4-Reserves	Capital				\$ 750,000
355		Refuse Collection - Green Bin Purchase for Curbside Food Waste Collection	The supply of Green Bins used for curbside food waste collection is in need of restocking. Staff are replacing bins at an average of four bins per week and we estimate utilizing 210 bins in 2024. As of September 2023, we have 222 bins. The minimum order quantity from the supplier is 336 and it may take up to eight months to receive bins; therefore, an order will need to be placed in spring 2024 to have enough bins available for residents by the fall of 2024.		B, D, E, F	B, D, E, F	Business Continuity	1	\$27,000	4	4-Reserves	Operating		376/23 No. 33		\$ 27,000

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365		North Pender Harbour Water Service - Water Supply Plan (Strategic Goal)	Water System Modelling will be completed in Q4. This is the first step towards new a SCRD Water Master Plan. A consultant has provided a draft hydraulic model which is under review by staff. An internal two day water hydraulic modeling review with staff is scheduled for mid November.	\$51,870	A and SNGD	A											
365		North Pender Water System - Confined Space Document Review (MANDATORY - Safety)	A qualified professional is required to review and update the SCRD Confined Space Documents. Contract with Pinchin Env Jan / 23 to update the program. Pinchin has completed all site visits. Draft documents were received end of September. Training on the new program took place in mid-October and is scheduled for mid-November.	\$2,500	A and SNGD	A											
365		North Pender Harbour Water Service - Emergency Generator (Other)	The purchase of a generator for the North Pender system that can provide emergency backup energy to operate the Garden Bay Pump Station. The engineering specifications for the purchase and installation of this generator has been combined in a tender with the Garden Bay Feasibility study and will be awarded in May, 2022. Completion of specifications expected in Q4 2022. This engineering will enable a tender to be issued for the purchase and installation of the generator. SCRD has received a final report and expect to begin work on the generator project in Q3, 2023.	\$125,000	A	All											
365		North Pender Harbour Water Service - North Pender Harbour Watermain Replacement (Business Continuity)	Replacement of the existing 100 mm asbestos cement watermain on Panorama Drive with a 200 mm ductile iron water main. This section was selected for replacement as means of improving system reliability and improving fire protection to the more than 70 homes that front Panorama Drive. It has also been subject to several leaks of the past years, resulting in disruption to service and response from SCRD Utilities staff. Due to staffing shortage and permitting issues, project will be initiated late Q4 2023 for tendering. MOTI comments pending on SCRD design and RoW (Watermain depth and path).	\$842,821	A and SNGD	A											
365		North Pender Harbour Water Service - Garden Bay Treatment Plant Improvements (Preliminary / Pre-Design Work)	The North Pender Harbour water system is supplied by Garden Bay Lake. When the weather changes the lake experiences a turnover which increases the turbidity of the water drawn from the lake. The current treatment plant does not have filtration so when turbidity events occur the facility is not capable of treating for it. Additionally, due to the lack of filtration the facility is not capable of removing organics to eliminate the creation of disinfection byproducts (DBPs) which are created when water with elevated organics is chlorinated. The SCRD does not meet the Canadian Drinking Water Quality Guidelines (CDWQG) for turbidity and DBPs at times throughout the year, this has been noted by the VCH Health officer in annual reports. This project is for preliminary engineering and pre-design which may include surveying, legal assessments, desktop conceptual design, improved estimates and/or archaeological and environmental assessments. Not started.	\$200,000	A and SNGD	A											
366		South Pender Harbour Water Service - Public Participation - Water Supply Plan Development (Strategic Goal)	Draft Water Strategy presented to the Board in Q1 2024. Staff developing associated Action Plans.	\$5,595	A	Regional											
366		South Pender Water System - Confined Space Document Review (MANDATORY - Safety)	A qualified professional is required to review and update the SCRD Confined Space Documents. Staff entered into a contract with Pinchin Env in Jan / 23 to updated the program. Pinchin has completed all site visits. Draft documents received end of September. Training on the new program took place in mid-October and is scheduled for mid-November.	\$5,000	A	A											
366		South Pender Harbour Water Service - Water Supply Plan (Strategic Goal)	Water System Modelling will be completed in Q4, 2023. This is the first step towards new a SCRD Water Master Plan. A consultant has provided a draft hydraulic model which is under review by staff. An internal two day water hydraulic modeling review with staff is scheduled for mid November.	\$51,871	A	A											
366		South Pender Harbour Water Service - Treatment Plant Upgrades - Phase 2 (Business Continuity)	Additional funds are required to complete some previously identified upgrades at the South Pender Harbour Water Treatment Plant including online turbidity instrumentation replacement, completion of weir automation and other upgrades that are necessary but not able to be funded utilizing Phase 1 (2020) funding balances. Weir automation paused due to staffing issues. Additional funds were approved as there was not enough funding to complete the weir automation.	\$35,777	A	A											

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366		South Pender Harbour Water Service - McNeil Lake Dam Safety Improvements - Construction (Business Continuity)	WSP Canada Inc., engineering consultant firm, completed a detailed dam safety analysis of the McNeil Lake Dam, which included design work, construction cost estimates and completion of tender ready construction documents for the upgrades to this dam. The cost estimate, due to global increases in construction costs and other inflationary increases resulted in a significant increase compared to the original construction budget for dam safety upgrades for McNeil Lake of \$515,000. WSP has recommended an additional 15% contingency on top of the May /22 budget estimate, which increases the total projected cost to \$592,250, and represents a total project cost increase of \$78,750. Construction RFP was awarded to Jim Dent Construction. Material and equipment procurement proceeding. Construction will begin following completion of Chapman and Edwards work.	\$593,232	A	A											
366		South Pender Harbour Water Service - South Pender Harbour Watermain Replacement (Business Continuity)	Continuation of 2018 work, would replace the existing 150 mm asbestos cement diameter water main with a 200 mm diameter main on Francis Peninsula Road from Pope Road to Rondevue Road. This section was selected for replacement as means of improving system reliability and protection in that portion of the South Pender Water Service Area. Project will be initiated late Q4 2023. Similar to North Pender but less urgent for construction.	\$588,858	A	A											
366		South Pender Harbour Water Service - Dogwood Reservoir: Engineering and Construction (MANDATORY - Asset Failure)	The Dogwood Reservoir is no longer in operation due to having excessive leak rates and a deteriorating structure: project included the modelling analysis of the need of replacement options and/or demolition is required. Analysis of the need of replacement options and/or demolition is required. Depending on the results of the modelling analyses the scope of this project will either temporarily line the existing reservoir or fully demolish and remove the existing structure. Modelling has been awarded and needs to be completed.	\$108,000	A	A											
366		South Pender Harbour Water Service - 2021 Vehicle Purchase #436 (Business Continuity)	Annual replacement of aged vehicle(s); #436 truck is 12 years old, has high mileage and rust is becoming an issue. Replace with truck with similar capabilities. Vehicle ordered, expected delivery in Q4 2023.	\$99,824	A	A											
366		South Pender Harbour Water Service - Water Supply Analyses South Pender	The South Pender water system relies on two main sources for its water supply: McNeill Lake and Harris Lake. Each lake has a water storage license. McNeill Lake is the primary source of water, while Harris Lake serves as a backup supply during periods of low water levels in McNeill Lake. This summer, the South Pender water system faced significant Stage 3 water restrictions due to the inadequate water levels in McNeill Lake to safely meet the system's demands. This project aims to improve the South Pender water sources, McNeill and Harris Lakes, to ensure they can meet the water demand from the system. An engineering firm will be hired for the review and will provide comment on operation and control methods complete with recommended upgrades recommendations for improvements, complete with Class D cost estimates. To assess the lakes' current conditions, an updated bathymetric survey will be necessary, either as part of the assessment or prior to it. The potential for amending the current water license requirements to allow for an increased diversion from McNeill Lake will also be assessed. The best-case scenario would be to complete the review of the existing water sources and receive recommendations by the summer of 2024, with any suggested design and construction work and/or submission of a Water License amendment application ideally to be carried out in the 2025.		A	A	Business Continuity	8	\$85,000	4	4-Reserves	Operating		376/23 No. 42		\$ 85,000	
366	M	South Pender Harbour Water Service - Heater Replacement	The SPHWTP was constructed in 2014 and the infrared heaters in the roof installed as a mechanism for building heating are almost ten years old. Most of the existing heating system has failed or are in poor operating condition, and the current situation presents a risk to the piping (freezing during the colder months), other mechanical and/or treatment related infrastructure and staff comfort. The heaters are located in hard to reach areas that require a arial lift to access, this presents a risk of having a heavy piece of equipment on top of the clear well which is under the main level of the treatment plant. Staff recommend replacing the existing heaters with more efficient heaters that have a longer life cycle and locating them in areas that are easy to inspect and service.		A	A	Imminent Asset Failure	n/a	\$80,000	4	4-Reserves	Capital				\$ 80,000	

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366	M	South Pender Harbour Water Service - McNeill Lake Dam Construction	A comprehensive McNeill Lake Dam Safety Review was completed in 2020. The results of this dam safety review and subsequent annual safety reviews identified several deficiencies that require correction/upgrading. The upgrade work design and tender specifications were completed by WSP Canada Inc., in 2023 and construction awarded to Jim Dent Construction Ltd., in September 2023. The project budget has less than \$7,700 contingency remaining. Due to the relatively remote and complex nature of the work, Staff recommend that the project budget be increased by \$53,000 to approximately 10% of the construction budget.		A	A	Safety / Env	n/a	\$53,000	4	4-Reserves	Capital				\$ 53,000
370		Regional Water Service - Groundwater Investigation - Phase 4B - Church Road Construction (Strategic Goal)	80 hour continuous test successfully completed in late Jun/23. Leave to Commence Letter from the ministry has been received. Plant put on to service Jul 11/23. The two year Soames Creek monitoring and reporting has begun. Sine Wave filter install complete but commissioning presented issue due to faulty contractor work and EFN requirements. Second attempt at commissioning expected to be schedule in November. Finalizing the EFN for Soames Creek will be done in conjunction with AE and ISL.	\$551,735	A, B, D, E, F, F Islands and DoS	F										
370		Regional Water Service - Chapman Water Treatment Plant Chlorination System Upgrade	This project is substantially complete and is in closeout. A final consultant change order will be taken to the Board in Q4 for extra consultant services.	\$301,869	A, B, D, E, F and DoS	B, D, E, F, DOS										
370		Regional Water Service - Water Supply Plan: Regional Water System Water Distribution Model Update and Technical Analysis (Strategic Goal)	Water System Modeling will be completed in Q4. This is the first step towards new a SCRD Water Master Plan. A consultant has provided a draft hydraulic model which is under review by staff. An internal two day water hydraulic modeling review with staff is scheduled for mid November.	\$83,556	A, B, D, E, F, F Islands and DoS	Regional										
370		Regional Water Service - Water Supply Plan: Feasibility Study Long-Term Ground Water Supply Sources (Strategic Goal)	In order to explore the potential of new sites in 22/23 the following approach is recommended: - Update 2017 desktop study with most recent information and analytical tools. - Drilling of smaller wells for increased understanding of factors such as aquifer types, depth, composition - Drill, test and analyze up to three additional test wells to confirm their potential water supply potential. (estimated at \$100,000 each) - Contingency allowance Staff have acquired engineering services from Kalwij Water Dynamics to investigate five new wells. Consultant drafting a presentation / report identifying the 5 proposed locations for wells in priority order.	\$460,062	A, B, D, E, F, F Islands and DoS	All										
370		Regional Water Service - Confined Space Document Review- Regional Water System (MANDATORY - Safety)	A qualified professional is required to review and update the SCRD Confined Space Documents. Contract with Pinchin Env in Jan/23 to update the program. Pinchin has completed all site visits. Draft documents were received end of September. Training on the new program took place in mid-October and is scheduled for mid-November.	\$22,500	A, B, D, E, F, F Islands and DoS	Regional										
370		Regional Water Service - Groundwater Investigation - Phase 2 (Part 2) - Langdale Well Field Development and Maryanne West Park (Strategic Goal)	Additional scope added and well siting currently underway. Long-term monitoring at Langdale Creek has been completed and a final report of the findings has been received. Consultant will present to Committee of the Whole on Jan 11, 2024.	\$771,470	A, B, D, E, F, F Islands and DoS	Regional										
370		Regional Water Service - Chapman Creek Water Treatment Plant Chlorine Gas Decommissioning	Decommissioning of the existing system will happen once the OSGH installation project is completed and when operations staff is confident that the new system is performing as intended. The OSGH system has been operational but there remains some outstanding deficiencies, this has led to the delay of decommissioning.	\$65,000	A, B, D, E, F, F Islands and DoS	D										
370		Regional Water Service - Exposed Watermain Rehabilitation Chapman Intake Line - New Project	Spring 2022, a structural assessment of the primary Chapman Water Intake transmission line was completed and the results of the inspection revealed the presence of corrosion and deterioration of the supporting steel waterline trestle structure is present. The steel trestle structure was constructed as part of the original water intake line some 30 plus years ago and the aging structure is in need of considerable maintenance as none had ever been completed since its original construction.	\$220,000	A, B, D, E, F, F Islands and DoS	D										
370		Regional Water Service - Valve Stems for Selma 2 Isolation (MANDATORY - Asset Failure)	Selma 2 reservoir is the main reservoir for the Regional Water System. Replacement of the main isolation valves and stems is required to isolate the reservoir for cleaning, entering the service water chamber to pull service water pumps and in the event of a watermain break between the reservoir and zone 1. Quotes received, work will be scheduled for Q4 2023. Purchase order issued to contractor for preliminary work.	\$75,000	A, B, D, E, F, F Islands and DoS	All										
370		Regional Water Service - Exposed Watermain Rehabilitation	Three segments previously recoated. One tender was received in July and exceeded the available budget. Tender award report Nov 23/23.	\$124,598	A, B, D, E, F and DoS	B, D, DOS										
370		Regional Water Service - Chaster Well Upgrades (Well Protection Plan - Phase 2) including additional funding	An RFP was completed in August and there were zero respondents. Purchasing will reissue as and Invitation to Tender in September. Retender in progress with revised scope.	\$114,876	A, B, D, E, F and DoS	E										

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370		Regional Water Service - Reed Road Pump Station Zone 4 Improvements (Business Continuity)	Preliminary in-house design has started. Construction anticipated for late 2023. The primary objective of this project is to increase the fire flows in the Cemetery Road area. Preliminary design is paused pending the results from the 2023 Water Modelling Report.	\$70,000	A, B, D, E, F, F Islands and DoS	E											
370		Regional Water Service - Chapman Lake Dam Safety Improvements - Construction (MANDATORY - Regulatory)	Construction RFP closed Jul 31/23 and awarded to Jim Dent Construction. Material and equipment procurement in progress. Targeting Aug 1/24 construction start in conjunction with Chapman Lake Dam upgrade work.	\$991,627	A, B, D, E, F, F Islands and DoS	All											
370		Regional Water Service - Edwards Lake Dam Safety Improvements - Construction (MANDATORY - Regulatory)	Construction RFP closed Jul 31/23 and awarded to Jim Dent Construction. Material and equipment procurement in progress. Targeting Aug 1/24 construction start in conjunction with Chapman Lake Dam upgrade work.	\$722,696	A, B, D, E, F, F Islands and DoS	All											
370		Regional Water Service - Bylaw 422 Update (Business Continuity)	Reviewing potential proposals for changes to Bylaw 422. Staff are preparing proposals for the Board's consideration in early 2024 that focus on bylaw modernization.	\$29,820	A, B, D, E, F, F Islands and DoS	Regional											
370		Regional Water Service - Cove Cay Pump Station Rebuild and Access Improvements (MANDATORY - Asset Failure)	The Cove Cay Pump Station needs upgrades such as a new roof, siding and interior work. All existing pump station interior infrastructure requires upgrading including the pump, motors, controls, and fittings. A new intake line is also being considered as part of this upgrade as the current line is shallow and made of inferior piping. Road access to this pump station is steep and challenging for service vehicle access. Options to relocate the pump station to a more accessible location will be considered. Preliminary planning for this project has begun and an RFP to complete conceptual design should be issued in Q4 2023.	\$250,000	A, B, D, E, F, and DoS	A											
370		Regional Water Service - Chapman Water Treatment Plant UV Upgrade (Business Continuity) (Phase 1 and 2)	The UV treatment process at Chapman Creek Water Treatment plant has reached the end of its operational life and needs to be replaced with a new UV system with redundancy. Engineering tender has been awarded and preliminary drawings and estimates conclude that the budget is very undervalued and staff will be bringing a new budget proposal forward to budget 2023 for the installation and construction phase. Further 3D modelling has taken place to assist in design. The Chapman Creek Water Treatment Plant (WTP) utilizes ultraviolet (UV) radiation as one of the many treatment processes at the facility. The UV is a critical component of the disinfection process that destroys illness causing micro organisms prior to the distribution of drinking water at the Chapman Creek Treatment Plant. Due to more accurate cost estimates received in the Q3 2022 the budget will need to be increased due to increased costs for UV equipment and more in depth modifications to the plant than was initially expected to meet health requirements. 90% design to be received and construction tendering planned for Q4 2023. Project on hold until contract for design is completed. 90% design drawings expected Q4 2023 with construction tendering planned for Q1 2024.	\$2,083,573	A, B, D, E, F, F Islands and DoS	D											
370		Regional Water Service - Church Road Well Field - Compliance Monitoring	One of the conditions of our Water License for the Church Road project is to undertake several years of impact and compliance monitoring. Staff have acquired ISL and AE Engineering services for this contract in early July 2023. ISL scope amendment in draft for award of additional work to complete this monitoring and supply acquired data to AE for finalised EFN.	\$105,155	A, B, D, E, F, F Islands and DoS	Gibsons											
370		Regional Water Service - Feasibility Study Surface Water Intake Upgrades Gray Creek (Strategic Goals)	The flow monitoring equipment was installed in late September 2022 and has been recording creek flow data since that time.	\$91,815	A, B, D, E, F, F Islands and DoS	Regional											
370		Regional Water Service - Eastbourne Groundwater Supply Expansion (Phase 2)	Currently, the Eastbourne water system on Keats Island serves permanent and seasonal customers and the water system has a pumping and supply capacity limitation including a residential fire flow deficit. During the peak summer months there have been instances in which the residential customers have run out of water. The system also has inadequate fire protection storage capabilities, and lacks any water supply redundancy as the existing primary water well and pumps cannot be taken out of service as there is not any backup to them. This project is to enable the development of the wells, tie in and construction required to connect these wells to the existing Eastbourne system. Awaiting final report from the consultant from Phase 1 to draft up the RFP for Phase 2.	\$1,200,000	A, B, D, E, F, F Islands and DoS	F											
370		Regional Water Service - Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District (Strategic Goal)	AAP successful to secure the electoral approval for the Long-Term Loan for this project. Meter supply and installation RFP awarded and Canada Community Building Fund-Strategic Priorities Fund grant accepted on Apr 20/23. Contract with Neptune finalized May 29/23. Field meter installation work started Oct 26/23. Approximately 160 meter retrofits completed to date representing approximately 16% of Phase 1 work.	\$9,043,562	A, B, D, E, F, F Islands and DoS	Sechelt and SNGD											
370		Regional Water Service - Implementation of shishááh Nation Foundation Agreement	Resolution 266/19 No. 7 - Foundation Agreement, Current focus on transfer D 1592	\$7,539	A, B, D, E, F and DoS	Regional											

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370		Regional Water Service - Installation and Decommissioning of the Edwards Lake Siphon System and Drought Response Costs	Requested two year extension, 2023 and 2024 for siphon use.	\$100,000	A, B, D, E, F, F Islands and DoS	All											
370		Regional Water Service - Chapman Creek Environmental Flow Requirements Update (Strategic Goal)	Request for an amended EFN (combination of 200 l/s, 180 l/s and 160 l/s) have been submitted to FLNRORD for their review. Seeking feedback from DFO and Ministry of Forests re EFN reduction.	\$29,365	A, B, D, E, F, F Islands and DoS	Sechelt											
370		Regional Water Service - Reed Road Building Repair	Roof has been patched after windstorm damage. Damage has not impacted infrastructure inside the building.	\$164,844	A, B, D, E, F, F Islands and DoS	E											
370		Regional Water Service - Chapman Water Treatment Plant Sludge Residuals Disposal and Planning (Business Continuity)	The Chapman Creek Water Treatment Plant produces residuals that need to be dewatered and disposed of. An RFP for short and long term planning has been awarded in May 2022 with the goal to have short term options completed by Q3 2022. Further work with partners is required to formalize work plan. In collaboration with the shishah Nation and Lehigh Hanson, a temporary measure is in place to avoid overflow during the fall, winter and spring seasons. The listed parties are discussing and collaborating on technical assessments related to the implementation of a long-term solution.	\$511,732	A, B, D, E, F, F Islands and DoS	D											
370		Regional Water Service - 2021 Vehicle Purchases (Business Continuity)	Annually, infrastructure management and the fleet maintenance supervisor review the department's inventory of vehicles and make recommendations for replacement due to age, condition, mileage, etc. This process ensures that an optimal replacement cycle is followed to prevent excess repair costs, poor emissions, and to maintain a reliable fleet: 1) Vehicle #438: 2008 Ford F250 2WD Truck w/ Service Body Truck is 12 years old and approaching end of useful life and increasing repair cost anticipated, 2) Vehicle #474: 2012 Ford F350 Flat Deck Truck, Out of commission and 3) Vehicle #477: 2012 Ford F150 4X4 Truck. Vehicles 1 & 2 have been ordered and will arrive in Q4, 2023. Vehicle 3 has been delivered.	\$148,683	A, B, D, E, F, F Islands and DoS	Regional											
370		Water Service- Utility Crew - 2 New Vehicles plus aftermarket vehicle modifications - (Business Continuity)	Two new vehicles in support of the newly hired utility services staff. Staff are investigating options to purchase available vehicles from lots. One 1/2 ton truck delivered late Q3 of 2023. Staff are looking to purchase another truck off the lot for Q4 with remaining funds.	\$48,729	A, B, D, E, F, F Islands, SNGD, and DoS	Regional											
370		Regional Water Service - Single Axle Dump Truck Replacement (Business Continuity)	Replacement single axle Dump Truck (1996) is required due to the condition, mechanical and maintenance history and mileage. The vehicle supply has been awarded and awaiting delivery in Q4 2023.	\$225,000	A, B, D, E, F, F Islands and DoS	All											
370		Regional Water Service - Trout Lake Re-chlorination Station Upgrade (MANDATORY - Asset Failure)	The Trout Lake re-chlorination station is aged and needs an upgrade. Demolition and removal of existing roof along with engineering and installation of the replacement roof by contracted resources. A review of the best and most efficient way of replacing the current piping and chlorination assets will also be engineered and upgraded. Project on hold due to staff vacancies. The goal is to initiate this work in Q4 2023.	\$100,000	A, B, D, E, F, F Islands and DoS	All											
370		Regional Water Service - Chapman and Edwards Lake Communication System Upgrade (Business Continuity)	Installation of a radio repeater to improve the reliability and create redundancy in the communication system with the lake level monitoring and control systems for Chapman and Edwards Lake. Starlink satellite installed at Chapman Lake, communication reliability improved, Wi-Fi at dam now, will also support photographs to be taken, no need for radio repeater. A camera still needs to be installed. Starlink being installed at Edwards Dam in Q4 2023. Project substantially Complete	\$50,276	A, B, D, E, F, F Islands and DoS	Regional											
370		Regional Water Service - Egmont Water Treatment Plant - Feasibility Study and Preliminary Development	The Egmont water treatment facility does not have adequate filtration for removal of organics in the drinking water. A feasibility study is required to explore and recommend additional treatment options for managing the elevated organics in the water supply from water supply at Egmont (i.e. Waugh Lake). It is anticipated that this study will result in the development of preliminary corrective measures such as improved filtration options like upgraded cartridge filters and/or additional treatment improvements. RFP is drafted and with purchasing.	\$275,000	A, B, D, E, F, F Islands and DoS	A											
370		Regional Water Service - Chapman Creek Water Treatment Plant - Mechanical Equipment Upgrades	The treatment process includes a number of steps enabled by mechanical equipment to provide the high level of drinking water produced by the treatment plant. Two of the mechanical processes are the addition of soda ash to adjust the Ph and the Dissolved Air Flotation (DAF) tanks to remove solids and colour from the water. General maintenance on this equipment is ongoing but full replacement and upgrading is required. Project is for contracting an engineering consulting firm to recommend and design an upgrade / replacement solution for the soda ash system and the purchase and installation of replacement components for both the soda ash and DAF system. It may also require hiring a contractor to assist SCRD staff with installation efforts as needed. Staff have started identifying key components that need replacement and are working on a list and prioritizing work required.	\$135,000	A, B, D, E, F, F Islands and DoS	D											

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370		Regional Water Service - Sechelt Nation Government District - Zone Metering	As sNGD is not installing water meters, zone metering of sNGD areas is required to analyze water use for the Chapman Water System. Project on hold until determination on Sechelt Nation metering is agreed upon.	\$250,000	A, B, D, E, F, F Islands and DoS	sNGD											
370		Regional Water Service - Generator(s) Purchase for Various Sites	Utilities has two mobile generators which are well beyond their useful life and have high hours. These need to be replaced to maintain water supply in various areas where power outages are less impactful. Sandy Hook pump station requires a generator to ensure the Sandy Hook area always receives water. Egmont WTP requires a generator to maintain water flows depending on time of year and demand. RFQ to be drafted and posted in Q4 of 2023.	\$375,000	A, B, D, E, F, F Islands and DoS	Various											
370	R2	Regional Water Service - Raw Water Reservoir - Site B	The previous Phases 1-4 of this project concentrated on defining the required size of the raw water reservoir, site selection analysis, greenhouse gas emission and hydro power generation studies, and sub-surface geotechnical analysis of the preferred Site B location. Phase 4 of the study included further refining of the conceptual design of the preferred site (Site B), including geotechnical drilling and geophysics program to determine depth of bedrock; analysis and conceptual design of hydropower generating potential, greenhouse gas analysis, and updated cost estimate. The proposed scope of Phase 5 is dependent on the progress on the development of the Lower Crown RWR as initiated by the shisháh Nation and will be more defined prior to the Round 2 budget meetings. Phase 5 could include charting out a phased approach for the construction of several sizing options for such RWR. This evaluation would consist of the following: • Determine the necessary consultant engineering resources and SCRD staffing levels necessary for advancing preliminary design of the raw water storage reservoir, and • Complete a financial impact summary of the capital costs, potential revenue generation from hydro-power and impacts to SCRD water user rates and capital reserves.		A, B, D, E, F and Sechelt	Sechelt	Strategic Plan	1	\$150,000	4	4-Reserves	Operating Recommending Deferral to 2025					
370	R2	Regional Water Service - Langdale Well Field - Construction	There will be a presentation to Board on the preliminary design and updated cost estimate on the January 11, 2024 COW meeting. Based on the directions received at that meeting staff will proceed with the final design, permitting and tendering of the construction project. This budget proposal will allow for the actual construction management and commissioning of the proposed Langdale Well field. This budget proposal considers the costs for an electoral approval process, if required. More information on the timing of the above-listed activities will be included in a staff report that will be presented at the January 11, 2024 COW meeting.		A, B, D, E, F and Sechelt	F	Board Directive	2	\$22,750,000	5	5-Other (Debt, Grant, Fees, etc.)	Potential Alternate Approval Process Required / Long Term Debt, Community Works Funds, Growing Communities Funds, External Local Government Contributions					
370	R2	Regional Water Service - Aquifer 560 Watershed Agreement	In September 2023, the SCRD signed the Aquifer 560 Watershed Agreement. The agreement was developed because both jurisdictions manage water systems that rely upon groundwater sources in Aquifer 560. The agreement covers several topics, including expanding the aquifer monitoring and additional engineering to optimize shared infrastructure and potential emergency response.		A, B, D, E, F and Sechelt	Regional	Business Continuity	3	\$30,550	4	4-Reserves	Operating					
370		Regional Water Service - Chapman Creek Raw Water Pump Station - Pump Maintenance and Upgrade	The Chapman WTP is supplied with water via the raw water pump station (CRWPS). The CRWPS was built in 2004 along with the treatment plant. A risk identified in 2022 is the inability of the plant to flow less than 80 L/sec. Operating at this low flow is required during Stage 4 when the community is encouraged to reduce flows to conserve water. A smaller pump and motor should be installed to enable flows down to as low as 40 L/sec. Having a pump/motor with the ability to run at lower flows will also provide options of right sizing which pumps are operated at different flows.		A, B, D, E, F and Sechelt	D	Business Continuity	4	\$130,000	4	4-Reserves	Capital	376/23 No. 37			\$	130,000
370		Regional Water Service - Exposed Watermain Rehabilitation (Budget Increase)	In 2023, the results of a tender for the recoating of the three Chapman Creek crossings were received and the one compliant tender received was more than \$500,000, not including staff time. Therefore, additional funds in the amount \$400,000, inclusive of staff time, are required to complete the retendering and coating of the primary exposed water mains across Chapman Creek.		A, B, D, E, F and Sechelt	D	Business Continuity	5	\$400,000	4	4-Reserves	Operating Reserves \$350,000 and User Fees \$50,000	376/23 No. 38			\$	400,000

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370		Regional Water Service - Vehicle Purchases - Flat Bed Crane Truck and Medium Size Truck	The Utility Services division is using a heavy-duty truck with a telescopic crane attachment to support the outside water crew in numerous tasks related to construction and repair work within the water distribution network on the Sunshine Coast. This vehicle is aged (30+ years old) and has undergone previous rebuilds and attempts at extending its lifespan but has reached the end of its useful and mechanical life and requires replacement with a similar type truck. A medium duty truck was written off after a vehicle accident during a snow event in the spring of 2023. The vehicle needs to be replaced with a similar type of truck to meet operational needs. Staff are recommending replacing this gas vehicle with an electric vehicle if possible.		A, B, D, E, F and Sechelt	Regional	Business Continuity	6	\$295,000	5	5-Other (Debt, Grant, Fees, etc.)	MFA Short Term Loan		376/23 No. 39		\$ 295,000
370	R2	Regional Water Service - Development and Implementation of Chapman Creek Environmental Monitoring Plan	In 2023 the SCR D has applied for a water license amendment for the permanent reduction in Environmental Flow Needs (EFN) on the water license for Chapman Creek by 40L/s. The Province indicated that as part of the licensing requirement the SCR D will likely have to develop and implement an Adaptive Management Plan (AMP) and Environmental Monitoring Plan (EMP). This project is proposed to fund works required to develop and implement the AMP, EMP and any other requirements in obtaining a permanent reduction in EFN. This budget proposal will allow for the development of the listed plans, installation of additional hydrological monitoring stations and up to 3 years of hydrological and fish habitat monitoring and any updates to the AMP and EMP based on these monitoring efforts.		A, B, D, E, F and Sechelt	D	Strategic Plan	7	\$150,000	4	Reserves	Operating Additional monitoring funding is required for 2025 and 2026 to ensure continuity and to meet regulatory requirements. 2025 - \$200,000 2026 - \$150,000				
370	M	Regional Water Service - Chapman Water Treatment Plant - HVAC Replacement	The Chapman WTP was constructed in 2004 and has a 19-year-old HVAC system which is failing. The mounting for the HVAC system is also causing issues with the roofing and has had instances of leaking over the last several years. Maintaining the existing system has become increasingly costly and the facility requires a new system altogether. A properly functioning HVAC system is critical to the safety and ongoing operational capabilities of the Chapman WTP.		A, B, D, E, F and Sechelt	D	Imminent Asset Failure	n/a	\$155,000	4	4-Reserves	Capital				\$ 155,000
370	M	Regional Water Service - Cove Cay Pumpstation Upgrades - Additional Funding	The Cove Cay pump station is located at the North-East corner of Ruby Lake and pumps water into a reservoir that provides potable water and fire supply to the communities of Earls Cove and Jervis Inlet. While the prior approved budget allowed for addressing the imminent asset failure of some of the pump station infrastructure, VCH has further ordered the SCR D to apply for a Construction Permit to add multi-barrier treatment by June 2024 and complete the construction by the end of July 2025. The existing approved budget will be utilized to complete conceptual and detailed design in 2023, but additional budget is required to construct an upgraded pump station, add multi-barrier treatment, and potentially replace the intake pipe.		A, B, D, E, F and Sechelt	A	Imminent Asset Failure	n/a	\$671,200	4	4-Reserves	Capital				\$ 671,200
370	M	Regional Water Service - Chapman Water Treatment Plant - Distribution Meters Install	The Chapman Treatment plant has several flow meters to manage the water flows throughout the treatment plant, including into the treatment plant and reservoir as well as one leaving the reservoir. The water meter measuring flow leaving the reservoir was installed in 2004 and at the end of its useful life. The flow meter failed in late 2022, a temporary strap on meter is currently being used in its place, flow can be seen on SCADA but unfortunately it cannot be programmed into SCADA. Due to the inaccessible location and lack of the ability to bypass the meter for servicing the existing meter will be replaced with two meters in a much better and serviceable location. An additional benefit will be redundancy and the ability to shut one off for maintenance		A, B, D, E, F and Sechelt	A	Regulatory	n/a	\$140,000	4	4-Reserves	Capital				\$ 140,000
370	M	Regional Water Service - Chapman Siphon Removal	BC Parks Use Permit #102714 allows the installation and use of a siphon for water extraction from Chapman Lake in times of drought. One of the terms of this permit is to remove the siphon prior to the expiration of the permit, this permit has been extended to October 31, 2025. Inclusion of these funds in 2024 budget would ensure a timely project initiation of this projects and could result in cost savings due to the alignment with other construction projects at the lake. This project will involve the development of a Siphon Removal Plan as well as the deconstruction and complete removal of the siphon and associated works at Chapman Lake and Chapman Creek. Costs of this work will include helicopter flights, heavy machinery rentals, and other subcontractor costs. This infrastructure is considered temporary and will be removed prior to expiration of the permit and once removed will not have an operational financial impact. Reuse of the removed infrastructure may have a positive benefit to future projects that can utilize the used piping/fittings that are no longer required at Chapman Lake.		A, B, D, E, F and Sechelt	D	Regulatory	n/a	\$155,000	2	2-User Fees					\$ 155,000

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381		Greaves Road Waste Water Plant - Septic Field Repairs (MANDATORY - Asset Failure)	A 2020 feasibility study identified that the west septic field at Greaves WWTP has severe root intrusion and clogging in 2 of 4 laterals that will be addressed. Jetting and cleaning of two runs were completed while the two remaining runs may need to be replaced entirely due to excessive roots. Trees within 3m to 5m have been removed to prevent further root intrusion, D box had repairs completed on it. With remaining funds siphon tank lid will be replaced.	\$1,840	A	A											
382		Woodcreek Park Wastewater Treatment Plant - Collection System Designs (MANDATORY - Asset Failure)	Oct. 22/20 a grant application was submitted in support of the construction phase upgrades to the treatment plant and collection system. In Apr. 2022, the SCRD was notified of the successful grant selection by the Province in the amount up to \$769,000. Jun 23/22 the Board approved entering into a contract with the Federal Government for this grant in the amount of \$769,000 of which the SCRD's match would be up to \$200,000 funding. Engineering Services RFP closed Jan 4/23 and a contract to complete detailed design and tender specifications was issued in March 2023. Operational trials completed which pushed the project schedule back nearly seven months. Detailed design nearing 30% completion.	\$927,656	E	E											
382		Woodcreek Park Waste Water Treatment Plant - Inspection Chamber Repairs (Business Continuity)	This project has been integrated with the overall wastewater treatment plant upgrade project.	\$5,964	E	E											
383		Sunnyside Wastewater Treatment Plant - Feasibility and Planning Study	Feasibility study to help Asset Management and Infrastructure Services to develop and update the capital planning documents that inform decision making and rate determination. The Sunnyside wastewater service area includes infrastructure such as collection piping, septic tanks and disposal fields that are approaching the end of their useful lives (in some cases) and this study will help the SCRD to develop a better understanding of the costs and timelines associated with the renewal of the infrastructure. In addition, legal consultation will further help the SCRD in determining what options exist in regards to the site and ownership and/or use considerations. Feasibility studies improve the success rate of receiving grants which will assist the users with associated costs. Owner has put property up for sale. Three SCRD departments are working together to determine next steps for the lot.	\$7,500	E	E											
384		Jolly Roger Wastewater Treatment Plant - Feasibility and Planning Study	The Jolly Roger Wastewater Treatment Facility is located on Mercer Road in Halfmoon Bay. The Jolly Roger treatment facility services the Secret Cove Landing (formerly Jolly Roger) development and is a sequencing batch reactor activated sludge system that discharges into an ocean outfall. Similar to the 2020 Feasibility Studies for Greaves, Merrill and Langdale, an Asset Management Plan action item for Jolly Roger is to hire an engineering consulting firm to evaluate the existing infrastructure and site conditions at the Jolly Roger wastewater system and to recommend options for future improvements, upgrades and/or replacements of the treatment facility and collection system. A feasibility study will help the Asset Management Department and Infrastructure Services Division develop and update the capital planning documents that inform decision making and rate determination. Feasibility studies also improve the success rate of receiving grants which will assist the users with associated costs.	\$12,500	B	B											
385		Secret Cove Wastewater Treatment Plant - Feasibility and Planning Study	The Secret Cove Wastewater Treatment Facility is located on Secret Cove Road in Halfmoon Bay and services the marina, restaurant and residential properties within the development. The facility is a sequencing batch reactor activated sludge system that discharges into an ocean outfall. Similar to the 2020 Feasibility Studies for Greaves, Merrill and Langdale, an Asset Management Plan action item for Secret Cove is to hire an engineering consulting firm to evaluate the existing infrastructure and site conditions of the Secret Cove wastewater system and to recommend options for future improvements, upgrades and/or replacements of the treatment facility and collection system. A feasibility study will help Asset Management and Infrastructure Services to develop and update the capital planning documents that inform decision making and rate determination. Feasibility studies also improve the success rate of receiving grants which will assist the users with associated costs.	\$12,500	B	B											
386		Lee Bay Wastewater Treatment Plant - Collection System Repairs (Business Continuity)	During CCTV review a pipe segment and manhole have been identified in the collection system needing repairs. Staff workload has delayed further work on this project.	\$13,850	A	A											
386		Lee Bay Wastewater Treatment Plant - User Rate Stabilization	Due to very high Operating Reserves staff have recommended supplementing 2024 Operating budget with Operating Reserves rather than raise rates.		A	A	Business Continuity	1	\$9,011	4	4-Reserves	Operating		376/23 No. 44	\$	9,011	

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386	R2	Lee Bay Wastewater Treatment Plant - Generator Replacement	The Lee Bay Wastewater Treatment Plant is the largest wastewater service area operated and managed by the SCRD and provides liquid wastewater treatment to approximately 120 users. The system utilizes a backup stationary generator to provide power to the facility during events where BC Hydro supplied power is disrupted (i.e. storms, fallen trees, upgrades, etc.). The generator is over 25 years old and is at the end of its useful life. The fleet supervisor and asset management team have recommended its replacement immediately due to its overall poor condition (leaking fuel pump), unavailability of replacement parts and the risks associated with continuing to rely on such an old piece of equipment. Staff recommend that the generator be replaced with a permanent generator on site at the Lee Bay wastewater treatment plant.		A	A	Business Continuity	3	\$81,000	4	4-Reserves	Capital				
386	M	Lee Bay Wastewater Treatment Plant - Sand Filter Treatment System Integration	Due to gradually increasing effluent volumes being treated over the years at the Lee Bay wastewater treatment plant (WWTP), the treatment facility has reached a technical threshold in terms of effluent volume that now requires the commissioning of the existing sand filter system. The plant design regulates this filter system use during the expected future flows and wastewater treatment may degrade if not used. This system is part of the original design and construction but has been sitting dormant for almost two decades and will require re-commissioning work and/or upgrades to allow it to be utilized. The work required will involve hardware purchases and installations such as pump system(s) replacement as well as upgrades and reconditioning of the gravel filter system, cleaning of tankage, aeration and weir systems (to name a few).		A	A	Regulatory	n/a	\$86,000	4	4-Reserves	Operating				\$ 86,000
387		Square Bay Waste Water Treatment Plant - Infiltration Reduction (Started 2019 - 2020 portion)	Repairs and upgrades to the collection system to reduce infiltration proceeding. Further analysis of various sections of collection system is underway. Phase 2 Two sections of the collection system identified with infiltration were repaired on Susan Way drastically reducing the infiltration of ground water. More inspections of the collection system during rain events will take place to identify more areas for attention.	\$13,589	B	B										
387		Square Bay Waste Water Treatment Plant - Square Bay Infiltration Reduction (MANDATORY - Regulatory)	Repairs and upgrades to the collection system to reduce infiltration are proceeding. Further analysis of various sections of collection system is underway. Staff have identified additional areas and have implemented the repairs. More repairs to the collection system are required to avoid future non-compliance incidents. This work is ongoing.	\$25,000	B	B										
387		Square Bay Wastewater Treatment Plant - Square Bay System - Upgrade Planning	The collection system is in poor condition as noted in the Asset Management Plan. A system review is required for future upgrades to the collection system to reduce infiltration and maintenance.	\$15,000	B	B										
388		Langdale Waste Water Plant - Remediation Project (Business Continuity)	The Langdale WWTP system is currently operating in a bypass capacity, and residential sewage is being transferred to the YMCA treatment facility adjacent to the WWTP site. This project consist of 2 phases: Phase 1 is the completion of a legal agreement with the YMCA for the combined long term management of the YMCA facility and Phase 2 consist of the decommissioning and demolition of the existing facility and the construction of a new and permanent tie in to YMCA WWTP. ICIP Grant proposal has been submitted. Removal of the building is required to improve safety for staff, this work will take place in Jul/Aug 22. Further construction work will await the conclusion of the grant application process. Removal of building has been delayed until Q4 2022. Staff continue discussions with the YMCA and undertake technical assessments and preliminary design work. SCRD was successful in receiving the grant. RFP has been drafted.	\$1,024,966	F	F										
389		Canoe Road Wastewater Treatment Plant - Root Mitigation / Removal	The Canoe Rd WWTP has a small treatment and disposal field that is critical to the ongoing management of liquid wastewater on site. The field is located adjacent to a roadway as well as a forested area that has numerous large trees including a large maple. It has been noted during annual inspections that tree roots in the area pose a possible risk to the functionality and condition of both the treatment system and septic field piping. This project will involve various site works including (but not limited to) removal of adjacent tree(s) and/or preventative landscaping to help remove or prevent roots from entering the treatment and disposal site.		A	A	Business Continuity	2	\$6,600	4	4-Reserves	Operating		376/23 No. 44		\$ 6,600
390	M	Merrill Crescent Wastewater Treatment Plant - Electrical Works Replacement	The electrical system that controls the treatment plant for liquid wastewater at Merrill Crescent is aged and requires replacement and/or upgrade work. The risk for plant failure is very high given the condition of the existing system and requires immediate replacement.		A	A	Imminent Asset Failure	n/a	\$30,300	5	5-Other (Debt, Grant, Fees, etc.)	\$30,300 from the Canada Community - Building Fund				\$ 30,300

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393		Lily Lake Waste Water Plant - System Repairs and Upgrades (MANDATORY - Regulatory)	Lily Lake WWTP is out of compliance under the Municipal Wastewater Regulation due to poor effluent quality. Several repairs and upgrades have been identified to address the current performance issues. Preliminary workplan investigation underway. Materials have been ordered, design for trash tank piping has been completed. Some modifications have been made, more to come. Staff have completed work in both trash tanks. As builds need to be updated.	\$15,777	A	A										
351 / 352	M	Regional Solid Waste (Sechelt and Pender Harbour) - Asbestos Exposure Control Plan and Silica Exposure Control Plan	An update to the Asbestos Exposure Control Plan, as well as a Silica Exposure Control Plan, are required to ensure a safe work environment for staff at the Pender Harbour Transfer Station and Sechelt Landfill. Without an update to the Asbestos Exposure Control Plan and the development of a Silica Exposure Control Plan, service level reductions will occur, including the cessation of drywall collection for recycling, and site operations may cease in the event of a regulatory inspection that determines silicates (i.e. dust) to be above safe levels.		All	Sechelt and A	Regulatory	n/a	\$10,000	1	1-Taxation					\$ 10,000
351 / 352 / 365 / 366 / 370 / 381-395	R2	Various Functions - Environmental Technician (1.0 FTE)	Over the past few years, several significant changes have resulted in an increased workload regarding Environmental monitoring and compliance. We currently only have one environmental professional who is no longer able to meet the increasing demand for such professional expertise, which is considered a risk to the organization. Two Options are being presented in the Budget Proposal.		Various	Regional	Business Continuity	1	\$56,452	2	2-User Fees	Prorated 0.60 FTE for 2024 funded from User Fees - \$46,176 and Capital Reserves \$10,276 and in 2025 1.0 FTE - \$97,850	1.00			
365 / 366 / 370	Proposed to Be Cancelled	Water Service - Water Supply Plan: Feasibility Study Long-Term Surface Water Supply Sources (Strategic Goal)	As per Resolution 320/20 (Recommendation 9) this budget proposal is for a desktop feasibility study to confirm the technical, regulatory, and financial feasibility of several potential long-term water supply sources, including Clowhom Lake, Sakinaw Lake, and Rainy River demand. Project to be initiated in late Q4 2023.	\$90,355	A, B, D, E, F, F Islands and DoS	Regional										
365 / 366 / 370		Water Service - Water Metering Program: Development of Customer Relationship Management Tool (Strategic Goal)	Development of software to allow for: 1) on-line tool linked to MySCRD, 2) automatization of leak-detection and notification process and 3) improved customer support by staff. Staff are working with IT to explore options.	\$50,000	A, B, D, E, F, F Islands and DoS	Regional										
365 / 366 / 370		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. Internal review of bylaw provisions has begun and reaching out to DOS staff to seek opportunities for alignment where applicable.	\$40,000	A, B, D, E, F, F Islands, SNGD, and DoS	Regional										
365 / 366 / 370		Metering Program 2: Water Meter Data Analytics (Strategic Goal)	Exploring options with IT	\$46,049	A, B, D, E, F, F Islands, SNGD, and DoS	Regional										
365 / 366 / 370		Water Services - Water Strategy Implementation - Development of Water System Action Plans	This work will build upon the completion of the Water System Modelling, due for completion in Q3 2023.	\$87,000	A, B, D, E, F, F Islands, SNGD, and DoS	Regional										
365 / 366 / 370		Water Services - Water Rate Structure Review - Phase 2	To be initiated upon completion of Phase 1.	\$60,000	A, B, D, E, F, F Islands, SNGD, and DoS	Regional										
365 / 366		North and South Pender Harbour Water Services - Piping System Connection Feasibility Study and Design	Review the opportunity to connect North and South water systems. Primarily the benefit would be redundancy and/or back-up for each water system.		A	A	Business Continuity	3	\$50,000	4	4-Reserves	Operating - 365 - 50% and 366 - 50%	376/23 No. 41			\$ 50,000
365 / 366 / 370		Water Services - Pneumatic Boring Tool	This proposal is to purchase the pneumatic boring tool in addition to the compressor and road plate. The current mole is past its useful life and doesn't meet current safety requirements and should be removed from service. In recent years there have been a couple serious near misses' using the mole.		A, B, D, E, F, Sechelt, sNGD	Regional	Business Continuity	1	\$102,000	4	4-Reserves	Capital - 365 - 5%, 366 - 10%, 370 - 85%	376/23 No. 40			\$ 102,000

Function No.	Status	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
365 / 366 / 370	R2	Water Services -Service Review - Utility Services	The Infrastructure Services Department is responsible for the provision of the water and wastewater services in the SCRD. The delivery of these services has been challenging over the last several years due to a combination of factors including the impacts of climate change, increased expectations from the community, increased regulatory requirements, community growth, aging infrastructure, decades of insufficient asset management, increased focus on reconciliation with the local First Nations and increasing costs. While the number of staff working on all aspects of these services have significantly been increased, there are still challenges with the adequate delivery of these services resulting in high staff workloads, elevated stress levels and reduced moral while simultaneously there is an ongoing substantial backlog of operational and capital projects to be completed, regular (preventative) maintenance work, and planning and policy development. While the high-level service levels for these services are often determined by regulatory requirements, more clearly defined operational service levels are lacking. The objectives of the service review are: - Provide an overview of the regulatory set service levels. - Define relevant operational service levels. - Assess the current staffing levels, organization structure, staff scheduling staff recruitment, sick leave rates, and relevant policies and procedures associated with the delivery of these services. - Provide recommendations on actions to be taken to improve the delivery of these services to ensure the service levels as defined in this study can be achieved.		A, B, D, E, F, Sechelt, sNGD	Regional	Business Continuity	2	\$150,000	4	4-Reserves	Operating - 365 - 5%, 366 - 10%, 370 - 85%				
365 / 366 / 370		Water Services -Supervisory Control Data Acquisition (SCADA) Update / Upgrade	Supervisory Control Data Acquisition (SCADA) is a system that monitors and controls field devices at remote sites. SCADA systems are critical to maintain efficiency and control by collecting and processing real-time data. The collected data is processed, organized, and presented for system operators to make appropriate responses and control decisions. If control decisions are warranted commands can be dispatched to affect specific operational or configuration changes. The entire SCRD water system including treatment plants, reservoirs and pump stations are controlled by a SCADA system that is now outdated and needs to be updated. The current license is no longer supported, additionally with upgrades and additional systems (such as Church Rd and the OSG system) the SCRD has commissioned, the new communication (Modbus and Profibus) cannot communicate with our current SCADA system. None of our facilities can operate without our SCADA system. A contractor will be employed to review the existing system and provide all upgrades and modernization of the existing SCADA system.		A, B, D, E, F, Sechelt, sNGD	Regional	Business Continuity	4	\$580,000	4	4-Reserves	Capital - 365 - \$57,719, 366 - \$115,437, 370 \$406,844		376/23 No. 41		\$ 580,000
365 / 366 / 370	R2	Water Services -Senior Utility Technician-with Light Duty Truck- (1.0 FTE)	Senior Utility Technicians provide staff leadership to assist with the increased complexity, maintenance of water treatment and distribution operations, staff training and many new projects related to water supply. The substantial increase in water and wastewater projects, combined with the impacts of increasingly dry summers have changed the day-to-day operations. Staff leaders such as the Senior Utility technician are responsible for the operations of the infrastructure, participating in long term planning and provide expertise to long-range planning, policy development and infrastructure upgrade and development projects to ensure their projects will address all Operations requirements. Additionally, as improvements, upgrades and new water and wastewater infrastructure are acquired the overall operations of all the infrastructure grows and becomes even more complex further requiring the need for additional support from a senior technician. With Provincial oversight and regulatory reporting requirement changes, the rigor which all local governments must now monitor, and report water and wastewater quality data associated with the wastewater/water treatment and distribution systems has significantly increased. An example is the adaptive management plan for Soames Creek and the EFN requirements for Chapman Creek.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	5	\$80,225	2	2-User Fees	Total User Fees \$28,696, Parcel Tax \$51,529 / Prorated 0.59 for 2024 (\$78,233) and 2025 \$135,599 (365 - \$4,011, 366 - \$8,023 370 - \$68,191)	1.00			
365 / 366 / 370	R2	Water Services -Senior Capital Projects Coordinators (2.0 FTE)	The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity. Additional experienced capital project management resources are required to start addressing this demand. Organizational improvements to this division also require the increased staffing levels to effectively deliver Capital Projects. This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	6	\$155,662	2	2-User Fees	Total User Fees \$52,242, Parcel Tax \$103,420 / Prorated 1.18 for 2024 and 2025 \$256,761 (365 - \$7,783, 366 - \$15,566 and 370 - \$132,313)	2.00			

Function No.	Status	Project Title	Description	Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Category	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
365 / 366 / 370	R2	Water Services -Capital Project Engineer (1.0 FTE)	The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity. Demand for CP-division to take on capital projects within the organization far exceeds existing capacity. Additional experienced capital projects engineering resources are required to start addressing this demand. Additional organizational improvements to this division are also being considered to address the current gap between demand and availability of CP-resources. This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	7	\$65,982	2	2-User Fees	Total User Fees \$21,995, Parcel Tax \$63,930 / Prorated 0.59 for 2024 and 2025 \$137,160 (365 - \$4,296, 366 - \$8,592 and 370 - \$73,036)	1.00			
365 / 366 / 370	NEW	Water Services - Fire Flow Action Plan	A report was brought to the January 11, 2024 Committee of the Whole to provide information on preliminary water system modelling results. These water system models suggested that in some areas, SCRD Water Systems do not meet current fire flow standards which could impact proposed subdivisions or rezoning of properties. The project will have several components: Part 1: More detailed water modelling analyses to confirm the areas of concerns, including a sensitivity analyses. Part 2: Option analyses to identify the potential options for the areas of concern, including but limited to options with respect to zoning, covenants, and water system infrastructure upgrades to support currently approved zoning. The options for potential development in these areas will also be explored in collaboration with the development community. Part 1 and 2 will be undertaken in parallel. Part 3: Develop Fire Flow Action Plan (FFAP) This plan will outline the actions being proposed to address the identified fire flow concerns. This plan will be aligned with the OCP update processes from the SCRD and the District of Sechelt and will also outline the financial implications for the areas where infrastructure upgrades are the recommended approach.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	9	\$250,000	4	4-Reserves	Operating Reserves (365 - 26%, 366 - 26%, 370 - 54%)				
365 / 366 / 370	NEW	Water Services -Utility Services Engineer (1.0 FTE)	The proposed Utility Services Engineer position will allow for a dedicated staff member to focus only on the coordination of the development and implementation of infrastructure plans for the SCRD water and wastewater systems. This includes the development of the Fire Flow Action Plan, the Water Master Plan, and feasibility studies for infrastructure upgrades. This position will coordinate the development of any infrastructure upgrade project to the extent that the scope and funding is confirmed, and the project can be handed over to the Capital Projects Division for execution. Given the substantial amount of work in this area for the next 10 years, this is proposed as a permanent position.		A, B, D, E, F, Sechelt, sNGD	Regional	Board Directive	10	\$77,607	2	2-User Fees	Prorated 0.67 for 2024 and 2025 - \$117,660 (365 - 5%, 366 - 10%, 370 - 85%)	1.00			
381-394		Wastewater Service Area- Base Budget Increases for Pumpout Expenses	Staff have evaluated the existing pumpout requirements (volume and costs) of all 15 wastewater treatment service areas and have determined that most of the base operating budgets are insufficient to fund the anticipated costs related to liquid wastewater pumpout expenses in 2024 and onwards.		A, B, D, E, F	A, B, D, E, F	Business Continuity	4	\$21,702	2	2-User Fees	Base Budget Increase	376/23 No. 44		\$	21,702
383 / 384 / 385 / 388 / 393		Wastewater Treatment Plants (Various) - Outstanding Right of Way (MANDATORY - Regulatory)	Wastewater plants and collection lines often cross private property to allow for correct alignment. Infrastructure on private land needs to be maintained and operated by the SCRD and need legal Statutory Right of Way (SROW) or easements are required. Through the Asset Management Plan development and further investigation of a number of wastewater plants and collection systems have been identified as missing these documents for various reasons. All outstanding ROW issues have been identified and staff will be communicating with property owners. Square Bay removed as per Board direction. Staff have begun working on this project.	\$17,649	A, B, E, F	A, B, E, F										
384-385		Secret Cove / Jolly Roger Wastewater Treatment Plants - Outfall Maintenance Phase 1	All outstanding ROW issues have been identified and staff will be communicating with property owners. Square Bay removed as per Board direction. Staffing issues and competing priorities have delayed this project.	\$22,000	B	B										
SUBTOTAL ISC				\$ 29,073,686.95					\$ 29,138,927.00				7.00		-	\$ 3,906,813
Net Cost of Budget Proposals				\$ 47,547,544.76					\$ 33,763,438.00				24.43		1.18	\$ 5,943,839
									TOTALS:							
									\$ 2,988,099.00	1	1-Taxation					
									\$ 851,256.00	2	2-User Fees					
									\$ 208,180.00	3	3-Support Services					
									\$ 5,549,761.00	4	4-Reserves					
									\$ 24,166,142.00	5	5-Other (Debt, Grant, Fees, etc.)					
									\$ 33,763,438.00		TOTAL OF ALL PROJECTS					

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Marc Sole, Manager, Solid Waste Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR SOLID WASTE SERVICES [350, 351, 352]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Solid Waste Services [350, 351, 352] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following Budget Proposals were referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Vertical Expansion Sechelt Landfill – Design Phase, \$165,000 funded \$100,000 from Operating Reserves and \$50,000 from Taxation;
 - Budget Proposal 2 – Sechelt Landfill Contact Water Pond Relocation – Construction, \$520,000 funded through Taxation;
 - Budget Proposal 5 – Solid Waste Operations Technician (1.0 FTE), \$58,447 (prorated at 0.58 FTE for 2024) funded through Taxation.
- The following Budget Proposal was referred to the 2024 Round 2 Budget for further consideration of the proposal and the future financial implications:
 - Budget Proposal 4 – Solid Waste Contracts (Base Budget Increase), \$389,403 funded through Taxation.
- The following Budget Proposal was referred to the 2024 Round 2 Budget for options to Phase 1 of this project as necessary requirements in 2024 and Phase 2 deferred to 2025:
 - Budget Proposal 3 – Site Improvements for Sechelt Landfill, \$110,000 funded through Taxation;
- The following Budget Proposal was referred to the 2024 Round 2 Budget with implications to funding this project from Tipping Fees rather than Taxation and providing the scale and revenue loss due to internet outages:
 - Budget Proposal 6 – Sechelt Landfill Internet Connectivity Improvements, \$25,000 funded through Taxation.

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[352] – Vertical Expansion Sechelt Landfill – Design Phase (AMENDED)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$165,000
	<i>Funding Source(s):</i>	Operating Reserves \$100,000 Taxation - \$50,000 NOTE: Wage Allocation \$15,000 (0.08-exiting Capital FTE)
	<i>Rationale / Service Impacts:</i>	The construction of a perimeter berm or wall on the south and west sides of Sechelt Landfill has the potential to provide additional airspace to bury garbage on the south and west slopes of the site. Based on a preliminary analysis it is estimated that this could provide seven years or more of additional landfill life at the current annual infill rate. The construction of such a berm or wall would not extend beyond the current limit of waste (i.e., within the Sechelt Landfill property) and would require an updated provincial operational certificate and need to be included in the Solid Waste Management Plan that is currently being updated. This budget proposal allows for the engineering to refine the concept into preliminary design drawings and costs estimate. This cost estimate will be considered in the business case analysis of this option.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	The results of the assessment will be incorporated into future financial planning documents as applicable.
	<i>Asset Management Implications:</i>	The results of the assessment will be incorporated into future asset management planning documents as applicable.
<i>Climate Action Impact</i>	Any proposed waste disposal options will have GHG emissions associated with them. The	

		magnitude of those emissions is considered while confirming the feasibility of the project.
	<i>HR Implications:</i>	Dependent on approval of sufficient resources within Capital Projects Division and Solid Waste Operations Coordinator position.

2	<i>Function Number – Project Title:</i>	[350] – Sechelt Landfill Contact Water Pond Relocation-Construction (AMENDED)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$520,000 NOTE: Wage Allocation \$20,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	In 2021, SCRD staff identified an opportunity to increase the lifespan of the Sechelt Landfill by relocating the contact water pond, which manages stormwater that comes in contact with solid waste. An options analysis and conceptual design were completed in 2023, with detailed design and regulatory approvals in progress. This project is expected to extend the landfill life by approximately four years until mid to late 2030 at less than half the cost of exporting waste for disposal off Coast.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	No additional operating costs.
	<i>Asset Management Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
	<i>Climate Action Impact</i>	Any proposed waste disposal options will have GHG emissions associated with them which includes relative GHG reduction versus exporting waste.
<i>HR Implications:</i>	Dependent on approval of sufficient resources within Capital Projects Division and Solid Waste Operations Coordinator position.	

3	<i>Function Number – Project Title:</i>	[350] – Site Improvements for Sechelt Landfill
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	2024: \$70,000 2025: \$45,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Some areas of the Sechelt Landfill drop off area have been identified that require repairs or improvements to ensure site safety for staff and the public and to maintain business continuity and regulatory compliance.</p> <p>These improvements include:</p> <p><u>Propane Tank Storage:</u> Mandatory; regulatory compliance, safety/environmental. The current system of storing propane tanks does not meet industry standards for environmental and safety requirements. Propane tanks are a fire risk hazard and although they come to the Sechelt Landfill mostly empty, they still contain residual amounts of propane and can cause fires.</p> <p>Storage requirements include a shelter, secure storage, and proper ventilation. Improvements to the Pender Harbour Transfer Station propane storage area will be implemented as part of site upgrades planned for 2024 and are not part of this proposal.</p> <p><u>Mattress Trailer Ramp:</u> Mandatory; safety/environmental. The ramp at the Sechelt Landfill that is used to load the mattress trailer poses a tripping hazard for the public as it does not meet the height of the trailer. Staff have installed a temporary measure that requires constant repositioning and a replacement or fix to the current ramp that can handle trailers of varying heights would be safer for users of the site.</p>

		<p><u>Fence Maintenance:</u> Mandatory; imminent asset failure, regulatory compliance, safety/environmental. The electric fence at the Sechelt Landfill is at risk of asset failure and the SCR D is out of regulatory compliance when it is not functioning. It keeps staff and the public, as well as wild animals, safe by deterring animals from accessing the site. This proposal includes fence repairs and improvements to the fence by moving the entrance gate (to improve visibility of traffic) and increasing the maintenance capacity of staff with training on maintenance of the electric fence.</p> <p><u>Handheld Landfill Gas Monitors:</u> Mandatory; safety/environmental. In 2022 fixed gas monitors were installed in buildings at the Sechelt Landfill following a risk assessment. The risk assessment also determined that staff who may enter confined spaces, such as storage buildings, shipping containers, and closed roll-off bins, must be in possession of a personal gas monitor.</p> <p>Staff propose to delay the following site improvement to 2025:</p> <p><u>Scale Resurfacing:</u> Mandatory; asset failure. The concrete pad of the scale has degraded, and the support beams require resurfacing to remove rust.</p> <p>The scale itself has not been resurfaced since its original installation over 20 years ago. The Sechelt Landfill scale is a crucial piece of infrastructure and without it functioning as required the SCR D would not be able to collect tipping fees at the Sechelt Landfill.</p> <p>Resurfacing the scale concrete pad and support beams would save future potential risk and increased costs of unexpected asset failure, which would cost more in the future to repair or replace.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>2025 and onwards \$11,000 Base Budget increase for ongoing testing of the gas monitors and fence maintenance.</p>

	<i>Asset Management Implications:</i>	Development of an asset management plan for Solid Waste Services is pending.
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	Staff will assess additional staffing needs for fence maintenance during 2024 and bring forward a budget proposal for additional staff as part of the 2025 budget process as required.

4	<i>Function Number – Project Title:</i>	[350, 351, 352] – Solid Waste Contracts
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$389,403 Base Budget increase
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Solid Waste Services has over forty contracts that support all our services. Service levels are guided by the Solid Waste Management Plan and Board direction. In some cases, service levels are also dictated by the MOECC, WorkSafe and other regulatory authorities. Staff follow the SCR D procurement policies and issue Requests For Proposals (RFP) or Request For Quote’s (RFQ) to obtain contractors and qualified professionals to provide many services. Once a contract expires, we are required to go out to the market to allow fair opportunity for new contractors to bid on the work. This often amounts to an increase in budget needs. This proposal includes all contracts that are expiring in 2024 up to Q2 2025.</p> <p>Additionally with Solid Waste, new programs or regulations can come into place that can change tonnages or service scope of work that inherently can change the costs.</p> <p>To ensure business continuity and to predict financial planning as best we can, this proposal adds buffers to avoid amending financial plans midway through the year as best as we can.</p> <p>Alternative, for the contract renewals or extensions that require an increased budget,</p>

		the Board could decide to amend the Financial Plan 2024-2028 when contract awards are being presented to the Board.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 \$412,685 Base Budget increase 2026 \$524,879 Base Budget increase
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	GHG emissions and other environmental factors associated with contracts are part of the evaluating criteria for awarding new contracts.
	<i>HR Implications:</i>	N/A

5	<i>Function Number – Project Title:</i>	[350] – 1.0 FTE Solid Waste Operations Technician
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$65,233 \$60,313 (prorated for 2024 0.66 FTE – wages and expenses) \$4,920 in Base Budget (lift for employee related expenses)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	Additional solid waste operations support is required to enable the SCRCD to navigate and comply with the solid waste regulatory environment, including staying up to date on increasingly complex safety regulations and best practices, day-to-day operations and maintenance issues, site inspections, and asset management. Currently, these tasks fall to the Superintendent of Solid Waste Operations and the Manager of Solid Waste Services. This position will enable a more efficient division of work at the operational level, providing the Superintendent and Manager with more capacity to focus on future waste disposal, strategic planning, and contract management.

		Several large solid waste projects are expected to enter the construction phase in 2024 including the contact water pond relocation project to extend the life of the Sechelt Landfill, upgrades to the Pender Harbour Transfer Station, and the closure of the north slope of the Sechelt Landfill (Stage K closure). All of the aforementioned projects will have significant operational impacts that are beyond the current capacity of the Superintendent and Manager to oversee while maintaining current service levels. Significant interruptions to service levels may occur without additional operational support.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 \$99,088 1.0 FTE including wages and employee expenses) 2026 \$101,596
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	1.0 FTE Solid Waste Operations Technician

6	<i>Function Number – Project Title:</i>	[352] – Sechelt Landfill Internet Connectivity Improvements
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2024 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	Reliable internet access is required to process payments at the Sechelt Landfill, as well as for staff to perform their day-to-day work responsibilities. Currently, internet is provided through three methods: Starlink satellite internet, radio signal internet, and cell service. In part due to physical changes adjacent to the landfill all three connection types are unreliable and do not provide enough bandwidth for guaranteed site operations. Depending on the duration of the internet connectivity interruption and the number of

	customers waiting, staff will process payments manually, waive payment, or close the entire site. The total financial impact of the internet connectivity issues at the Sechelt Landfill is estimated to be approximately \$7,000 - \$9,000 per year. This estimate does not include staff time spent responding to each outage and the cost of lost productivity by divisional senior staff based at the Sechelt Landfill.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBD
<i>Asset Management Implications:</i>	TBD
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	n/a

Financial Implications

Five-Year RSW Operating Reserve Plan (or longer, if applicable)
(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 70,238	\$490,238	\$490,238	\$490,238	\$490,238
2023 Operating Surplus	\$420,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$490,238	\$490,238	\$490,238	\$490,238	\$490,238

Five-Year SL Operating Reserve Plan (or longer, if applicable)
(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 433,415.00	\$ 639,415	\$ 639,415	\$ 639,415	\$ 639,415
2023 Operating Surplus	\$ 331,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (125,000.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 639,415	\$ 639,415	\$ 639,415	\$ 639,415	\$ 639,415

Five-Year Zero Waste Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 134,198.00	\$ 142,818	\$ 198,688	\$ 254,558	\$ 310,428
2023 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (27,000.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 35,620.00	\$ 55,870	\$ 55,870	\$ 55,870	\$ 55,870
Closing Balance in Reserve	\$ 142,818	\$ 198,688	\$ 254,558	\$ 310,428	\$ 366,298

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	
GM	X - R. Rosenboom	Other Staff	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget), February 5, 2024
AUTHOR: Jesse Waldorf, Acting Manager, Capital Projects
SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR WATER SUPPLY PLAN FEASIBILITY STUDY LONG-TERM GROUNDWATER SUPPLY SOURCES (GROUNDWATER INVESTIGATION PHASE 5)**

RECOMMENDATION(S)

- 1) **THAT the report titled 2024 Round 2 Budget Proposal for Water Supply Plan Feasibility Study Long-Term Groundwater Supply Sources (Groundwater Investigation Phase 5) be received for information;**
 - 2) **AND THAT the contract awarded to Kalwij Water Dynamics Inc. (KWD) be amended for a value not to exceed \$548,355;**
 - 3) **AND FURTHER THAT the delegated authorities be authorized to execute the contract.**
-

BACKGROUND

In 2017 the Sunshine Coast Regional District (SCRD) conducted a desktop feasibility study of potential sites to drill test wells to confirm their water diversion potential. Based on the results of that study, four (4) test wells were drilled in 2018 and an additional four (4) sites were explored in 2020.

In 2022 the Board approved the Water Supply Plan Feasibility Study Long-Term Groundwater Supply Sources (Groundwater Investigation Phase 5) project. The scope of this project includes an update to the 2017 desktop feasibility study, drilling of smaller wells for increased understanding of factors such as aquifer types, depth and composition, and drilling, testing, and analyzing up to three (3) additional test wells to confirm their water supply potential (019/22).

The following resolutions were adopted at the July 13 and July 27, 2023, Regular Board meetings:

- 214/23 THAT the report titled Water Supply Plan Feasibility Study Long-Term Ground Water Supply Sources (Groundwater Investigation Phase 5) RFP 2337004 - Contract Award be received for information;

AND THAT a contract be awarded to Kalwij Water Dynamics Inc. for a value not to exceed \$330,000;

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

- 230/23 THAT the report titled Proposed Amendment to the Water Supply Plan Feasibility Study Long-Term Ground Water Supply Sources (Groundwater Investigation Phase 5) RFP 2337004 - be received for information;
- AND THAT the contract awarded to Kalwij Water Dynamics Inc. be amended for a value not to exceed \$473,000 for two (2) additional wells;
- AND THAT the delegated authorities be authorized to execute the contract;
- AND FURTHER THAT the Chapman Siphon Removal project in the amount of \$100,000 be abandoned and reallocated to the Water Supply Plan Feasibility Study Long-Term Ground Water Supply Sources (Groundwater Investigation Phase 5) project to accommodate the additional two (2) wells.

The purpose of this report is to present the results of the desktop review of multiple potential well sites, and subsequent identification and drilling of five (5) groundwater test wells at the five (5) highest scoring locations along the Sunshine Coast to work toward the goal of meeting the gap identified in the revised 2023 Water Demand Analysis.

DISCUSSION

Selection of Test Well Drilling Sites

The SCR D and Kalwij Water Dynamics Inc. (KWD) assessed several sites and have narrowed the focus to five (5) potential test well drilling sites. The five (5) potential sites are based on KWD's analysis and engineering, anticipated production potential, and SCR D staff's scoring of existing infrastructure locations for piping connection purposes. Key factors considered in site selection were land ownership, proximity to existing water system infrastructure, ground elevation, Watershed 560 Agreement with the Town of Gibsons, and the SCR D's preference to develop a well near the Sechelt area.

The five (5) identified locations:

Site 1 – Whitaker Park

The Whitaker Park test drilling site is located on District of Sechelt owned property at 5123 Davis Bay Road. The approximate elevation is 15 meters and is near SCR D watermain/infrastructure. The aquifer type is sand and gravel and the test well drilling depth will be 107 m.

Site 2 – Proctor Bike Park

The Proctor Bike Park test drilling site is located on District of Sechelt owned property at 5638 Trail Avenue. The approximate elevation is five (5) meters and is near SCR D watermain/infrastructure. The aquifer type is sand and gravel and the test well drilling depth will be 50 m.

Site 3 – Roberts Creek Firehall

The Roberts Creek Firehall test drilling site is located on SCR D owned property at 1302 Roberts Creek Road. The approximate elevation is 82 meters and is near SCR D

watermain/infrastructure. The aquifer type is fractured rock, and the test well drilling depth will be 198 m.

Site 4 – Hilltop Road

The Hilltop Road test drilling site is located on District of Sechelt owned property at 4484 Hilltop Road near the Sechelt Airport. The approximate elevation is 82 meters and is near SCRD watermain/infrastructure. The aquifer type is sand and gravel/fractured rock, and the test well drilling depth will be 244 m.

Site 5 – Kinnikinnick Park

The Kinnikinnick Park test drilling site is located on District of Sechelt owned property at 6082 Ripple Way. The approximate elevation is 106 meters and is near SCRD watermain/infrastructure. The aquifer type is fractured rock, and the test well drilling depth will be 244 m.

Cliff Gilker Park

The test wells in Cliff Gilker Park were developed as part of a project to explore the potential use of groundwater for the irrigation of the sports fields at Cliff Gilker. A 2024 R2 Budget Proposal to advance the development of these wells for the purpose of irrigating the sports fields is currently being considered by the Board. This project will also confirm if the productivity of this well is such that there would be excess capacity available to have these wells also function as a community supply well. If this is the case, the results will be included in the consideration of next steps for this project.

Current Plan

The current budget for the Feasibility Study Long-Term Groundwater Supply Sources project is \$475,000 and staff will proceed with the drilling of test well sites listed above in sequenced order as listed.

Although up to five wells were approved, the current budget is anticipated to allow for the drilling of three (3) test wells, Site Nos. 1, 2 and 3. The anticipated required depth of drilling at all five (5) selected sites is substantially more than what was originally budgeted for. To remain in the current budget the two (2) remaining wells, Site Nos. 4 and 5, cannot be drilled.

To meet the Board's direction to investigate and develop a production well at five (5) locations, the following options and analyses are presented to address the anticipated funding shortfall.

Alternative Option

Identified in the *2023 Carry-Forward Report* included in this agenda, it is recommended to reallocate the remaining budget (\$75,355) from the Feasibility Study Long-Term Surface Water Sources project to fully fund the test drilling of all five (5) well locations. If the drill testing of the proposed sites is less expensive the additional funds will be returned to operating reserves.

While this option would result in the proposed five (5) wells to be drilled, it would result in the abandonment of the Feasibility Study Long-Term Surface Water Sources project. The intent of that project was to confirm the feasibility of several surface water sources as a future long-term water supply source. Sources considered were Clowhom Lake, Rainy River, and Sakinaw Lake.

Given the overall existing workload staff were not considering initiating this project in 2024. With Board direction staff could bring forward a new Budget Proposal to undertake this work as part of the 2025 Budget process. Please refer to the 2024 Carry-forward Projects report included on today’s agenda for staff recommendations of reallocation and abandonment of the Feasibility Study Long-Term Surface Water Sources project.

Financial Implications

The current financial balance for the project consists of the available approved budget and all project expenses.

Water Supply Plan Feasibility Study Long-Term Groundwater Supply Sources Project Budget	
Total available project budget	\$475,000
Well Drilling and Testing (KWD contract) A budget was included in this amount based on assumed depths and geotechnical data.	-\$429,534
Contingency	\$45,466
Water Supply Plan Feasibility Study Long-Term Groundwater Supply Sources Project Budget Proposed	
Total available project budget	\$475,000
Consultation Capacity Fees*	\$0
Well Drilling and Testing (KWD contract) A budget was included in this amount based on assumed depths and geotechnical data.	-\$429,534
Addition Anticipated Drilling Costs - Based on new confirmed elevations at selected locations (which would potentially allow for all five of the selected locations Sites 1 – 5)	-\$111,120
Requested additional funds	\$75,355
Contingency (if additional funds approved)	\$9,701

*NOT REQUIRED FOR PROPOSED LOCATIONS

Staff are recommending that \$75,355 of the funds from the Feasibility Study Long-Term Surface Water Source project be reallocated to support the drilling of all five (5) proposed locations.

Timeline for next steps

Pending approval from shíshálh Nation and the District of Sechelt, the proposed schedule for test drilling and pumping tests is February to May 2024. Followed by data analysis between June and July 2024. The final report and presentation to the Board is estimated for Q4 2024. At

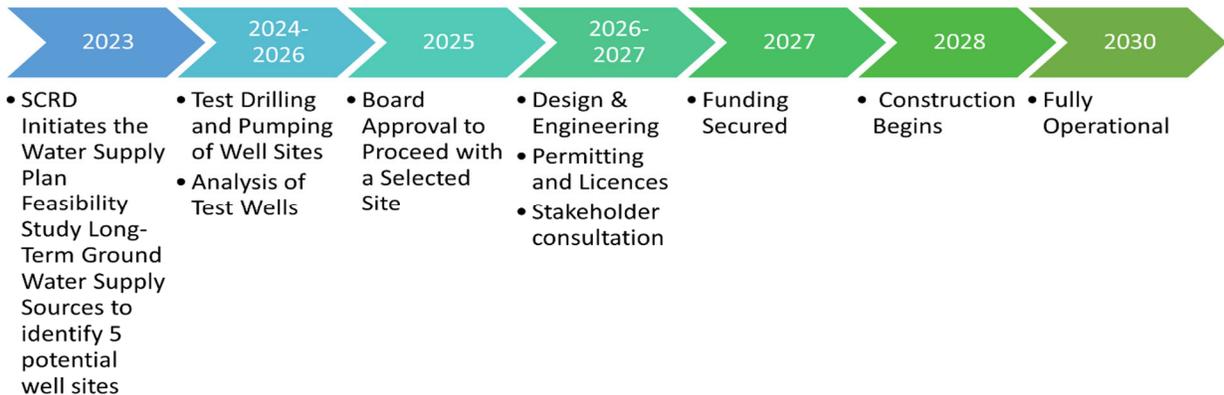
that time the Board could decide to proceed with the development of one (1) or more of these wells.

If the required budget was approved as part of the 2025 Budget process, subsequent tendering for engineering and design for identified sources could be completed in 2025 with preliminary design, water CAD modeling, and production capacity information available mid-2026. Engagement with the shíshálh Nation should continue simultaneously with this work with the intent to seek their support for the actual development of the selected wells. If that is secured a decision could be made by the Board to proceed to apply for the required authorizations, including a Water License. In 2027 securing of the required funding could take place parallel to this final design and permitting work. This then could result in the construction to be completed in 2029 with full commissioning in 2030.

It should be noted that this is a realistic but optimistic timeline. Delays in securing shíshálh Nation support, engineering, permitting, or construction could easily result in delays ranging from several months to one or more years.

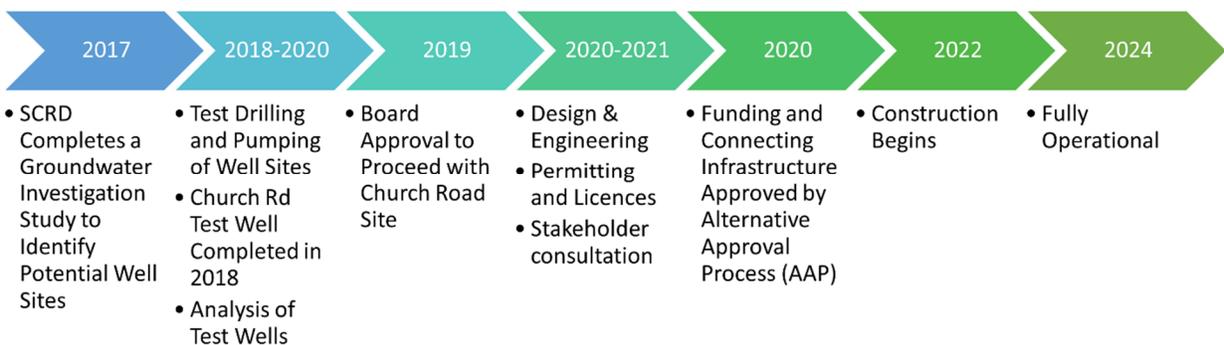
The figure below presents this timeline schematically.

WATER SUPPLY PLAN FEASIBILITY STUDY LONG-TERM GROUND WATER SUPPLY SOURCES PROJECT TIMELINE (ESTIMATED)

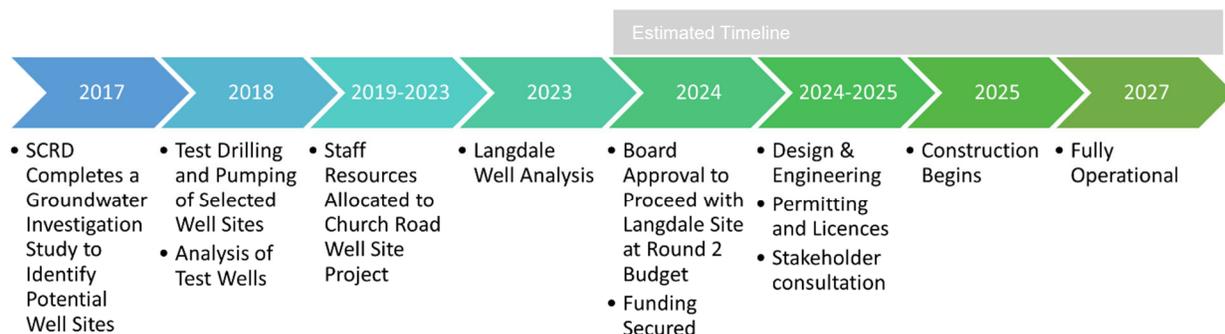


In comparison, following the Church Road Well Project timeline, the Langdale Well Project would be completed in the last quarter of 2026 for full production in 2027.

CHURCH ROAD WELLFIELD PROJECT TIMELINE (ACTUAL)



LANGDALE WELL PROJECT TIMELINE (ESTIMATED)



Communications Strategy

Information on this project will be shared broadly via local media, corporate newsletters, social media, the SCRD website, and the dedicated Let’s Talk page for this project. When appropriate, additional information will be provided to property owners in the vicinity of the proposed sites.

Staff will consult the District of Sechelt seeking their approval for the drilling of two (2) to four (4) test wells within their jurisdiction.

Staff will also engage with the *shíshálh* Nation seeking their support on the drilling of test wells on the five (5) proposed sites within the *shíshálh* Nation swiya.

STRATEGIC PLAN AND RELATED POLICIES

This project is directly related to the Service Delivery Focus Area of Water Stewardship in the Boards 2023-2027 Strategic Plan. It fits within the strategic action of continuing to explore, enhance, and develop groundwater and surface water sources.

CONCLUSION

Staff will proceed with notifications and consultations with the District of Sechelt and the *shíshálh* Nation to seek approval to begin drilling of the first prioritized test well site in early 2024 within existing budget.

Staff will attempt to complete drilling and testing of three (3) of the five (5) prioritized wells; and should Board approve additional funding in the amount of \$75,355, continue to drill the remaining two (2) wells and related work in priority order.

Reviewed by:			
Manager	X – S. Walkey	CFO	X - T. Perreault
GM	X – R. Rosenboom	Legislative	
CAO	X - D. McKinley	Purchasing	X - V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

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

SUBJECT: **LANGDALE WELLFIELD DEVELOPMENT PROJECT – FINANCIAL AND LEGISLATIVE IMPLICATIONS**

RECOMMENDATION(S)

- (1) **THAT the report titled Langdale Wellfield Development Project – Financial and Legislative Implications be received for information;**
 - (2) **AND THAT pending project and 2024-2028 Financial Plan approval, an electoral approval process by Alternative Approval Process (AAP) to authorize long-term borrowing to fund the Langdale Well Field project be initiated in 2024;**
 - (3) **AND FURTHER THAT the Sunshine Coast Regional District (SCRD) reach out to the District of Sechelt and shíshálh Nation Government District to explore the potential of a funding partnering utilizing Community Works Funds and Growing Communities Funds toward the Langdale Wellfield Construction project.**
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BACKGROUND

At the December 14, 2023 Board Meeting the following resolution was adopted related to the following 2024 Round 1 Budget Proposal:

376/23 **Recommendation No. 35** Regional Water Services [370] - 2024 R1 Budget Proposal

THAT the following budget proposal be referred to the 2024 Round 2 Budget pending receipt of the Langdale Well Field Development - project update (Groundwater Investigation Round 2 Phase 3) to be presented at the January 11, 2024 Committee of the Whole Meeting:

- Budget Proposal 2 – Langdale Well Field Construction, \$17,500,000.

On January 11, 2024 the Committee approved recommendations as follows – to be adopted at the January 25, 2024 Board Meeting;

Recommendation No. 4 *Results Groundwater Investigation Phase 3 –
Round 2 – Langdale Wellfield Development*

The Committee of the Whole recommended that the report titled Results Groundwater Investigation Phase 3 – Round 2 – Langdale Wellfield Development be received for information;

AND THAT the SCRD proceed with the final design and engineering to support construction of the Langdale Wellfield.

Recommendation No. 5 *Results Groundwater Investigation Phase 3 –
Round 2 – Langdale Wellfield Development*

The Committee of the Whole recommended that the 2024 Budget Proposal for the Langdale Wellfield Development be amended to reflect the revised project costs and proposed funding sources.

Recommendation No. 6 *Results Groundwater Investigation Phase 3 –
Round 2 – Langdale Wellfield Development*

The Committee of the Whole recommended that staff provide a report as part of the 2024 Round 2 deliberations on the financial and electoral process implications of long-term borrowing in support of the construction phase of the Langdale Wellfield Development project.

The purpose of this report is to provide the financial and legislative implications of proceeding with the Langdale Wellfield project in support of decision-making for the 2024 Budget Proposal.

DISCUSSION

The delegation and report presented at the January 25, 2024 Committee of the Whole provided more details on the Langdale Wellfield Development project. It also provided a revised cost estimate of up to \$23.37 million, up from \$17.1 million presented at the 2024 Round 1 Budget deliberations. Considering the approved remaining project budget of \$627,600, the total project budget for the construction phase would be \$22.75 million.

Due to existing funding constraints of the service, all or a portion of the project would require the SCRD to use long-term borrowing as the main source of funding and staff will continue to explore grant opportunities for this project.

Legislative Process Considerations:

Long-term borrowing by local governments cannot be undertaken unless certain legislative requirements are met, including approval of the electors in the service area as well as approval by the Inspector of Municipalities.

The two primary ways local governments obtain approval of the electors is either through assent voting (formerly known as referendum) or by first “testing the waters” through an alternative approval process (AAP). The decision whether to first seek approval of the electors through an AAP or to proceed directly to an assent vote may be influenced by factors such as cost, timelines, or public perception of an issue. In *Assent Voting: Processes and Considerations for Local Governments in British Columbia*, published by the Ministry of Municipal Affairs and Housing, the following is offered as a guideline:

“If an issue is controversial, requires a significant contribution of taxpayers’ dollars, or is significant in scale or impact on the community, local governments may decide to proceed straight to assent voting. However, if the public has been actively engaged and there are reasonable indications that citizens are in favour, the proposal may lend itself better to an AAP. In this case, an AAP can be an effective time and cost saving tool to obtain approval of the electors.”

Options and analysis for two proposed elector approval processes are provided below for the Committee’s consideration.

Option 1: Conduct an AAP (recommended option)

An AAP would be the most time and cost-effective manner to obtain elector approval required to authorize long-term borrowing. The AAP process is a form of approval that allows electors to indicate whether they are against moving forward with the adoption of the bylaw to authorize the long-term borrowing needed to construct the Langdale Well Field. Eligible electors may register their opposition to the borrowing by signing and submitting response forms during the AAP. For elector approval to be obtained, response forms would need to be received by less than 10% of eligible electors in the entire water supply and distribution area.

If 10% or more of eligible electors sign and submit response forms, adoption of the loan authorization bylaw may not proceed and the Board has two choices:

1. Proceed to an assent vote within 80 days. Should the Board wish to move directly to an assent vote following a failed AAP, the decision will need to be made prior to commencing the AAP since the required preparation for a region-wide assent vote is significant and the work will therefore need to be started in advance of knowing the AAP outcome.
2. Put the matter on hold to consider other alternatives. This might include bringing the matter back for elector approval via a second AAP or going straight to an assent vote at a later date.

Timeline

Overall, the estimated timeline to conduct the AAP will be four months. The following steps are required:

- Communications (Q1/Q2 2024)
 - Begin following budget adoption and continue throughout the process

- Draft Loan Authorization bylaw (end of Q1 2024)
 - Bylaw must receive 3 readings and be approved by the Inspector of Municipalities prior to commencing AAP (allow 8-10 weeks for Inspector approval)
- Prepare for and initiate AAP (Q1/Q2 2024)
 - Order and prepare voters lists, calculate eligible electors
 - Develop response forms and AAP information package
 - Report to Board to authorize AAP process
 - Draft statutory advertising (run for two consecutive weeks)
 - Manage communications - website updates, respond to public inquiries
- Public response period (Q2/early Q3 2024)
 - A 30-day response period is required by legislation
- Receive and register elector responses, determine final results
- If elector approval obtained - bylaw adoption and submission to Province (early Q3 2024)
- If elector approval not obtained – bylaw cannot be adopted without proceeding directly to an assent vote within 80 days.

Option 2: Conduct an Assent Vote

An assent vote for elector approval must be held according to the legislative requirements for Assent Voting in the *Local Government Act*. The requirements and preparation for conducting an assent vote is strictly regulated and essentially the same as holding a general election. Given the regional scope of the water service, votes will be held in all SCRD rural areas (A, B, D, E, and F) as well as in the District of Sechelt. The time and cost of holding an assent vote will be significant given its regional scale.

Timeline

The estimated timeline to conduct the assent vote will be eight to nine months. The following steps are required (dates may vary subject to the Board’s decision to proceed directly to an assent vote or to follow an AAP):

- Communications (Q1/Q2/Q3 2024)
 - Begin early and continue throughout the process

- Draft bylaw (Q1 2024)
 - Bylaw must receive 3 readings and be approved by the Inspector of Municipalities prior to commencing AAP (allow 8-10 weeks for Inspector approval)
- Prepare for and initiate Assent Vote (Q1/Q2/Q3 2024)
 - Order and prepare voters lists
 - Book voting locations
 - Prepare election forms, voter lists, voting supplies, ballot distribution forms
 - Draft statutory advertising (notice of other voting, scrutineers)
 - Recruit and train election officials
 - Order election supplies – ballots, ballot boxes
 - Prepare mail ballot packages
 - Manage communications - website updates, respond to public inquiries
- Required and second advance voting (late Q3 2024)
- General voting day – count ballots/determine final results (late Q3...September 21, 2024)
- If elector approval obtained - bylaw adoption and submission to Province (early Q4 2024)
- If elector approval not obtained – bylaw cannot be adopted.

Financial Implications

An analysis of the financial implications of supporting the legislative process to approve the project and the capital construction has been provided.

AAP

The amount of staff time required for an AAP will depend on the level of elector response. Although the public has expressed a high degree of support and interest in developing additional water supply projects, it is difficult to predict the level of elector response. This is one of the main drivers for proceeding via AAP as it provides a cost-effective, efficient means to “test the waters” for community support.

The estimated costs for an AAP are as follows:

Legal (contingency)	\$ 500
Statutory Advertising	1,500
Meetings & Supplies	500
Staff Time*	<u>9,500</u>
Total	\$12,000

** Staff time will be dependent on the amount of public interest generated. The costs would be borne by the service and additional funding is not being recommended at this time.*

Assent Vote

The time and cost required to hold an assent vote will be significant given its regional scale. The estimated costs for a region-wide assent vote are as follows:

Legal (contingency)	\$ 1,000
Statutory Advertising	7,500
Materials, Supplies	2,000
Election Officials (approximately 65)	40,000
Voting Station Rentals (8 venues)	4,000
Staff Time	<u>50,000</u>
Total	\$104,500

If an assent vote is approved, additional funding and resources will be required as part of the 2024 Budget. This has not been considered and a subsequent motion will be needed.

Langdale Wellfield Construction

Potential funding sources for the construction phase include reserves, parcel tax, Community Works Funds or the Growing Communities Funds, future grants, and a long-term loan. There are not sufficient reserves to fund this project and staff will continue to explore grant opportunities for this project.

Included in today's agenda is a report on the recommended use of Community Works Funds and Growing Communities Funds. In this report, it is recommended that \$2,500,000 from Community Works Funds and \$2,312,951 in Growing Communities Funds be allocated to the Langdale Well Field Project. The information below illustrates the expected cost of long-term borrowing proceeding the Langdale Well Field Project and after incorporating the debt (based on MFA indicative rates) at various levels of debt.

As the SCRDR has taken on multiple long-term debt issues over the past 5 years, it currently pays the following for existing approved debenture debt (does not include short term debt for equipment financing):

Existing Approved Debenture Debt

Debt Servicing Costs	Estimated Parcel Tax
\$869,912	\$73.74

If the SCRDR borrowed the full amount for the construction of the Langdale Well project, the estimated impact would be as follows:

\$22.75M Borrowing

Term	Debt Servicing Costs	Parcel Tax Increase	Total Cost of Borrowing
20 Year	\$1,736,744	\$149	\$34,734,880
25 Year	\$1,517,387	\$130	\$37,934,680
30 Year	\$1,375,061	\$118	\$41,251,839

If the SCRDR allocated a portion of the Community Works Funds and Growing Communities Funds to reduce the borrowing, the estimated impact would be as follows:

\$17,937,049 Borrowing (Use CWF & GCF)

Term	Debt Servicing Costs	Parcel Tax Increase	Total Cost of Borrowing
20 Year	\$1,369,321	\$117	\$27,386,429
25 Year	\$1,196,371	\$102	\$29,909,284
30 Year	\$1,084,156	\$93	\$32,524,671

This option significantly reduces the cost of borrowing over the term of the debt, reduces the impact to the rate payers, meets the objectives of the funds and allocates funding that has remained dormant for several years.

By using funding that was apportioned by the Province based on the electoral areas, this significantly benefits the District of Sechelt and shíshálh Nation Government District. Therefore, it is recommended that the SCRDR approach the District of Sechelt and shíshálh Nation Government District on options to allocate a portion of their Community Works Funds and Growing Communities Funds toward the Langdale Well Field Construction project.

The Budget Proposal for the Langdale Wellfield has been updated to reflect the funding options provided in subsequent reports.

Organizational and Intergovernmental Implications

If an AAP was the chosen path forward, this would add additional workload to legislative (including communications), finance and the infrastructure services divisions. This has partially been considered for many of the 2024 Budget Proposals for these services.

As the SCRD has multiple AAP processes planned to occur in 2024, Legislative Services has streamlined the process to initiate them concurrently to reduce the public burden and create efficiencies.

Communications Strategy

In addition to the communication outlined in the prior staff reports on this project and well in advance of initiating an elector approval process, staff recommend developing and undertaking a comprehensive communication plan to ensure the community is informed about ongoing and new water supply projects. This may include:

- Updates on the results of the projects and 2024 budget proposals associated with water supply.
- Progress updates on the Langdale Wellfield testing.

STRATEGIC PLAN AND RELATED POLICIES

This project is directly related to the Service Delivery Focus Area of *Water Stewardship* in the Boards 2023-2027 Strategic Plan. It fits within the strategic action of *continuing to explore, enhance and develop ground water and surface water sources*.

CONCLUSION

The Langdale Wellfield Development project is a critical step towards addressing the water supply needs of the community and aligns with the SCRD's strategic focus of Water Stewardship.

The recommended option of utilizing an Alternative Approval Process (AAP) reflects a balanced approach to meet legislative requirements while considering public opinion and fiscal responsibility. The AAP, being cost-effective and time-efficient, will serve as a preliminary gauge of public support.

The increase in project cost to \$23.37 million and revised budget proposal of \$22.75, while significant, has options for funding strategies that include long-term borrowing, the use of Community Works and Growing Communities Funds, and potential grants. By incorporating Community Works and Growing Communities Funds, the SCRD can significantly reduce the borrowing amount and lessen the financial burden on rate-payers. The proposed parcel tax increases, while notable, are a necessary trade-off for the long-term sustainability and reliability of the water supply.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR REGIONAL WATER SERVICE [370]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Regional Water Service [370] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following Budget Proposals were approved and incorporated into the 2024 Round 2 Budget:
 - Budget Proposal 4 – Chapman Creek Raw Water Pump Station – Pump Maintenance and Upgrade, \$130,000 funded from Capital Reserves;
 - Budget Proposal 5 – Exposed Watermain Rehabilitation Budget Increase, \$400,000 funded \$350,000 from Operating Reserves and \$50,000 from User Fees;
 - Budget Proposal 6 – Vehicle Purchase – Flat Bed Crane Truck and Medium Size Truck, \$295,000 funded from by Municipal Finance Authority Short Term Loan;

AND THAT a loan of up to \$295,000 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 Purchase of a Flat Bed Crane Truck and Medium Size Truck.
- The following Budget Proposals were referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Raw Water Reservoir – Site B, \$150,000 funded from Operating Reserves;
 - Budget Proposal 3 – Aquifer 560 Watershed Agreement, \$130,550 funded \$30,550 from Operating Reserves and \$100,000 from the Canada Community – Building Fund;
 - Budget Proposal 7 – Development and Implementation of Chapman Creek Environmental Monitoring Plan, \$150,000 funded from User Fees.

- The following Budget Proposal was referred to the 2024 Round 2 Budget pending receipt of the Langdale Well Field Development - project update (Groundwater Investigation Round 2 Phase 3) to be presented at the January 11, 2024 Committee of the Whole Meeting:
 - Budget Proposal 2 – Langdale Well Field Construction, \$17,500,000 funded from TBD

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[370] – Raw Water Reservoir – Site B (project proposed to be deferred until 2025)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Sechelt
	<i>2024 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	<p>The previous Phases 1-4 of this project concentrated on defining the required size of the raw water reservoir, site selection analysis, greenhouse gas emission and hydro power generation studies, and sub-surface geotechnical analysis of the preferred Site B location.</p> <p>Phase 4 of the study included further refining of the conceptual design of the preferred site (Site B), including geotechnical drilling and geophysics program to determine depth of bedrock; analysis and conceptual design of hydropower generating potential, greenhouse gas analysis, and updated cost estimate.</p> <p>The proposed scope of Phase 5 is dependent on the progress on the development of the Lower Crown RWR as initiated by the shísháhlh Nation and will be more defined prior to the Round 2 budget meetings.</p> <p>Phase 5 could include charting out a phased approach for the construction of several sizing options for such RWR. This evaluation would consist of the following:</p>

		<ul style="list-style-type: none"> Determine the necessary consultant engineering resources and SCR D staffing levels necessary for advancing preliminary design of the raw water storage reservoir, and Complete a financial impact summary of the capital costs, potential revenue generation from hydro-power and impacts to SCR D water user rates and capital reserves.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	TBD
	<i>Asset Management Implications:</i>	While the project is a significant investment in a capital asset, Site B brings efficiencies through increasing use of gravity and reducing reliance on electricity, pumps, and generators. This can decrease overall maintenance requirements.
	<i>Climate Action Impact</i>	Site B location in future would rely on gravity in place of some existing pumps to increase overall efficiency of water delivery. Increase resiliency to drought by diversifying water sources.
	<i>HR Implications:</i>	n/a

2	<i>Function Number – Project Title:</i>	[370] – Langdale Well Field Construction
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	F
	<i>2024 Funding Required:</i>	\$22,750,000
	<i>Funding Source(s):</i>	Long-Term Debt, Community Works Funds, Growing Communities Funds, Potential for External Local Government contributions, see separate report on this Committee meeting agenda
	<i>Rationale / Service Impacts:</i>	<p>There was a presentation to the Board on the preliminary design and updated cost estimate at the January 11, 2024, COW meeting.</p> <p>Given the direction received at that meeting staff will proceed with the final design permitting for this project.</p>

		<p>This Budget Proposal will allow for the actual tendering for the construction phase of this project that will include the construction management and the actual construction and commissioning of the proposed Langdale Wellfield. This budget proposal considers the costs for an electoral approval process, if required.</p> <p>More information on the timing of the above-listed activities was included in a staff report presented at the January 11, 2024, COW meeting.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Future Financial Implications/Lifecycle Costs have not been determined.
	<i>Asset Management Implications:</i>	The final recommended design will be reviewed against other water projects. This project will be pump/equipment intense.
	<i>Climate Action Impact</i>	Increase resiliency to drought by diversifying water sources.
	<i>HR Implications:</i>	n/a

3	<i>Function Number – Project Title:</i>	[370] – Aquifer 560 Watershed Agreement (AMENDED)
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$130,550 \$30,550
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	<p>In September 2023, the SCRCD signed the Aquifer 560 Watershed Agreement.</p> <p>The agreement was developed because both jurisdictions manage water systems that rely upon groundwater sources in Aquifer 560.</p> <p>The agreement covers several topics, including expanding the aquifer monitoring and additional engineering to optimize shared infrastructure and potential emergency response. This budget proposal includes a \$100,000 allowance to</p>

		upgrade infrastructure to implement any recommendations following the engineering study.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	
	<i>Asset Management Implications</i>	
	<i>Climate Action Impact</i>	Potentially improve infrastructure to increase resilience to emergencies and long-term drought.
	<i>HR Implications</i>	n/a

7	<i>Function Number – Project Title:</i>	[370] – Development and Implementation of Chapman Creek Environmental Monitoring Plan
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Area B, D, E, F, sNGD, DoS
	<i>2024 Funding Required:</i>	\$150,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	In 2023 the SCRCD has applied for a water license amendment for the permanent reduction in Environmental Flow Needs (EFN) on the water license for Chapman Creek by 40L/s. The Province indicated that as part of the licensing requirement the SCRCD will likely have to develop and implement an Adaptive Management Plan (AMP) and Environmental Monitoring Plan (EMP). This project is proposed to fund works required to develop and implement the AMP, EMP and any other requirements in obtaining a permanent reduction in EFN. This budget proposal will allow for the development of the listed plans, installation of additional hydrological monitoring stations and up to 3 years of hydrological and fish habitat monitoring and any updates to the AMP and EMP based on these monitoring efforts.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Reduced operations and maintenance requirements for Chapman WTP.

		<p>Additional monitoring funding is required for 2025 and 2026 to ensure continuity and to meet regulatory requirements.</p> <p>2025 - \$200,000</p> <p>2026 - \$150,000</p> <p>Additional future Financial Implications/Lifecycle Costs will be confirmed once the AMP and EMP are finalized.</p>
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	Increase resiliency to drought by preserving water in Chapman Creek Watershed.
	<i>HR Implications:</i>	n/a

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 5,220,107	\$5,597,804	\$7,006,109	\$8,271,525	\$ 9,571,048
Contributions Surplus	\$ 2,020,446	\$1,408,305	\$1,265,416	\$1,299,523	\$ 1,314,709
2024 Budget Proposals	\$(1,642,749.15)	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 5,597,804	\$7,006,109	\$8,271,525	\$9,571,048	\$10,885,757

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 1,712,810.00	\$ 2,434,690	\$ 4,157,871	\$ 5,863,491	\$ 7,488,928
2023 Operating Surplus	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (1,204,525.00)	\$ (94,198.00)	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 1,826,405.00	\$ 1,817,379	\$ 1,705,620	\$ 1,625,437	\$ 1,625,437
Closing Balance in Reserve	\$ 2,434,690	\$ 4,157,871	\$ 5,863,491	\$ 7,488,928	\$ 9,114,365

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	
GM	X- R. Rosenboom	Other Staff	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Shane Walkey, Manager, Utility Services
Remko Rosenboom, General Manager, Infrastructure Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR WATER SERVICES [365 / 366 / 370]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Water Services [365 / 366 / 370] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following Budget Proposals were approved and incorporated into the 2024 Round 2 Budget:
 - Budget Proposal 1 – Pneumatic Boring Tool, \$102,000 funded from Capital Reserves (5% to [365], 10% to [366], 85% to [370]);
 - Budget Proposal 3 – North and South Pender Harbour Water – Piping System Connection Feasibility Study and Design, \$50,000 funded from Operating Reserves (50% to [365] and 50% to [366]);
 - Budget Proposal 4 – Supervisory Control Data Acquisition (SCADA) Update / Upgrade, \$580,000 funded from Capital Reserves ([365] - \$57,719, [366] - \$115,437 and [370] – \$406,844) includes provision for existing FTE support;
 - Budget Proposal 8 – Water Supply Analyses South Pender, \$85,000 funded from Operating Reserves.
- The following Budget Proposals were referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 2 – Service Review Utility Services, \$150,000 funded from Operating Reserves (5% to [365], 10% to [366], 85% to [370]);
 - Budget Proposal 5 – Senior Utility Technician with Light Duty Truck (1.0 FTE), \$71,851 (prorated at 0.59 FTE for 2024), funded \$52,202 from Capital Reserves, \$19,649 from User Fees and \$110,000 through Municipal Finance Authority Short Term Loan. (5% to [365], 10% to [366], 85% to [370]);

- Budget Proposal 6 – Senior Capital Projects Coordinator (2.0 FTE), \$134,052 (prorated at 1.18 FTE for 2024), funded \$117,839 from Capital Reserves and \$16,213 from User Fees (5% to [365], 10% to [366], 85% to [370]);
- Budget Proposal 7 – Capital Project Engineer (1.0 FTE), \$63,358 (prorated at 0.59 FTE for 2024), funded \$56,165 from Capital Reserves and \$7,193 from User Fees (5% to [365], 10% to [366], 85% to [370]).

There are two new Budget Proposals 9 and 10 included in this report.

DISCUSSION

2024 R2 Budget Proposals

2	<i>Function Number – Project Title:</i>	[365,366,370] – Service Review Utility Services
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$150,000 [365] - 5% [366] - 10% [370] - 85%
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Rationale / Service Impacts:</i>	The Infrastructure Services Department is responsible for the provision of the water and wastewater services in the SCRD. The delivery of these services has been challenging over the last several years due to a combination of factors including the impacts of climate change, increased expectations from the community, increased regulatory requirements, community growth, aging infrastructure, decades of insufficient asset management, increased focus on reconciliation with the local First Nations and increasing costs. While the number of staff working on all aspects of these services have significantly been increased, there are still challenges with the adequate delivery of these services resulting in high staff workloads, elevated stress levels and reduced moral while simultaneously there is an ongoing substantial backlog of operational and capital projects to be completed, regular (preventative) maintenance work, and planning and policy development. While the high-level service levels for these

		<p>services are often determined by regulatory requirements, more clearly defined operational service levels are lacking.</p> <p>The objectives of the service review are:</p> <ul style="list-style-type: none"> - Provide an overview of the regulatory set service levels. - Define relevant operational service levels. - Assess the current staffing levels, organization structure, staff scheduling staff recruitment, sick leave rates, and relevant policies and procedures associated with the delivery of these services. - Provide recommendations on actions to be taken to improve the delivery of these services to ensure the service levels as defined in this study can be achieved.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	To be determined based on results of the review
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	TBD
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	n/a

5	<i>Function Number – Project Title:</i>	[365,366,370] – 1.0 FTE - Senior Utility Technician with Light Duty Truck
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	<p>\$80,225</p> <p>[365]-\$4,011 [366]-\$8,023 [370]-\$68,191</p> <p>Prorated for FTE at 0.59 for 2024 \$78,233</p>
	<i>Funding Source(s):</i>	<p>User Fees – \$23,696 (wages)</p> <p>Parcel Tax - \$51,529 (wages)</p> <p>User Fees - \$5,000 (training, incidentals)</p>

	<p><i>Rationale / Service Impacts:</i></p>	<p>Senior Utility Technicians provide staff leadership to assist with the increased complexity, maintenance of water treatment and distribution operations, staff training and many new projects related to water supply.</p> <p>The substantial increase in water and wastewater projects, combined with the impacts of increasingly dry summers have changed the day-to-day operations. Staff leaders such as the Senior Utility technician are responsible for the operations of the infrastructure, participating in long term planning and provide expertise to long-range planning, policy development and infrastructure upgrade and development projects to ensure their projects will address all Operations requirements.</p> <p>Additionally, as improvements, upgrades and new water and wastewater infrastructure are acquired the overall operations of all the infrastructure grows and becomes even more complex further requiring the need for additional support from a senior technician.</p> <p>With Provincial oversight and regulatory reporting requirement changes, the rigor which all local governments must now monitor, and report water and wastewater quality data associated with the wastewater/water treatment and distribution systems has significantly increased. An example is the adaptive management plan for Soames Creek and the EFN requirements for Chapman Creek.</p> <p>Note: A new vehicle to support this position is being proposed. Light duty electric pickup truck at a cost of \$110,000 plus additional operating expenditures.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>This new position will result in ongoing costs in 2025 and onwards to support the additional 1.0 FTE. \$132,599 salary/benefits in 2025 (1.0 FTE).</p> <p>Operations and maintenance related expenditures in 2025 and future years will be required to support the position (i.e., training, office expenses, etc.) as well as costs associated with maintaining and servicing the new vehicle (i.e., insurance, repairs, maintenance, etc.).</p>

		Additional non-salary ongoing operational expenditures total \$5,000 annually in 2025 onwards.
	<i>Asset Management Implications:</i>	Any new infrastructure will be accounted for and capitalized in the Water Capital Asset Management Plans.
	<i>Climate Action Impact</i>	The purchase of an electric truck will avoid approximately 4-5 tonnes of CO2e per year that would otherwise be associated with a gasoline fueled engine.
	<i>HR Implications:</i>	1.0 FTE. \$132,599 salary / benefits in 2025

6	<i>Function Number – Project Title:</i>	[365,366,370] – 2.0 FTE Senior Capital Projects Coordinator
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$155,662 [365] - \$7,783 [366] - \$15,566 [370] - \$132,313 Prorated at 1.18 FTE for 2024
	<i>Funding Source(s):</i>	Parcel Tax - \$103,420 (wages) User Fees - \$42,242 (wages) User Fees - \$10,000 (training, incidentals)
	<i>Rationale / Service Impacts:</i>	The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity. Additional experienced capital project management resources are required to start addressing this demand. Organizational improvements to this division also require increased staffing levels to effectively deliver Capital Projects. This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>These new positions will result in ongoing costs in 2025 and onwards to support the additional 2.0 FTE. \$256,761 salary/benefits in 2025 (2.0 FTE).</p> <p>Operations and maintenance related expenditures in 2025 and future years will be required to support these new positions which include additional office expenditures as well as telecommunications, training, clothing allowances, etc.</p> <p>Additional non-salary ongoing operational expenditures total \$10,000 annually in 2025 onwards.</p>
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	2.0 FTE. \$256,761 salary/benefits in 2025

7	<i>Function Number – Project Title:</i>	[365,366,370] – 1.0 FTE – Capital Project Engineer
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	<p>\$85,925</p> <p>[365] - \$4,296 [366] - \$8,592 [370] - \$73,036</p> <p>Prorated at 0.59 FTE for 2024</p>
	<i>Funding Source(s):</i>	<p>Parcel Tax – \$63,930 (wages)</p> <p>User Fees - \$16,995 (wages)</p> <p>User Fees - \$5,000 (training, incidentals)</p>
	<i>Rationale / Service Impacts:</i>	<p>The volume, cost and complexity of current and future Capital Projects has increased significantly. Demand for the Capital Projects division to take on capital projects within the organization far exceeds current capacity. Demand for CP-division to take on capital projects within the organization far exceeds</p>

		<p>existing capacity. Additional experienced capital projects engineering resources are required to start addressing this demand.</p> <p>Additional organizational improvements to this division are also being considered to address the current gap between demand and availability of CP-resources.</p> <p>This staffing increase should help reduce the load placed on other departments attempting to deliver Capital Projects.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This new position will result in ongoing costs in 2025 and onwards to support the additional 1.0 FTE. \$137,160 salary/benefits in 2025 (1.0 FTE).</p> <p>Operational budget related expenditures in 2025 and future years will be required to support the position (i.e., training, office expenses, etc.) \$5000 annually and 2025 onwards.</p>
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	1.0 FTE. \$137,160 salary/benefits in 2025

9	<i>Function Number – Project Title:</i>	[365,366,370] – Fire Flow Action Plan (**NEW)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$ 250,000 [365] - 26% [366] - 26% [370] - 54%
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p>A report was brought to the January 11, 2024 Committee of the Whole to provide information on preliminary water system modelling results. These water system models suggested that in some areas, SCRD Water Systems do not meet current fire flow standards which could impact proposed subdivisions or rezoning of properties.</p>

		<p>The project will have several components:</p> <p><u>Part 1:</u> More detailed water modelling analyses to confirm the areas of concerns, including a sensitivity analyses.</p> <p><u>Part 2:</u> Option analyses to identify the potential options for the areas of concern, including but limited to options with respect to zoning, covenants, and water system infrastructure upgrades to support currently approved zoning.</p> <p>The options for potential development in these areas will also be explored in collaboration with the development community.</p> <p>Part 1 and 2 will be undertaken in parallel.</p> <p><u>Part 3: Develop Fire Flow Action Plan (FFAP)</u> This plan will outline the actions being proposed to address the identified fire flow concerns. This plan will be aligned with the OCP update processes from the SCR D and the District of Sechelt and will also outline the financial implications for the areas where infrastructure upgrades are the recommended approach.</p> <p>Adoption of the FFAP is required for the approval of water applications associated with developments in identified areas the fire flow currently does not meet the standards.</p> <p>The FFAP will also consider any implications to the Fire Departments on the Coast.</p> <p>To minimize the impact on development, an expedited development of an FFAP is required.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Any future financial implications will be included in the FFAP.</p>
	<p><i>Asset Management Implications:</i></p>	<p>n/a</p>
	<p><i>Climate Action Impact</i></p>	<p>n/a</p>
	<p><i>HR Implications:</i></p>	<p>Approval of the Utility Services Engineer position would be required to undertake this project in 2024.</p>

10	<i>Function Number – Project Title:</i>	[365,366,370] – 1.0 FTE – Utility Services Engineer (**NEW)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$ 77,607 [365] - 5% [366] - 10% [370] - 85% Prorated at 0.67 FTE for 2024
	<i>Funding Source(s):</i>	User Fees - \$ 77,607
	<i>Rationale / Service Impacts:</i>	<p>The proposed Utility Services Engineer position will allow for a dedicated staff member to focus only on the coordination of the development and implementation of infrastructure plans for the SCR D water and wastewater systems. This includes the development of the Fire Flow Action Plan, the Water Master Plan, and feasibility studies for infrastructure upgrades. This position will coordinate the development of any infrastructure upgrade project to the extent that the scope and funding is confirmed, and the project can be handed over to the Capital Projects Division for execution.</p> <p>Given the substantial amount of work in this area for the next 10 years, this is proposed as a permanent position.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>This new position will result in ongoing costs in 2025 and onwards to support the additional 1.0 FTE. \$ 117,660 salary/benefits in 2025 (1.0 FTE).</p> <p>Operational budget related expenditures in 2025 and future years will be required to support the position (i.e., training, office expenses, etc.) and are estimated at approximately \$4,777 annually in 2025 onwards.</p>
	<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	n/a	
<i>HR Implications:</i>	1.0 FTE \$117,660 salary/benefits in 2025	

Financial Implications

[370]

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 5,220,107	\$5,597,804	\$7,006,109	\$8,271,525	\$ 9,571,048
Contributions Surplus	\$ 2,020,446	\$1,408,305	\$1,265,416	\$1,299,523	\$ 1,314,709
2024 Budget Proposals	\$(1,642,749.15)	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 5,597,804	\$7,006,109	\$8,271,525	\$9,571,048	\$10,885,757

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 1,712,810.00	\$ 2,434,690	\$ 4,157,871	\$ 5,863,491	\$ 7,488,928
2023 Operating Surplus	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (1,204,525.00)	\$ (94,198.00)	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 1,826,405.00	\$ 1,817,379	\$ 1,705,620	\$ 1,625,437	\$ 1,625,437
Closing Balance in Reserve	\$ 2,434,690	\$ 4,157,871	\$ 5,863,491	\$ 7,488,928	\$ 9,114,365

[365]

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 758,466	\$ 896,721	\$1,102,051	\$1,323,026	\$ 1,543,096
Contributions Surplus	\$ 204,133	\$ 205,330	\$ 220,975	\$ 220,070	\$ 220,670
2024 Budget Proposals	\$(65,877.95)	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 896,721	\$1,102,051	\$1,323,026	\$1,543,096	\$ 1,763,766

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 274,570.00	\$ 414,521	\$ 450,248	\$ 524,180	\$ 591,761
2023 Operating Surplus	\$ 174,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (131,527.00)	\$ (50,000.00)	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 97,478.00	\$ 85,727	\$ 73,932	\$ 67,581	\$ 67,581
Closing Balance in Reserve	\$ 414,521	\$ 450,248	\$ 524,180	\$ 591,761	\$ 659,342

[366]

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 806,761	\$ 837,865	\$1,133,225	\$1,426,730	\$ 1,719,070
Contributions Surplus	\$ 293,309	\$ 295,360	\$ 293,505	\$ 292,340	\$ 293,241
2024 Budget Proposals	\$ (262,204.90)	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 837,865	\$1,133,225	\$1,426,730	\$1,719,070	\$ 2,012,311

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 732,735.00	\$ 679,082	\$ 663,197	\$ 680,493	\$ 687,689
2023 Operating Surplus	\$ 126,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (233,054.00)	\$ (50,000.00)	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 53,401.00	\$ 34,115	\$ 17,296	\$ 7,196	\$ 7,196
Closing Balance in Reserve	\$ 679,082	\$ 663,197	\$ 680,493	\$ 687,689	\$ 694,885

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Shane Walkey, Manager, Utility Services
 Marc Sole, Manager, Solid Waste Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR VARIOUS SERVICES – ENVIRONMENTAL TECHNICIAN [351 / 352 / 365 / 366 / 370 / 381-395]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Various Services – Environmental Technician [351 / 352 / 365 / 366 / 370 / 381-395] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following Budget Proposal was referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Environmental Technician (1.0 FTE), \$54,749 (prorated at 0.60 FTE for 2024), funded \$9,968 from Capital Reserves and \$44,791 from User Fees (5% to [351], 15% to [352], 5% to [365], 10% to [366], 55% to [370], 10% to [381-395]).

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[351, 352, 365, 366, 370, 381-395] – 1.0 FTE - Environmental Technician
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$56,452 (prorated at 0.6 FTE for 2024) [351] - 5% [352] - 15% [365] - 5% [366] - 10% [370] - 55% [381 – 395] -10%
	<i>Funding Source(s):</i>	User Fees - \$46,176 Reserves (Capital) - \$10,276

<i>Rationale / Service Impacts:</i>	<p>Over the past few years, several significant changes have resulted in an increased workload regarding Environmental monitoring and compliance. We currently only have one environmental professional who is no longer able to meet the increasing demand for such professional expertise, which is considered a risk to the organization.</p> <p>Option 1- Recommended</p> <p>Adding one Environmental Technician would allow increase to our ability to meet the increasing demand for environmental monitoring and compliance associated with water, wastewater and solid waste infrastructure projects, for example the flow and fish habitat monitoring now required for Soames creek and Chapman creek. It would also allow for improved quality assurance and reporting on environmental permitting requirements to regulatory agencies.</p> <p>Staff also identified an increasing need for professional environmental expertise during the development and commissioning phase of infrastructure projects as well as long-range planning work.</p> <p>Option 2</p> <p>If this additional position is not approved, staff will bring forward a new budget proposal to retain a contractor to complete some of the regular required environmental work, including.</p> <ul style="list-style-type: none"> • Monitoring solid waste disposal sites • Cross Connection Control Program • Dam Management • Wastewater outfall inspections and annual reports • Construction environmental site inspections • Archaeological support services • Environmental Policies and Monitoring Program development • Capital Projects support
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<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Option 1:</p> <p>The new position will result in ongoing costs in 2025 and onwards to support the additional 1.0 FTE. \$97,850 salary/benefits in 2025 (1.0 FTE).</p> <p>Operational budget related expenditures in 2025 and future years will be required to support the position (i.e., training, office expenses, etc.) and are estimated at approximately \$4,920 annually.</p> <p>Option 2</p> <p>A tender will be issued for Environmental Services to assist in a variety of tasks. Staff will support the contractor in their duties with information, documentation and expertise as required.</p> <p>A 3-year contract with 2 optional years would be recommended with an annual upset cost of \$100,000 for 2024-2025 funded from Operating and Capital with a 5% annual increase. The 5-year commitment would be \$550,000.</p> <p>[351] - 5% [352] - 15% [365] - 5% [366] - 10% [370] - 55% [381 – 395] -10%</p>
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	2025 (1.0 FTE) - \$97,850

Financial Implications

See Individual Functions for Reserve Plans.

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	
GM	X - R. Rosenboom	Other Staff	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR WASTEWATER TREATMENT PLANTS [381-395]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Wastewater Treatment Plants [381-395] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 1 – Incorporated at Round 1. Lee Bay Wastewater Treatment Plant [386] – User Rate Stabilization, \$9,011 funded from Operating Reserves;
- Budget Proposal 2 – Incorporated at Round 1. Canoe Road Wastewater Treatment Plant [389] – Root Mitigation / Removal, \$6,600 funded from Operating Reserves;
- Budget Proposal 4 – Incorporated at Round 1. Wastewater Service Area Base Budget Increases – Pumpout Expenses [381-394], \$21,702 funded from User Fees.
- The following Budget Proposal was referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 3 - Lee Bay Wastewater Treatment Plant [386] – Generator Replacement, \$81,000 funded from Capital Reserves.

DISCUSSION

2024 R2 Budget Proposal

3	<i>Function Number – Project Title:</i>	[386] Lee Bay Wastewater Generator Replacement
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Area A
	<i>2024 Funding Required:</i>	\$81,000

<i>Funding Source(s):</i>	Capital Reserves
<i>Rationale / Service Impacts:</i>	The Lee Bay Wastewater Treatment Plant is the largest wastewater service area operated and managed by the SCR D and provides liquid wastewater treatment to approximately 120 users. The system utilizes a backup stationary generator to provide power to the facility during events where BC Hydro supplied power is disrupted (i.e., storms, fallen trees, upgrades, etc.). The generator is over 25 years old and is at the end of its useful life. The fleet supervisor and asset management team have recommended its replacement immediately due to its overall poor condition (leaking fuel pump), unavailability of replacement parts and the risks associated with continuing to rely on such an old piece of equipment. Staff recommend that the generator be replaced with a permanent generator on site at the Lee Bay wastewater treatment plant.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Future financial implications such as fuel and maintenance will be like existing as this proposal is to replace and upgrade the aged generator. Staff will strive to purchase a more fuel-efficient generator model.
<i>Asset Management Implications:</i>	This new generator with proper maintenance is expected to have a similar lifespan as the existing, approximately 20 years.
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	Dependent on approval of sufficient resources within Capital Projects Division

Financial Implications

Lee Bay Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 367,632	\$340,388	\$402,371	\$473,927	\$554,383
Contributions Surplus	\$ 53,756	\$ 61,983	\$ 71,556	\$ 80,456	\$ 80,456
2024 Budget Proposal	\$ (81,000.00)	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 340,388	\$402,371	\$473,927	\$554,383	\$634,839

Lee Bay Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 313,017.00	\$ 300,347	\$ 289,578	\$ 278,274	\$ 266,570
2023 Operating Surplus	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ (17,670.00)	\$ (10,769.00)	\$ (11,304.00)	\$ (11,704.00)	\$ (11,704.00)
Closing Balance in Reserve	\$ 300,347	\$ 289,578	\$ 278,274	\$ 266,570	\$ 254,866

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	
GM	X- R. Rosenboom	Other Staff	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Ahmad Kidwai, Manager, Transit and Fleet

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR PUBLIC TRANSIT [310]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Public Transit [310] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 1 – Incorporated in Round 1. Annual Operating Agreement (AOA) Base Budget Increase, \$187,007 funded \$83,054 from Taxation and \$103,953 from the BC Transit Recovery / Fare Review.
- Budget Proposal 5 – Incorporated in Round 1. Transit Vehicle Replacement, \$65,000 funded from Operating Reserves.
- The following Budget Proposals were referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 2 – 2024 Transit Expansion Priorities (1.46 FTE), \$31,188 (prorated at 0.26 FTE for 2024 due to timing) funded \$300 through Revenues, \$11,131 through Taxation, \$19, 757 BC Transit Share.
 - Budget Proposal 3 – Transit Operations and Driver Support (3.01 FTE) \$325,000 (prorated at 2.41 FTE for 2024) funded through Taxation.
- The following Budget Proposal was referred to 2024 Round 2 Budget pending adoption at the December 14, 2023 Board Meeting of a recommendation made at the November 23, 2023 Committee of the Whole Meeting regarding “Free Transit for Youth”:
 - Budget Proposal 4 – Free Transit for Youth, \$28,850 prorated start of September 2024 funded through Taxation.

DISCUSSION

2024 R2 Budget Proposals

2	<i>Function Number – Project Title:</i>	[310] - 2024 Transit Expansion Priorities (1.56 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, sNGD, ToG
	<i>2024 Funding Required:</i>	<p>\$32,403</p> <p>(Difference due to using update 2024 wage rates)</p> <p>Includes 6 months Custom Transit expansion; Conventional Transit expansion is not effective until January 2025 (need to wait for additional bus)</p> <p>0.12 FTE due to timing in 2024</p>
	<i>Funding Source(s):</i>	<p>Revenue \$ 300</p> <p>Taxation \$12,346</p> <p>BC Transit Share \$19,757</p>
	<i>Rationale / Service Impacts:</i>	<p>On September 28, 2023, the Board adopted a resolution (278/23) to enter into a Memorandum of Understanding with BC Transit for 2024/25 service expansion priorities including increased weekday frequency of Route 90 and an annual increase of 550 service hours for handyDART; and to bring forward a budget proposal for the 2024-2028 financial plan deliberations.</p> <p>Route 90 expansion anticipated for a January 2025 commencement (requires additional bus which has been ordered) and handyDART expansion anticipated for July 2024.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Total Funding Required in 2025: \$582,824</p> <p>Funding Sources:</p> <p>Revenue \$ 38,356</p> <p>Taxation \$259,761</p> <p>BC Transit Share \$284,707</p>

	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	2024: 0.12 Total FTEs 2025: TOTAL 1.56 FTEs (ongoing)

3	<i>Function Number – Project Title:</i>	[310] – Transit Operations and Driver Support – Additional FTE request
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, ToG, sNGD
	<i>2024 Funding Required:</i>	\$352,400 (Difference due to using update 2024 wage rates)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>The Transit Division operates conventional bus services 22 hours per day (only closed from 0200-0400hrs) and 365 days a year in addition to handyDART services Monday-Saturday. Direct service delivery is supported by ~26 FTE drivers/transit assistants, which equates to more than 50 people depending on the season.</p> <p>There are currently 2.0 FTE Transit Superintendents (reporting to the Manager Transit and Fleet) responsible for day-to-day operations including driver and passenger safety, bus schedules, staff schedules, transit alerts and traffic diversions, staff training, driver evaluations and performance, writing and amending procedures, coaching and support, incident and investigation reporting, conflict resolution and administration of services related to bus stops and shelters.</p> <p>During all bus services operating hours (154 hours per week), standard operating procedure and safety protocol require a ‘supervisor/primary responder’ be available at all times to manage on-road service and safety issues, motor vehicle incidents and traffic delays, driver concerns and emerging issues, customer interactions and incidents, and other emergencies.</p>

		<p>Compliance reporting and documentation required by BCT continues to increase and annual service audits have identified deficiencies in driver training and documentation. New drivers require BCT and SCR D specific training as well as annual refresher training. Driver turnover exceeds 12 per year, which equates to more than 2,604 hours of training required. This training is provided by the Superintendent.</p> <p>With only 2 Superintendents (70 hours per week), there are significant gaps in the ability to provide this supervision and primary responder role, posing a significant safety risk.</p> <p>Further, Dispatch services for conventional and handyDART operations are currently provided for only 60 hours per week. Industry standards suggest dispatch support should be provided for all service hours. Superintendents can help supplement dispatch support when there are no dispatchers on shift, however additional dedicated dispatch hours are being recommended.</p> <p>This business proposal requests 2 additional Transit Superintendents (plus backfill for annual leaves) as well as 15 additional Dispatch hours/wk (plus backfill for annual leave/sick days).</p> <p>With this additional support the Superintendents and Dispatch can provide ongoing driver support, network reliability, service supervision, emergency support, and road safety and supervision especially during inclement weather. Further it would increase the internal capacity for driver training and potentially provide capacity to complete 'in-house' Class 2 training. Last but not least, these positions would provide additional capacity for transit operations to focus on areas of improvement and growth.</p> <p>Budget considerations also include training and development, office equipment and cell phones.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Ongoing annualization of these positions in 2025 results in an ongoing budget lift of \$466,500.</p>
	<p><i>Asset Management Implications:</i></p>	<p>N/A</p>

	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	2024: 2.38 FTE 2025: 3.08 FTE (ongoing)

4	<i>Function Number – Project Title:</i>	[310] – Free Transit for Youth
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	B, D, E, F, DoS, sNGD, ToG
	<i>2024 Funding Required:</i>	\$28,850 from taxation – (pro-rated assuming a September 2, 2024, implementation.) Implementation of free transit for youth will result in a reduction to fare revenue that will require an offsetting increase to taxation to balance the budget.
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>Prior to COVID, the Board passed a resolution for staff to review youth ridership and rates. In 2023 a delegation presented to the Board requesting consideration of free transit for youth. Review of this consideration was undertaken as part of the 2023 Transit Service Plan priorities.</p> <p>A report was presented to the Committee of the Whole on November 23, 2023, outlining the advantages and challenges of providing free transit for youth. As per the staff report, although the review that was conducted clearly identified that the youth would like free transit, it is unclear if this would increase ridership. The current fare price was not identified as a barrier to taking the bus. Other considerations noted in the report included the concern that offering free transit for youth may result in a perceived inequity amongst other user groups and that the majority of the comments received during the review were related to service improvements. Considering the information in that report, the Board could choose to implement free transit for youth, or instead continue to invest in service</p>

	<p>enhancements that would be of benefit to all transit users.</p> <p>All fare revenues collected offset the local government portion of transit funding, thereby decreasing the tax subsidization. This budget proposal represents the projected fare revenue loss associated with this initiative and therefore an increase in tax subsidization.</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$86,500 (estimated)
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 213	\$ 213	\$ 213	\$ 213	\$ 213
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 213	\$ 213	\$ 213	\$ 213	\$ 213

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

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 843,819.00	\$ 828,819	\$ 703,819	\$ 703,819	\$ 703,819
2023 Operating Surplus	\$ 350,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (65,000.00)	\$ -	\$ -	\$ -	\$ -
COVID-19 Safe Restart	\$ (300,000.00)	-\$ 125,000	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 828,819	\$ 703,819	\$ 703,819	\$ 703,819	\$ 703,819

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Shelley Gagnon, General Manager, Community Services
SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR PORTS SERVICES [345]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Ports Services [345] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 1 - Incorporated in Round 1. Annual Repair and Maintenance Base Budget Increase, \$32,000 funded through Taxation.
- The following Budget Proposal was referred to 2024 Round 2 Budget providing alternate funding source options and pending further information to be received in early January 2024:
 - Budget Proposal 2 – Major Capital Projects, \$215,000 funded from Capital Reserves.

DISCUSSION

2024 R2 Budget Proposals

2	<i>Function Number – Project Title:</i>	[345] – Major Capital Projects
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	B, D, E, F
	<i>2024 Funding Required:</i>	<p>\$219,500</p> <p>Includes one-time project management (0.04 FTE) and construction costs.</p> <p>The updated value is based on both an updated construction value as well as incorporating the 2024 wage rates.</p>

	<i>Funding Source(s):</i>	Community Works Funds (See Staff Report for allocation options)
	<i>Rationale / Service Impacts:</i>	<p>A construction budget for major capital repairs for 5 ports (West Bay Float replacement, Halkett Bay Approach upgrades, Gambier Harbour structural repairs, Keats Landing Float replacement, and Eastbourne structural repairs), was previously approved in May 2021. Work on these projects was delayed due to staffing capacity. In 2023, the Keats Landing Float replacement project was completed, leaving the other four projects to complete.</p> <p>Major inspections conducted in 2023 confirm the need to prioritize these projects.</p> <p>A contractor has completed their document review and site verification and has provided an updated cost estimate for the critical items to be addressed for these four docks. Criticality of the projects are in the following order: Gambier Harbour, Eastbourne, West Bay, Halkett Bay</p> <p>The prior approved budget is insufficient to complete these four projects. This proposal requests a budget lift to support the completion of these projects.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>It is anticipated that these projects will take up to 18 months for completion. Costs for project management have been pro-rated.</p> <p>Total funding required in 2025: \$3,100</p> <p>A capital renewal plan for these assets is under development with anticipated completion in Q3/4 of 2024. These repairs will need to be accounted for in this plan.</p>
	<i>Asset Management Implications:</i>	Structural repairs will be added to the value/life expectancy of the port facility.
	<i>Climate Action Impact</i>	Design and construction will adhere to the best management practices set for marine environments.
	<i>HR Implications:</i>	<p>2024 = 0.04 FTE (one-time)</p> <p>2025 = 0.02 FTE (one-time)</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 948,915	\$1,291,908	\$1,656,908	\$2,021,908	\$2,386,908
Contributions Surplus	\$ 342,993	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,291,908	\$1,656,908	\$2,021,908	\$2,386,908	\$2,751,908

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$82,507.00	\$ 140,507	\$ 158,507	\$ 176,507	\$ 194,507
2023 Operating Surplus	\$40,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	-\$ 72,000
Closing Balance in Reserve	\$ 140,507	\$ 158,507	\$ 176,507	\$ 194,507	\$ 122,507

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

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

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR RECREATION FACILITIES SERVICES [615]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Recreation Facilities Services [615] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 1 - Incorporated in Round 1. Recreation Facilities Needs Assessment and Business Case, \$100,000 funded from Operating Reserves.
- Budget Proposal 5 - Incorporated in Round 1. Sechelt Aquatic Centre (SAC) Heat Pump Replacement, \$188,500 funded by Local Government Climate Action Program (LGCAP).
- Budget Proposal 6 - Incorporated in Round 1. 2024 Contract Increases – Facilities, \$45,400 funded through Taxation.
- The following Budget Proposals were referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 2 – Ice Operations Budget Alignment \$122,900 (includes 0.65 FTE not prorated for 2024 - \$62,250) funded \$42,400 through Taxation and \$80,500 from User Fees.
 - Budget Proposal 4 – Sunshine Coast Arena (SCA) Water Well Investigation, \$63,000 funded through Taxation;
- The following Budget Proposal was referred to the 2024 Round 2 Budget pending an exploration of any cost sharing opportunities with the Sunshine Coast Junior Hockey Society.
 - Budget Proposal 3 – Gibsons and Area Community Centre (GACC) Facility Upgrades (Junior Hockey) Project Leadership \$80,400 (includes 0.38 FTE not prorated for 2024 - \$38,691) funded through Taxation.

DISCUSSION

2024 R2 Budget Proposals

2	<i>Function Number – Project Title:</i>	[615] – Ice Operations Budget Alignment
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Gibsons, Sechelt, sNGD and Areas B, D, E, F
	<i>2024 Funding Required:</i>	\$127,000 (Includes 0.65 FTE not prorated at \$66,300) (difference due to using updated 2024 wage rates)
	<i>Funding Source(s):</i>	\$80,500 – User Fees \$46,500 – Taxation
	<i>Rationale / Service Impacts:</i>	<p>Historically, the provision of ice at the Gibsons and Area Community Centre (GACC) has been from the middle of August until mid-March or approximately 32 weeks per year.</p> <p>Since 2022, the Board has supported a community initiative to bring a Junior Hockey team to the Sunshine Coast based at the GACC. The addition of this Junior team requires an extension of the ice season to accommodate their identification camps, training, and competition season including playoffs. In addition, the Coastal Sports & Entertainment Group is proposing spring development camps and programs for players ages 11-18 years beginning in 2024, and future partnerships that could offer daytime skills-based hockey programs. These programs are a key contributor to the overall sustainability of the franchise.</p> <p>An extended ice season aligns with the current user group’s needs. For several years now user groups have advocated for this to accommodate their training and competition schedules.</p> <p>This past spring, staff piloted an extended ice season to better understand the operating impacts. This was within the existing budget</p>

		<p>allocation. The pilot was successful and the uptake on ice use was greater than anticipated.</p> <p>To accommodate this demand, the ice season at the GACC will need to be 42 weeks (1st week of August to Mid-May). Note: The ice season at the SCA will be 26 weeks (4th week of September to Mid-March).</p> <p>This proposal is to align the operational budget with the increased provision of ice at the GACC from 32 weeks to 42 weeks and recognizes both the increased revenues through rentals and programs as well as the increased expenditures. Increased expenditures are primarily driven by utilities and staffing costs.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	Ongoing 0.65 FTE Increase

3	<i>Function Number – Project Title:</i>	[615] – Gibsons and Area Community Centre (GACC) Facility Upgrades (Junior Hockey) SCRD Project Leadership
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Gibsons, Sechelt, sNGD and Areas B, D, E, F
	<i>2024 Funding Required:</i>	<p>\$63,515</p> <p>(Includes one-time 0.38 FTE, \$41,815)</p> <p>Difference due to using updated 2024 wage rates as well as a reduction in the anticipated legal costs.</p>
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	The Sunshine Coast Junior Hockey Society is proposing enhancements to the GACC to facilitate the Junior Hockey team franchise. The Society is hoping to complete the construction of these enhancements in time for the start of the

		<p>first Junior Hockey season, however, there are projects that will continue into 2025.</p> <p>Although the Society will be responsible for managing the procurement and project management as well as the construction costs, SCR D staff time will be necessary to ensure quality control and protection of the SCR D’s interests. The magnitude of proposed enhancements at the GACC will take significant staff time to review proposed drawings to ensure they meet SCR D standards, construction oversight and coordination to mitigate service interruptions and ensure quality control, coordination of relevant agreements and asset transfer signoffs, etc.</p> <p>Facility Services does not have capacity within our existing staff resources to support a project of this magnitude.</p> <p>The proposal is for anticipated costs associated with agreements (legal, insurance) and additional staff resources for project oversight.</p> <p>Given that it is unknown at this time how many projects the Society will initiate in 2024 or 2025, the hours proposed for project leadership will need to be flexible and will be used only as required. Any unused hours in 2024 would be carried forward into 2025.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Due to the uncertainty of the timing of projects, <u>staff have removed the 2025 budget request from this proposal.</u> It is anticipated that project management oversight resourcing will be required in 2025, and this will be reassessed later in 2024.</p> <p>Facility enhancements will need to be incorporated into the capital renewal plan and may have a future financial impact, depending on what is proposed. The cost is unknown at this time.</p>
	<p><i>Asset Management Implications:</i></p>	<p>Assets received through the facility upgrades will be added to the future capital planning</p>
	<p><i>Climate Action Impact</i></p>	<p>n/a</p>
	<p><i>HR Implications:</i></p>	<p>2024: 0.38 FTE (one-time)</p>

4	<i>Function Number – Project Title:</i>	[615] – Sunshine Coast Arena (SCA) Water Well Investigation
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	Sechelt, sNGD and Areas B, D, E, F
	<i>2024 Funding Required:</i>	\$63,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>This project would engage professional services to determine the viability and feasibility of the well adjacent to the SCA as a water source for ice operations (thereby reducing demand on the Chapman system). This well is currently decommissioned and is no longer licensed.</p> <p>Proposed expenses also include internal resourcing (one time FTE) for project oversight and technical expertise.</p> <p>This may be a project the Board wishes to defer to a future year until the Recreation Facility Needs Assessment is completed and the future of the SCA is determined.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Pending the results of the investigation, if the well is determined to be a viable water source for ice operations future funding would be required to reactivate the well and install any additional required infrastructure. Cost to reactivate the well is unknown.</p>
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	2024: 0.02 FTE one time only	

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance	\$2,393,664	\$2,136,042	\$1,646,054	\$1,635,724	\$1,345,595
2023 Cancelled carryforwards					
Budgeted contributions (net of debt payments)	\$1,294,634	\$1,318,735	\$1,343,317	\$1,368,392	\$1,393,968
Approved withdrawals (inclusive of debt)	-\$1,552,256				
Future capital renewal needs (inclusive of debt)		-\$1,808,723	-\$1,353,647	-\$1,658,521	-\$2,393,228
Forecasted closing balance	\$2,136,042	\$1,646,054	\$1,635,724	\$1,345,595	\$ 346,335

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 869,704.00	\$ 896,877	\$ 902,177	\$ 907,477	\$ 912,777
2023 Operating Surplus	\$ 106,300.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (84,427.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 5,300.00	\$ 5,300	\$ 5,300	\$ 5,300	\$ 5,300
Closing Balance in Reserve	\$ 896,877	\$ 902,177	\$ 907,477	\$ 912,777	\$ 918,077

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Graeme Donn, Manager, Recreation Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR VARIOUS FUNCTIONS - RECREATION SOFTWARE IMPLEMENTATION [614 / 625 / 650 / 680]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Various Functions - Recreation Software Implementation [614 / 625 / 650 / 680] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following Budget Proposal was referred to 2024 Round 2 Budget pending a Recreation Software Contract Award report being brought forward to the January 11, 2024 Board Meeting with further information
 - Budget Proposal 1 – Recreation Software Implementation, 150,000 funded through Taxation.

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	Recreation Software Implementation [614, 625, 650, 680]
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$174,525 One-time Funding has been adjusted to reflect the known contract award values and internal wages have been updated to reflect 2024 rates. (New FTE 0.65 – 2024 0.57 and 2025 0.08)

	<p><i>Funding Source(s):</i></p>	<p>Taxation</p> <p>614 Recreation Facilities Services (93%) - \$162,309 625 Pender Harbour Aquatic and Fitness Centre (4%) - \$6,981 650 Parks (2%) - \$3,490 Dakota Ridge 680 (1%) - \$1,745</p>
	<p><i>Rationale / Service Impacts:</i></p>	<p>The SCR D contracts with a service provider for the software system that manages business transactions including: customer database, facility rentals, admission/pass sales, point of sales, program registration and reporting/analysis/financial accounting. Parks Services and Dakota Ridge also utilize this software for facility rentals and pass sales.</p> <p>To align with the SCR D procurement policy and Trade requirements, an RFP was released in September. The scope of services was developed to align with business needs and to address known gaps in functionality, reporting, data analysis, etc.</p> <p>A new software provider was the successful proponent. Implementation and transition to a new software system will be a significant undertaking and is anticipated to take up to 12 months.</p> <p>This proposal considers the following transition and implementation costs:</p> <ul style="list-style-type: none"> • One-time costs for project implementation support provided by the vendor (\$62,750) • One-time staff project implementation support and development of operational procedures for new software, as well as support from IT and Finance (\$70,775) • Staff training and change management, as well as new hardware, communications and public promotion (\$41,000) <p>The project implementation team will include Recreation, Parks, Finance and Information Systems.</p>

		<p>Migration to new software is a service level decision. Although tendering this service was in alignment with SCRD procurement policy and Trade Acts, and this new software provides greater functionality for both the SCRD and users, reporting, data analysis and aligns with business needs, the option to remain with the current provider for an additional three years does exist.</p> <p>Further, other initiatives that have been deemed a higher priority in 2024 (ie. DAPR) will have a significant impact on the capacity of IT and Finance.</p> <p>If this budget proposal is not supported, the current software can be retained for an additional 3 years (2025-2027) and would result in the need for staff to repeat the procurement process 2026 and bring forward a budget proposal for 2027.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Although the majority of costs associated with the migration will be experienced in 2024, there are some one-time costs that will extend into 2025 including project leadership as well as staff training for a total of \$10,140.</p>
	<p><i>Asset Management Implications:</i></p>	<p>N/A</p>
	<p><i>Climate Action Impact</i></p>	<p>N/A</p>
	<p><i>HR Implications:</i></p>	<p>2024: 0.57 FTE for project implementation (one-time)</p> <p>2025 : 0.08 FTE project implementation (one-time)</p>

Financial Implications

Refer to individual functions for reserve tables.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Jessica Huntington, Manager, Parks Services
SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR COMMUNITY PARKS [650]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Community Parks [650] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 1 - Incorporated in Round 1. Cliff Gilker Sports Field Recovery (0.14 FTE one time), \$27,000 funded through Taxation.
- Budget Proposal 5 - Incorporated in Round 1. 2024 Contract Increases, \$3,300 funded through Taxation.
- The following Budget Proposal be approved and incorporated into the 2024 Round 2 Budget with **further consideration by Electoral Area Directors at Round 2 Budget on the apportionment of Canada Community – Building Fund provision:**
 - Budget Proposal 2 – Cliff Gilker Sports Field Irrigation System (0.04 FTE), \$195,000 funded through the Canada Community – Building Fund.
- The following Budget Proposals were referred to 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review.
 - Budget Proposal 3 – Parks Facilities Booking Technician (0.70 FTE), \$20,500 (prorated at 0.23 FTE for 2024) funded through Taxation.
 - Budget Proposal 4 – Parks Service Review, \$35,000 funded through Taxation.

DISCUSSION

2024 R2 Budget Proposals

3	<i>Function Number – Project Title:</i>	650 – Park Facilities Booking Technician (0.70 FTE)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity

<i>Geographic Areas Affected:</i>	Areas A, B, D, E, F
<i>2024 Funding Required:</i>	2024 - \$21,700 (pro-rated 0.23 FTE) Difference due to using updated 2024 wage rates.
<i>Funding Source(s):</i>	Taxation
<i>Rationale / Service Impacts:</i>	<p>This request is to support the permanent budget lift of 0.7 FTE to support Parks Services through facility bookings and special event planning support. The ‘facility booking’ function includes ongoing communications with volunteers, user groups, coordination of schedules, facility allocation meetings and special requirements related to bookings, seasonal booking applications, processing permits, pass sales (Dakota Ridge), maintaining up-to-date records management with accurate rental permit correspondence and records, collection of rental fees, and all processes related to these functions in the facility management software.</p> <p>Over the 2-year pilot program, the Facilities Booking technician role has established a service level that has created efficiencies in coordination of bookings for all parks service facilities, implemented process and procedural improvements, provided consistent staff coverage resulting in improved response time, customer relationships, and positive feedback regarding the booking process experience.</p> <p>Not supporting this budget proposal would result in a decreased service level (revert back to 0.3 FTE of support for bookings for parks, community halls, special events).</p>
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	2025 ongoing - \$68,500 (0.70 FTE)
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	<p>On going base budget lift 0.70 FTE.</p> <p>Temporary position funding ends in September 2024, therefore permanent FTE is pro-rated for 2024.</p>

4	<i>Function Number – Project Title:</i>	Parks Service Review
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Areas A, B, D, E, F
	<i>2024 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>After further review of both corporate and division priorities and capacity, staff are recommending that the Parks Service Review be deferred to 2025.</p> <p>This project involves an independent review of the Parks Services Function.</p> <p>Parks Service delivery area is spread across the mainland Sunshine Coast as well as Gambier, Keats, Thormanby, and Nelson Islands. Parks currently operates and maintain over 1,500 hectares of parkland with over 100 beach accesses and community parks, one campground, five sports fields, five community halls, approximately 71 km of trails, along with other parks infrastructure such as benches, tables, bridges, garbage receptacles, signage, playgrounds, boat launches, and permanent washroom facilities. Services are delivered through a combination of direct service delivery, contracted services, and volunteer contributions through community partnerships.</p> <p>The delivery of these services is challenging, particularly over the last several years due to a combination of factors including, the impacts of climate change, increased expectations from the community, community growth, aging infrastructure, decades of insufficient asset management, increasing regulatory requirements (i.e., archeology, environmental), rising costs of contracted services, materials and supplies, as well as the geographical range of the Parks Service delivery area.</p> <p>While the staffing complement has increased over the past three years, the backlog of regular operational tasks, repair, and maintenance of</p>

		<p>assets, as well as capital projects continues to grow.</p> <p>Clearly defined operational service levels are required. These would inform and prioritize operational resourcing, Capital Asset Plan development, and manage expectations based on these clearly defined service levels.</p> <p>Out of Scope: Does not include functions 400, 665/667 or 680.</p> <p>Objectives for this review are to:</p> <ul style="list-style-type: none"> • Outline regulatory service levels and provide recommendations for operational service levels. • An assessment of the current staffing levels, organization structure, staff recruitment and scheduling, sick leave rates and relevant policies and procedures associated with the delivery of these services. • Align service levels with operational budgets, identify gaps, and provide recommendations to improve accountability and financial reporting related to services. • Define an annual reporting framework comprised of key indicators to track and report on the service efficiency and effectiveness.
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Recommendations from the Review may inform future financial implications and would be brought forward in the future for the Boards consideration.</p>
	<p><i>Asset Management Implications:</i></p>	<p>N/A</p>
	<p><i>Climate Action Impact</i></p>	<p>N/A</p>
	<p><i>HR Implications:</i></p>	<p>N/A</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$1,204,306	\$1,267,806	\$ 76,726	\$ 134,226	\$ 212,455
Contributions Surplus	\$ 6,000	-\$1,248,580	\$ -	\$ 20,729	-\$ 269,955
Building	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Other	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Closing Balance in Reserve	\$1,267,806	\$ 76,726	\$ 134,226	\$ 212,455	\$ -

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 98,810	\$ 32,310	\$ 65,810	\$ 99,310	\$ 132,810
2023 Operating Deficit	\$ (100,000)	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 33,500	\$ 33,500	\$ 33,500	\$ 33,500	\$ 33,500
Closing Balance in Reserve	\$ 32,310	\$ 65,810	\$ 99,310	\$ 132,810	\$ 166,310

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Rob Michael, Fire Chief, Gibsons and District Fire Department

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR GIBSONS AND DISTRICT FIRE PROTECTION [210]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 1 Budget Proposal for Gibsons and District Fire Protection [210] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated in Round 1. Gibsons and District Volunteer Fire Department Command Vehicle Budget Increase \$64,800 funded from Operating Reserves.
- Budget Proposal 3 – Incorporated in Round 1. Gibsons and District Fire Protection Base Budget Increase \$50,000 funded through Taxation.
- The following Budget Proposal was referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Gibsons and District Volunteer Fire Department Assistant Fire Chief (1.0 FTE), \$71,733 (prorated at 0.50 FTE for 2024) funded through Taxation.

DISCUSSION

2024 R2 Budget Proposal

1	<i>Function Number – Project Title:</i>	[210] – GDVFD Assistant Fire Chief - Prevention and Safety (1.0 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Town of Gibsons, Areas E and F
	<i>2024 Funding Required:</i>	Salary and MERC: \$72,056 (Prorated at 0.5 FTE)

	<p><i>Funding Source(s):</i></p>	<p>Taxation</p>												
	<p><i>Rationale / Service Impacts:</i></p>	<p>With a full complement of 40 volunteer firefighters and five support staff, increased call volume and climate change challenges, a full time Assistant Fire Chief – Prevention is required to support the Gibsons and District Volunteer Fire Department.</p> <p>Assistant Chief to assist in emergency response, fire prevention, public education, training, OH&S, equipment preparation, maintenance, and pre-incident planning.</p> <p>Increased development is also putting additional pressure on the fire department. The number of referrals has increased significantly as have the complexities of the proposed structures. This has a direct impact on the fire prevention team and responding firefighters.</p> <div data-bbox="651 837 1419 1268"> <table border="1"> <caption>2019 - 2023 Referrals</caption> <thead> <tr> <th>Year</th> <th>Referrals</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>34</td> </tr> <tr> <td>2020</td> <td>29</td> </tr> <tr> <td>2021</td> <td>32</td> </tr> <tr> <td>2022</td> <td>113</td> </tr> <tr> <td>2023</td> <td>94</td> </tr> </tbody> </table> </div> <p>The Assistant Chief is also required for Monday to Friday emergency daytime response when other members are not available due to their own career responsibilities. This position will provide coverage and will be available for critical decision making when other chief officers are on vacation, taking leave or attending to critical operational matters elsewhere. This is becoming much more relevant with the increase in call volume and more frequent Emergency Operation Center activations.</p>	Year	Referrals	2019	34	2020	29	2021	32	2022	113	2023	94
Year	Referrals													
2019	34													
2020	29													
2021	32													
2022	113													
2023	94													

	<div data-bbox="651 212 1422 638" data-label="Figure"> <table border="1"> <caption>2013-2023 Callouts</caption> <thead> <tr> <th>Year</th> <th>Callouts</th> </tr> </thead> <tbody> <tr><td>2013</td><td>215</td></tr> <tr><td>2014</td><td>198</td></tr> <tr><td>2015</td><td>204</td></tr> <tr><td>2016</td><td>276</td></tr> <tr><td>2017</td><td>267</td></tr> <tr><td>2018</td><td>225</td></tr> <tr><td>2019</td><td>296</td></tr> <tr><td>2020</td><td>239</td></tr> <tr><td>2021</td><td>348</td></tr> <tr><td>2022</td><td>407</td></tr> <tr><td>2023</td><td>326</td></tr> </tbody> </table> </div> <p data-bbox="651 669 1401 1037">The fire prevention division is currently unable to meet service demands as mandatory fire and life safety inspections targets are not being met. Additionally, new building construction referrals and plan reviews are taking an increasing time commitment from staff. Fire and life safety inspections are required by the Fire Services Act. A key component of these inspections is creating/maintenance of pre-incident plans which are important for effective suppression and for firefighter safety. In 2023, GDVFD completed 89 inspections, but had a target of 400, leaving 311 uncompleted.</p> <p data-bbox="651 1073 1401 1203">“As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Deputy Chief/Training Officer) then will become either full or part-time positions.”</p> <p data-bbox="651 1236 919 1270">(Mitchell, 2018 pg 5)</p>	Year	Callouts	2013	215	2014	198	2015	204	2016	276	2017	267	2018	225	2019	296	2020	239	2021	348	2022	407	2023	326
Year	Callouts																								
2013	215																								
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2022	407																								
2023	326																								
<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Position is pro-rated at 0.5 FTE for 2024. This is proposed as a one-year lift while a resourcing study of 3 SCRD fire departments is undertaken.</p>																								
<p><i>Asset Management Implications:</i></p>	<p>n/a</p>																								
<p><i>Climate Action Impact</i></p>	<p>The impacts of climate change are leading to increasingly severe and frequent emergency events. Dedicated resources can assist in mitigating and managing emergency events.</p>																								
<p><i>HR Implications:</i></p>	<p>0.5 FTE – 2024 (temporary) \$72,056</p>																								

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$659,347	\$ 624,447	\$ 93,523	\$ 160,026	\$ 261,671
Contributions Surplus	\$275,000	\$ 355,000	\$ 362,100	\$ 369,342	\$ 376,729
2024 BPs	-\$200,000	\$ -	\$ -	\$ -	\$ -
Capital Renewal	-\$109,900	-\$ 885,924	-\$ 295,597	-\$ 267,697	-\$ 333,597
Closing Balance in Reserve	\$624,447	\$ 93,523	\$ 160,026	\$ 261,671	\$ 304,803

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 202,216.00	\$ 267,416	\$ 267,416	\$ 267,416	\$ 267,416
2023 Operating Surplus	\$ 130,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (64,800.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 267,416	\$ 267,416	\$ 267,416	\$ 267,416	\$ 267,416

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Pat Higgins, Fire Chief, Roberts Creek Fire Department
SUBJECT: 2024 ROUND 2 BUDGET PROPOSAL FOR ROBERTS CREEK FIRE PROTECTION [212]

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Roberts Creek Fire Protection [212] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated in Round 1. Asphalt Repair \$10,600 funded from Operating Reserves;
- Budget Proposal 3 – Incorporated in Round 1. Duty Officer Vehicle \$7,934 funded from Operating Reserves;
- Budget Proposal 4 – Incorporated in Round 1. Roberts Creek Volunteer Fire Department – Uniforms \$15,000 funded from Operating Reserves;
- Budget Proposal 5 – Incorporated in Round 1. Roberts Creek Fire Protection Base Budget Increase **\$27,000** funded through Taxation. **(Amount reduced from \$30,000 at R1 following further financial analysis)**
- The following budget proposal was referred to 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Roberts Creek Volunteer Fire Department Assistant Fire Chief (0.5 FTE), \$26,599 (prorated at 0.25 FTE for 2024) funded through Taxation.

DISCUSSION

2024 R2 Budget Proposal

1	<i>Function Number – Project Title:</i>	[212] – RCVFD Assistant Fire Chief – Prevention, Training and Safety
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	D – Roberts Creek

<p><i>2024 Funding Required:</i></p>	<p>\$29,395 (Prorated to 0.25 FTE for 2024)</p> <ul style="list-style-type: none"> • \$24,131 in Wages & MERCs • \$5,264 in Base Budget Increase for 2024
<p><i>Funding Source(s):</i></p>	<p>Taxation</p>
<p><i>Rationale / Service Impacts:</i></p>	<p>Assistant Chief to guide health and safety and add to daytime emergency response. Will assist with fire prevention, public education, training, operational readiness and maintenance and pre-incident planning.</p> <p>The Assistant Chief is also required for Monday to Friday emergency daytime response when other members are out of the district due to their own career responsibilities. The lack of employment in Roberts Creek means most members work outside the district. Currently 50% of the time there is only 1 member of staff on shift to respond during these hours. This position will ensure two people are in the hall available to respond. Our primary goal is to save lives and being able to respond quicker with an adequate work force is a vital requirement.</p> <p>“As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Deputy Chief/Training Officer) then will become either full or part-time positions.”</p> <p>(Mitchell, 2018 pg 5)</p>
<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Position is pro-rated at 0.25 FTE for 2024 increasing to 0.5 FTE for 2025.</p> <p>2025 (0.5 FTE)-\$50,192</p> <p>\$5,034 Base Budget Increase in 2025 and Onward</p>
<p><i>Asset Management Implications:</i></p>	<p>n/a</p>
<p><i>Climate Action Impact</i></p>	<p>The impacts of climate change are leading to increasingly severe and frequent emergency events. Dedicated resources can assist in early management and mitigation of emergency events.</p>
<p><i>HR Implications:</i></p>	<p>0.5 FTE for 2025</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$620,786	\$ 614,386	\$773,962	\$937,492	\$ 937,492
Contributions	\$193,800	\$ 197,676	\$201,630	\$205,663	\$ 209,776
Budget Proposals		\$ -	\$ -	\$ -	\$ -
Capital Plan	-\$200,200	-\$ 38,100	-\$ 38,100	-\$205,663	-\$ 16,800
Closing Balance in Reserve	\$614,386	\$ 773,962	\$937,492	\$937,492	\$1,130,468

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

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 126,763.00	\$ 176,329	\$ 176,329	\$ 176,329	\$ 176,329
2023 Operating Surplus	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (15,000.00)	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ (5,434.00)	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 176,329	\$ 176,329	\$ 176,329	\$ 176,329	\$ 176,329

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Ryan Daley, Fire Chief, Halfmoon Bay Fire Department
SUBJECT: 2024 ROUND 2 BUDGET PROPOSAL FOR HALFMOON BAY FIRE PROTECTION [216]

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Halfmoon Bay Fire Protection [216] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated in Round 1. Halfmoon Bay Fire Protection Base Budget Increase \$20,000 funded through Taxation.
- The following Budget Proposal was referred to 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Halfmoon Bay Volunteer Fire Department Assistant Fire Chief (0.5 FTE), \$26,005 (prorated at 0.25 FTE for 2024) funded through Taxation;

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[216] – HMBVFD Assistant Fire Chief – Prevention, Training and Safety (0.5 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	B – Halfmoon Bay
	<i>2024 Funding Required:</i>	\$28,801 (0.25 FTE for 2024) <ul style="list-style-type: none"> • \$24,131-0.25 FTE • \$4,670 Base Budget Lift
	<i>Funding Source(s):</i>	Taxation

	<p><i>Rationale / Service Impacts:</i></p>	<p>Assistant Chief to assist in emergency response, fire prevention, public education, training, OH&S, equipment preparation, maintenance, and pre-incident planning.</p> <p>The Assistant Chief is also required for Monday to Friday emergency daytime response when other members are out of the district due to their own career responsibilities. The lack of employment in Halfmoon Bay means most members work outside the district. In 2022 HMBVFD had 45.83% of its call volume Monday to Friday from 8:00-17:00, with 2023 trending the same. Currently 50% of the time there is only 1 member of staff on shift to respond during these hours. This position will ensure two people are in the hall available to respond. Our primary goal is to save lives and being able to respond quicker with an adequate work force is a vital requirement.</p> <p>“As each Department then grows, and its call volumes and responsibilities increase, one or more other officer positions (e.g., Deputy Chief/Training Officer) then will become either full or part-time positions.”</p> <p>(Mitchell, 2018 pg. 5)</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>2025-\$54,632</p> <ul style="list-style-type: none"> • Position is pro-rated at 0.25 FTE for 2024, increasing to 0.5 FTE for 2025 (\$50,192). • \$4,440 Base Budget lift in 2025 and beyond
	<p><i>Asset Management Implications:</i></p>	<p>n/a</p>
	<p><i>Climate Action Impact</i></p>	<p>The impacts of climate change are leading to increasingly severe and frequent emergency events. Dedicated resources can assist in mitigating and managing emergency events.</p>
	<p><i>HR Implications:</i></p>	<p>0.5 FTE in 2025 - \$50,192</p>

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 124,013	\$ 206,013	\$ 206,013	\$ 206,013	\$ 206,013
2023 Operating Surplus	\$ 82,000	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals		\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 206,013	\$ 206,013	\$ 206,013	\$ 206,013	\$ 206,013

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Matt Treit, Manager, Protective Services
SUBJECT: 2024 ROUND 2 BUDGET PROPOSAL FOR EMERGENCY TELEPHONE 911 [220]

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Emergency Telephone 911 [220] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 1 – Incorporated at Round 1. Emergency Telephone 911 Base Budget Increase \$44,750 funded through Taxation.
- The following Budget Proposal was referred to 2024 Round 2 Budget for scope and grant clarifications:
 - Budget Proposal 2 – Next Generation 911, \$45,000 contingent on receipt of grant funding.

DISCUSSION

2024 R2 Budget Proposal

2	<i>Function Number – Project Title:</i>	[220] – Next Generation 911
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$45,000
	<i>Funding Source(s):</i>	Grants
	<i>Rationale / Service Impacts:</i>	SCRD (and all Sunshine Coast local governments) have been provided grants to support data preparation, legal costs associated with data agreements, training and education related to the implementation of next generation

		<p>(NG) 911 service. The change to this service is mandated by CRTC.</p> <p>Intergovernmental dialogue on needs, collaboration opportunities and potential cost sharing is underway. Local governments are seeking additional information from senior governments and agencies on specific requirements and timing for these requirements.</p> <p>This proposal has the effect of incorporating grant funds into the budget and establishing a project that can be initiated, likely collaboratively/regionally, once more information is available.</p> <p>No material updates related to the specific equipment, processes, timing or associated training and communication needs have been provided to local governments since Round 1 budget.</p> <p>Staff recommend approving and incorporating this grant-funded project into the 2024 budget so that funding is available in-year once more information/direction is provided to local governments. Staff will provide updates to the Board as this initiative progresses.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Unknown at present.
	<i>Asset Management Implications:</i>	None associated with this phase of the change to NG911.
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	None anticipated at this time.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5-6, 2024

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR SUNSHINE COAST EMERGENCY PROGRAM (SCEP) [222]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Sunshine Coast Emergency Program (SCEP) [222] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated in Round 1. Neighbourhood Emergency Preparedness Financial Support (Pilot Project) \$10,000 funded through Taxation.
- The following Budget Proposals 1, 3, 4 were referred to 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Community Evacuation Planning Support (0.2 FTE), \$10,353 (prorated at 0.1 FTE for 2024) funded through Taxation.
 - Budget Proposal 3 – Emergency Support Services (ESS) Director Staffing Increase, (0.1 FTE), \$7,888 funded through Taxation;
 - Budget Proposal 4 – Emergency Management Technician (1.0 FTE), \$46,013 (prorated at 0.5 FTE for 2024) funded through Taxation.
- The following Budget Proposal was referred to the 2024 Round 2 Budget with further scope and information to be included:
 - Budget Proposal 5 – SCEP On Call Program Contact, \$20,000 funded through Taxation.

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[222] – Community Evacuation Planning Support (0.2 FTE)-Contracted Support
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact

	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$10,404 (Prorated for 2024 0.1 FTE) \$62,500 for 3-year contracted support
	<i>Funding Source(s):</i>	Taxation, with potential for partial offset with grant funding
	<i>Rationale / Service Impacts:</i>	Funding for a facilitator to develop a community evacuation plan template and to provide workshops for community associations to write their community evacuation plan, from a local knowledge perspective.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Proposed to increase to \$22,680 for the following 4 years. 5 year program total. Multi-year contract proposed. This project will generate plans which should be reviewed periodically by staff and community. The effectiveness and progress made through a contract can be evaluated during and at conclusion. There may be a case for renewal/continuation of approach.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	0.1 FTE in 2024 (\$22,680 for 0.2 FTE in 2025-2028)

3	<i>Function Number – Project Title:</i>	[222] – Emergency Support Services (ESS) Director Staffing Increase (0.1 FTE Increase)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$7,937
	<i>Funding Source(s):</i>	Taxation

	<i>Rationale / Service Impacts:</i>	ESS Director – staffing increase from 0.1 FTE to 0.2 FTE
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual cost.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
	<i>HR Implications:</i>	0.1 FTE increase

4	<i>Function Number – Project Title:</i>	[222] – Emergency Management Technician (1.0 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$46,239 (Prorated at 0.5 FTE for 2024)
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	1.0 FTE Emergency Management Technician - The Sunshine Coast Emergency Program requires expanded administrative support to assist with updating EOC standard operating procedures, stakeholder emergency plans and contact information, current outdated templates, community outreach material and EOC documentation, procedures and filing. Maintain the EOC equipment and processes in a state of readiness.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual cost.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	1.0 FTE - \$96,177 for 2025, Year 2 (0.5 Prorated for 2024)	

5	<i>Function Number – Project Title:</i>	[222] – SCEP On-Call On-Call After Hours Program Contact
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>This proposal would address the service need for an all-hours contact point for emergency alerts, warnings and program activations. Select exempt fire department and other staff would be trained as Level 1 EOC Directors and be scheduled as a contact point outside of business hours.</p> <p>A combination of backfill/substitution pay the “additional duties” provision in the Exempt Employment Bylaw and existing flexible schedule provisions will be used. Includes modest incremental telecommunication and training costs.</p> <p>This strategy responds to the increased demand on emergency program staff in recent years and the analysis presented to the SCRD Board in summer 2023.</p> <p>This approach will build bench strength and has succession planning benefits.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Ongoing annual cost, recommended to increase by 6% in 2025 and 4% annually thereafter to match salary requirements.
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	No FTE increase.	

6	<i>Function Number – Project Title:</i>	[222] – Emergency and Disaster Management Act - Indigenous Engagement Requirements ***NEW
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All Areas
	<i>2024 Funding Required:</i>	\$48,000
	<i>Funding Source(s):</i>	Provincial capacity funding
	<i>Rationale / Service Impacts:</i>	<p>The Indigenous Engagement Requirements (IER) Funding Program will provide SCR D with up to \$48,000 of provincial funding for the implementation of the Indigenous Engagement Requirements within the <i>Emergency and Disaster Management Act (EDMA)</i>.</p> <p>This funding will assist First Nations and local authorities to engage in activities related to capacity needs, relationship-building and collaboration. Some of these activities are requirements set in legislation.</p> <p>SCR D received a contribution agreement on January 15, 2024. Work done using this funding must be completed by March 31, 2025.</p> <p>Staff will analyze the current SCEP workplan and engage with municipal and First Nations partners to prepare an action plan, which will be presented to the Board.</p> <p>Staff recommend that the delegated authorities sign the contribution agreement to accept this funding.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	To be assessed
	<i>Asset Management Implications:</i>	n/a
	<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	To be assessed	

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 40,256	\$ 40,256	\$ 40,256	\$ 40,256	\$ 40,256
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 40,256	\$ 40,256	\$ 40,256	\$ 40,256	\$ 40,256

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 7,806	\$ 32,806	\$ 57,806	\$ 82,806	\$ 107,806
2023 Operating Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Closing Balance in Reserve	\$ 32,806	\$ 57,806	\$ 82,806	\$ 107,806	\$ 132,806

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Jonathan Jackson, Manager, Planning and Development
SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR RURAL PLANNING [504]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Rural Planning [504] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposals 1, 2 and 3 - as follows, were referred to 2024 Round 2 Budget per the following recommendation:
 - AND THAT the following budget proposals be referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:

Budget Proposal 1 – Planning Services Technical Review Baseline Staff Positions (2.0 FTE), \$175,293 (prorated for Planning Technician 3 – 0.75 FTE for 2024 - \$77,383 and for Environmental Planner – 0.75 FTE for 2024 - \$97,910) from User Fees and Service Charges;

Budget Proposal 2 – Planning Enhancement Project 2 Staff Position (1.0 FTE), \$63,608 (prorated for GIS Technician 1 – 0.75 FTE for 2024 - \$63,608) from User Fees and Service Charges;

Budget Proposal 3 – Planning Enhancement Project 1.1 – Development Approvals Process Mapping and Tempest Enhancements – Project Exploration; Initiation and Scoping, \$89,925 funded from Taxation, (prorated for Planning and Development, Assistant Manager – 0.30 FTE for 2024 - \$40,105 and Senior Systems Analyst – 0.20 FTE for 2024 - \$22,320 and \$7,500 contract expenses).

There are two new Budget Proposals 4 and 5 added to this report.

As well, a [500] Regional Planning budget proposal was considered and the following recommendation made:

- The following Budget Proposal was referred to 2024 Round 2 Budget for more information to be provided on status of related municipal initiatives:
 - Budget Proposal 1 – Regional Land Evaluation - Housing Potential, \$35,000 funded by Grant generated by Municipal Regional Destination Tax through Sunshine Coast Tourism to the SCRD \$27,656 and Operating Reserves \$7,344.

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[504] – Planning Services Technical Review Baseline Staff Positions (2.0 FTE) (1.0 FTE and Contract Support)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2024 Funding Required:</i>	<p>\$167,917 \$111,626</p> <ul style="list-style-type: none"> • Component A: Planning Technician 3 (Prorated 0.75 FTE for 2024) - \$74,126 • Environmental Planner (Prorated 0.75 FTE for 2024) – \$93,790 <p>Component B: Contracted environmental planning support \$50,000 (prorated to \$37,500 in 2024).</p>
	<i>Funding Source(s):</i>	<p>A: Planning Technician 3: User Fees and Service Charges</p> <p>B: Contracted environmental planning support: taxation</p> <p>*Note that regular review of planning fees and charges is planned, with achievement of legislated cost recovery. Staff intend that tax subsidization of current development approval work continues to decrease and that resources such as contracted environmental planning support can be cost-recovered, in order to provide fair, fast, efficient and responsive service to applicants.</p>

	<p><i>Rationale / Service Impacts:</i></p>	<p>SCRD Planning and Development services have seen record demand in recent years, with staffing levels being insufficient to cope. Development applications have reached record high volumes and long-range planning documents have become outdated.</p> <p>SCRD’s Development Approvals Review Process (DAPR) recently concluded, and the final report was endorsed to guide planning enhancements through consideration of the 2024 budget process and beyond.</p> <p>Through this report, a minimum of 2 new full-time equivalent (FTE) positions were recommended for the 2024 budget year, being a planning technician and an environmental planner to ensure baseline planning services can be supported.</p> <p>A Planning Technician 3 would serve as a planning services supervisor to provide additional processing capacity and oversee and enhance inquiry services.</p> <p>The Environmental Planner (contracted resource) is identified as necessary to provide sufficient professional capacity in the review of applications and creation of policies related to environmental protection.</p> <p>Through the DAPR review, shíshálh Nation also requested that SCR D consider creating this position to support a variety of intergovernmental needs that support reconciliation and environmental protection. As DAPR implementation work continues to evolve it is anticipated that the need for other new positions will be identified.</p> <p>This budget proposal is a conservative approach to supporting growth in the demand for SCR D Planning Services. The proposed positions have been carefully considered and are immediate needs to ensure that planning services can maintain baseline operations in the 2024 budget year.</p>
	<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Planning Technician 3: proposed as ongoing position</p>

		Contracted environmental planning support resource – proposed as a 3-year contract, up to \$50,000 annually and 75% prorated in 2024; total value as up to \$137,500.
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	None directly, although staff workplan will include updates to planning policy that consider climate action impacts.
	<i>HR Implications:</i>	4.5 0.75 FTE Year 1 (Pro-Rated for 2024) 2 1.0 FTE Year 2 (2025) Planning Technician 3 – 2025 (1.0 FTE) - \$102,789 Environmental Planner – 2025 (1.0 FTE) – \$130,055

2	<i>Function Number – Project Title:</i>	[504] –Planning Enhancement Project 2 Staff Position (1.0 FTE)
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2024 Funding Required:</i>	\$67,852 GIS Technician 1 (pro-rated at 0.75 FTE for 2024) \$67,852
	<i>Funding Source(s):</i>	User Fees and Service Charges 2024: \$25,000 from Local Government Housing Initiatives program capacity funding; \$42,852 taxation 2025: Taxation
	<i>Rationale / Service Impacts:</i>	SCRD’s planning and land use policy framework contains seven OCPs ranging from 5 to 28 years of age, and several similarly dated affiliated implementing bylaws. The recent Development Approvals Process Review (DAPR) report found this framework to be outdated and recommends updating. Required updates align with SCR D’s Planning Enhancement Project 2 (PEP2), also known as OCP Renewal. PEP2 is designed to achieve the significant planning policy framework

		<p>overhaul required to action this key DAPR recommendation.</p> <p>PEP2 is further aligned with new provincial legislation that has mandatory obligations for local governments in support of proposed remedies to tackle the province-wide housing shortages. The province is requiring that local governments expand the scope of Housing Needs Reports and update Official Community Plans every 5 years, ensuring that zoning bylaws match housing needs and OCPs. These and other pending legislative changes, such as those related to financing of service expansion related to growth are anticipated to further impact demand for SCRD long-range planning and need to be considered as part of PEP2. The province has provided SCRD with \$174,383 in capacity funding (“Local Government Housing Initiatives program”) to undertake regulatory updates, of which this GIS work is, in part, one component.</p> <p>Through project initiation, Planning and GIS staff reviewed PEP2 scope and determined it will require some of the most significant demand on mapping services ever incurred in a single planning project and is not sufficiently resourced in the approved budget. This work impacts several other bylaws affiliated with land use and development, requiring studies and work to update or replace virtually every planning bylaw map; a process that requires significant in-house and consultant resources.</p> <p>The development of bylaw maps, particularly those forming bylaw schedules, is a critical, time-consuming process required to ensure appropriate accuracy and legal standards. The nature of this mapping requires both internal and consultant-led components of mapping. Consultant work is more expensive and intended to provide specialized GIS studies that inform policy change. Internal staff are cheaper and provide internal knowledge, data and support to consultant-led studies and are better suited to complete final detailed bylaw schedules and policy maps that form the legal and spatial boundaries of land use bylaws. Such work includes OCP and zoning map schedules,</p>
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		<p>development permit areas, servicing and related fee-charge bylaw work, etc.</p> <p>The existing project budget includes \$150,000 in total consultant-led GIS mapping services but does not include budget for an internal staff resource to support the consultant portion of the work and complete final bylaw maps.</p> <p>Staff have determined the market rate for consulted mapping services is \$150 per hour and the existing approved budget results in about 1000 consultant hours of GIS work. This translates into slightly over 6 months' worth of full-time mapping work and should be sufficient to complete necessary consultant-led portion of background studies to support policy changes, if supported by a full-time in-house staff resource for the duration of the project. As such, funding for a temporary full-time GIS technician to conduct in-house mapping services from 2024 through 2026 is requested to ensure successful completion of PEP2.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	None
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	None directly, although staff workplan will include updates to planning policy that consider climate action impacts
	<i>HR Implications:</i>	<p>0.75 FTE Year 1 (Pro-Rated) 1.00 FTE Year 2</p> <p>GIS Technician 1 – 2025 (1.0 FTE) - \$94,088</p>

3	<i>Function Number – Project Title:</i>	[504] – Planning Enhancement Project 1.1 – Development Approvals Process Mapping and Tempest Enhancements – Project Exploration: Initiation and Scoping Development Approvals Process Review (DAPR) Implementation
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	A, B, D, E, F

	<p><i>2024 Funding Required:</i></p>	<p>\$67,188 2024 Total</p> <ul style="list-style-type: none"> • Planning and Development, Assistant Manager 0.30 FTE for 2024 – \$38,418 • Senior Systems Analyst 0.20 FTE for 2024 – \$21,270 • Plus \$7,500 contracted expenses <p>\$75,000 total</p> <ul style="list-style-type: none"> • Component A: Contracted change management resource - \$50,000 • Component B: Contracted software support resource - \$25,000
	<p><i>Funding Source(s):</i></p>	<p>Taxation</p>
	<p><i>Rationale / Service Impacts:</i></p>	<p>The final report on SCRD’s Development Approvals Process Review (DAPR) was endorsed to guide enhancement of SCRD’s development approval processes and to be considered as part of the 2024 budget process.</p> <p>The final DAPR report determined that SCRD’s approval processes rely on multiple core technologies which are becoming outdated and not consistently used. Existing technology implementations and process workflows are in many cases no longer aligned with business needs and have in many cases been rendered ineffective. To reconcile existent technology deficits, the report made specific recommendations related to SCRD’s processes and use of Tempest to both enhance use of technology and application tracking.</p> <p>It has been determined that a full re-integration of Tempest will be required to achieve the desired outcome, which will involve a process that investigates all benefits that can be harnessed from the most modern version of Tempest. As part of this work, SCRD must first document all its current and desired planning-related processes in order to harmonize Tempest capabilities to fully support each planning process. This will be a multi-year project and involve budget requests for at minimum 2024 and 2025. This proposal is for Budget 2024 budget year and involves the first project phase of project initiation and scoping.</p>

		<p>The project requires the following resources for 2024:</p> <ol style="list-style-type: none"> 1) Planning and IT staff contracted resources are required to support change management, complete internal review of process mapping and identify technology solutions, and to 2) Funding for a consultant to assist with investigating how tempest functionality can better support planning processes.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>2-year contracts are proposed:</p> <ul style="list-style-type: none"> • Component A: Change management resource – total contract of \$100,000 • Component B: Software support resources – total contract of \$50,000
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	None
	<i>HR Implications:</i>	<p>None</p> <p>0.50 FTE Year 1 (2024) 0.20 FTE Year 2 (2025) – \$24,378</p> <ul style="list-style-type: none"> • Assistant Manager, Planning and Development – 2025 – 0.10 FTE – \$13,318 • Senior Systems Analyst 2025 – 0.10 FTE – \$11,060

4	<i>Function Number – Project Title:</i>	[504] – Housing Needs Assessment ***NEW
	<i>Risk Factor:</i>	HIGH RISK: Urgent - Service Level Impact
	<i>Category:</i>	Mandatory (Regulatory Compliance)
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2024 Funding Required:</i>	\$55,000
	<i>Funding Source(s):</i>	Local Government Housing Initiatives program capacity funding
	<i>Rationale / Service Impacts:</i>	New legislation enacted by the Province in 2023 (Bills 44, 46, 47) requires local

		<p>governments to complete updated housing needs assessment reports by December 31, 2024.</p> <p>Staff will undertake to coordinate this work with member municipalities (as was done when the current/prior report was prepared); this funding represents costs for a report only for SCRD electoral areas.</p> <p>The province has provided SCRD with \$174,383 in capacity funding (“Local Government Housing Initiatives program”) to undertake regulatory updates, of which this Housing Needs Assessment work is one component.</p> <p>Staff will be providing an update report on the financial and workplan implications associated with these legislative changes and which will speak to utilization of unallocated capacity funding.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	<p>Housing needs reports are required by legislation to be prepared every five years.</p> <p>In the future, staff intend to prepare a multi-year funding plan to address renewal of core planning documents/assets.</p>
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	None
	<i>HR Implications:</i>	None

5	<i>Function Number – Project Title:</i>	<p>[504] – Regional Land Evaluation – Housing Potential ***NEW</p> <p>**formerly proposed as a [500] Regional Planning project</p>
	<i>Risk Factor:</i>	LOW: Minimal / None
	<i>Category:</i>	Discretionary
	<i>Geographic Areas Affected:</i>	A, B, D, E, F
	<i>2024 Funding Required:</i>	\$35,000

	<p><i>Funding Source(s):</i></p>	<p>Grant-generated by Municipal Regional Destination Tax through Sunshine Coast Tourism through to SCRD - \$27,656</p> <p>Reserves (Operating) Taxation - \$7,344</p>
	<p><i>Rationale / Service Impacts:</i></p>	<p>A Land Use Study is one of the key priorities outlined in the Sunshine Coast Housing Action plan.</p> <p>It will provide the community with an inventory and assessment of all public, institutional, non-profit, faith-based, and community-owned land in the region.</p> <p>Findings from the study will provide an important community resource for the housing sector and will support the development of housing outlined in the Social and Housing Needs Assessment report including workforce housing, seniors housing, transitional housing, supportive housing, and deeply affordable housing.</p> <p>Housing providers will be able to identify land that can be used for their projects.</p> <p>The project will encompass the entire geographic area of the lower Sunshine Coast focus on electoral area lands, based on updated information that member municipalities have or will be considering separate approaches. Opportunities for inclusion, coordination and cooperation with member municipalities that could add shared value will be explored. Data will be housed on the SCRD's GIS mapping platform, and will be accessible to local government, housing providers, developers and social service organizations in the community.</p> <p>The study will provide other important benefits to local government and non-profit organizations including:</p> <ul style="list-style-type: none"> • identifying land that can be used for community amenities. • supporting land use planning and asset management such as a regional growth strategy and official community plans.

		<ul style="list-style-type: none"> generating new revenue streams for local government or other institutional landowners through disposition or long-term lease of land.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	None (noting it is a point in time and will become stale data at some point)
	<i>Asset Management Implications:</i>	None
	<i>Climate Action Impact</i>	None directly; climate impact of development can be considered as a factor in screening inventory results.
	<i>HR Implications:</i>	Depends on continuance of contracted Regional Housing Coordinator role (funded from MRDT revenue share)

Financial Implications

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

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 2,766.00	\$ 102,766	\$ 102,766	\$ 102,766	\$ 102,766
2023 Operating Surplus	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 102,766	\$ 102,766	\$ 102,766	\$ 102,766	\$ 102,766

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: Sherry Reid, Corporate Officer
Dean McKinley, Chief Administrative Officer

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR GENERAL GOVERNMENT [110]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for General Government [110] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- Budget Proposal 2 – Incorporated in Round 1. Howe Sound Community Forum – Hosting, \$4,500 funded through Taxation;
- Budget Proposal 3 – Incorporated in Round 1. Corporate Workplan, \$40,000 funded from Operating Reserves;
- Budget Proposal 5 – Incorporated in Round 1. Base Budget Lift (Training and Development) [110 / 130], \$6,500 funded through Taxation ([110] - \$4,000 and [130] - \$2,500).
- The following budget proposal was referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Legislative Coordinator (1.0 FTE), \$92,678 (prorated at 0.75 FTE for 2024) funded through Taxation;
- The following budget proposal was referred to the 2024 Round 2 Budget to allow staff to expand on the scope of the project including Board involvement and also the potential to incorporate other proposed service plan reviews into the overall proposal:
 - Budget Proposal 4 – Organization Review Implementation, \$30,000 (reduced from \$75,000) funded from Operating Reserves.

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[110] - Legislative Coordinator 1.0 FTE
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Board Direction
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$95,199 (for Year 1 – amount adjusted per newly ratified Collective Agreement) Prorated to 0.8 FTE for 2024
	<i>Funding Source(s):</i>	Taxation
	<i>Rationale / Service Impacts:</i>	<p>This budget proposal was initially proposed in 2023 but was referred to the 2024 budget process by Board resolution, as follows:</p> <p><u>029/23 Recommendation No. 55</u></p> <p><i>THAT the following budget proposal be referred to 2024 Budget:</i></p> <ul style="list-style-type: none"> <i>Budget Proposal 5 – 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.</i> <p>The request for this new resource has been amended to address current and ongoing capacity needs in SCRD’s Legislative Services division. Among other responsibilities within the division, this resource will provide Legislative Services with additional capacity necessary to support an organization-wide corporate policy review.</p> <p>A policy review to ensure compliance with current legislation is needed and overdue. This need has been identified on annual workplans, however year after year the work is carried forward due to limited capacity within Legislative Services to allocate adequate time or resources while also attending to day-to-day operational responsibilities. Further delay of this work may put the organization at risk. This is largely due to the necessity for SCRD policies to keep pace with changes that have occurred in provincial</p>

	<p>legislation over recent years. New requirements and responsibilities have been imposed on local governments, as well as new authorities. Work undertaken will align with the policy review process already initiated for Board policies and will be expanded to include a review of operational policies resulting in:</p> <ul style="list-style-type: none">• implementation of the corporate policy framework and review process for operational policies;• research to document/verify legislative changes;• assessment of organizational policy needs;• identification of policy gaps/recommendations for changes and improvements;• work with subject matter experts to support revision of existing operational policies and to ensure alignment with SCRD bylaws and related documents;• development and ongoing maintenance of a corporate policy register/manual; and,• the development and establishment of a schedule for ongoing policy review and update to ensure continued legislative compliance and organizational effectiveness. <p>It is further envisioned that an additional Legislative Services resource, will facilitate additional capacity in the division to support the following organizational needs:</p> <ul style="list-style-type: none">• ongoing bylaw support (review, drafting, amendment and consolidation processes)• implementation of meeting management software (training, staff support, documentation of process and procedural changes)• committee clerk / meeting recorder for board meetings and committees• procedural advice for other SCRD departments with respect to legislative processes• implementation of Planning process improvements resulting from the Development Approval Process Review
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		<ul style="list-style-type: none"> conducting required elector approval processes in support of 2024 budget-approved projects.
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$123,759 (Year 2); \$127,163 (Year 3); \$129,706 (Year 4); \$129,706 (Year 5) calculations based on newly ratified Collective Agreement and estimated CPI increase year over year.
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	Addition of new resource - 1.0 FTE

4	<i>Function Number – Project Title:</i>	[110] – Organization Review – Phase II Implementation
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Operating Reserve
	<i>Rationale / Service Impacts:</i>	<p>Organization Review Implementation. This proposed project builds upon the Organizational Review begun in Fall 2023.</p> <p>The Implementation project will include:</p> <ul style="list-style-type: none"> Leadership development Building highly effective teams (Senior Leadership Team / Board/Managers) Increase organizational capacity through realignment
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	N/A
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	N/A	

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)
 (use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 509,740.00	\$ 785,740	\$ 741,740	\$ 697,740	\$ 703,740
2023 Operating Surplus	\$ 440,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (70,000.00)	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	\$ (94,000.00)	-\$ 44,000	-\$ 44,000	\$ 6,000	\$ 6,000
Closing Balance in Reserve	\$ 785,740	\$ 741,740	\$ 697,740	\$ 703,740	\$ 709,740

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

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

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR FINANCE [112 / 113]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Finance [112 / 113] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following budget proposals be referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Utility Billing Program Resourcing (2.3 FTE over 3 years), \$105,180 (2 positions prorated at 0.5 FTE each for 2024) funded from Support Services, Utility Fees (for billing portion) and Operating Reserves;
 - Budget Proposal 2 – Budget Software, \$250,000 funded from Operating Reserves (with 0.15 FTE Temporary Lift in 2024 to implement the project).

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	[113] – Utility Billing Program Resourcing – 2.3 FTE increase over 3 years.
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$105,180 (2 positions prorated @ 0.5 each for 2024)
	<i>Funding Source(s):</i>	Support Services & Utility fees (for utility billing portion)

		<p>Operating reserves are being used to smooth support service rate increases up to 2027. These reserves have mostly been accumulated as a result of extended staff vacancies.</p>
	<p><i>Rationale / Service Impacts:</i></p>	<p>The 2023-2027 SCRD Board Strategic Plan has identified “Water Stewardship” as a key focus area. As part of achieving this, it identified the following actions:</p> <div style="border: 1px solid black; padding: 5px;"> <ol style="list-style-type: none"> 2. Improve water demand management and increase the efficiency of water use by completing installation of water meters and implementing volumetric billing. 3. Adopt the SCRD Water Strategy to confirm the strategic priorities, objectives and actions that will guide the future planning and delivery of SCRD water services. </div> <p>Under the direction of the Manager, Financial Services, the Utility Billing Program is currently administered by a single dedicated 1.0 FTE resource (Utility Billing Technician), supplemented with administrative support from the utility services and solid waste divisions (customer inquiries and conveyances) and the revenue section of the financial services division (payment and refund processing). In addition, the commercial metering program is supported by the strategic initiatives division (meter readings and data integrity).</p> <p>In consideration of a pending change to the service level of the Utility Billing Program required to support residential meter billing, this project proposes the addition of two (2) new 1.0 FTE positions and a 0.3 FTE increase to existing position(s) within the Finance Operations division of the Corporate Services Department, increasing the existing FTE count from 7.7 to 10.0.</p> <p>One of the new positions will be dedicated to the utility billing program creating necessary capacity and redundancy to support current operations and the forthcoming residential meter billing.</p> <p>The other new position will create strategic capacity within finance operations to facilitate restructuring of the division. The main purpose of this is to create capacity at the Managerial level to take on the additional responsibility of overseeing the implementation of residential meter billing.</p> <p>The addition 0.3 FTE added to existing roles is intended to support the increased frequency of payment processing that will result from more frequent billing cycles.</p>

	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	Future resource requirements may be necessary to support the implementation phase of residential meter billing. This may include temporary support for implementation, or additional permanent staffing once ongoing operational requirements are more certain (i.e., billing frequency). Future requests will be brought forward for consideration through the regular budget process.
	<i>Asset Management Implications:</i>	N/A
	<i>Climate Action Impact</i>	N/A
	<i>HR Implications:</i>	2025 - \$202,872 (2.0 FTE) 2026 - \$231,043 (2.3 FTE - Fully implemented) Creation of two new positions will require HR resources for position review and recruitment in Q2 2024.

2	<i>Function Number – Project Title:</i>	[112/117] – Budget Software
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Strategic Plan or Other Plan Related
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Rationale / Service Impacts:</i>	<p>The current budgeting process is extremely cumbersome, with the need to use multiple spreadsheets causing duplication, inefficiencies, and significant efforts to manage. The existing software is not meeting the needs of the SCRD’s growth in complexity, especially as a Regional District. It also requires a significant amount of IT and finance support to configure anything new as it is not a very user-friendly system.</p> <p>Staff have been working with the existing provider to see what improvements could be made and determined they would not result material improvements. Staff are proposing to implement new user-friendly budgeting software that satisfies the financial planning needs of the organization without heavy reliance on external excel files. Ultimately, there would be less</p>

	dependence on Finance/IT to generate and manipulate reports as all information and report generation would be easily accessible to Budget Mangers and Senior Leadership. In addition, reporting that is requested by the Board would more easily be produced through intuitive report creation.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$50,000 per year base budget lift for software costs.
<i>Asset Management Implications:</i>	N/A
<i>Climate Action Impact</i>	N/A
<i>HR Implications:</i>	0.15 FTE Temporary Lift in 2024 to implement the project.

Financial Implications

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

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 566,729.00	\$ 401,729	\$ 351,729	\$ 301,729	\$ 251,729
2023 Operating Surplus	\$ 160,000.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ (250,000.00)	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	\$ (75,000.00)	-\$ 50,000	-\$ 50,000	-\$ 50,000	\$ -
Closing Balance in Reserve	\$ 401,729	\$ 351,729	\$ 301,729	\$ 251,729	\$ 251,729

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Gerry Parker, Senior Manager, Human Resources
SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR HUMAN RESOURCES [115]**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Human Resources be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The following budget proposal be referred to the 2024 Round 2 Budget pending results of the Sunshine Coast Regional District Organizational Review:
 - Budget Proposal 1 – Human Resources Capacity (1.0 FTE), \$72,000 (prorated at 0.60 FTE for 2024) funded from Support Services.

DISCUSSION

2024 R2 Budget Proposals

The recent Organizational Review provided a proposed standard ratio of one Human Resources (HR) staff member (i.e., one full-time equivalency or FTE) per 75 to 100 employees. The draft report outlined there are about 510 employees / volunteers currently at the SCRD. The formula would then support between 5.10 and 6.80 FTE's. The current number of HR staff is 5.0 FTE.

Alternative Option

Human Resources Capacity (0.60 FTE) \$48,000 (pro-rated at 0.40 FTE for 2024) funded from Support Services.

1	<i>Function Number – Project Title:</i>	[115} – Human Resources Capacity (0.60 FTE)
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$48,000 (pro-rated 0.40 FTE)

<i>Funding Source(s):</i>	Support Services
<i>Rationale / Service Impacts:</i>	Legislative requirements and other considerations continue to change, and HR staff must ensure that an expert skill set exists that enables the organization to keep pace. Examples include Inclusion, Diversity, Equity, Accessibility and Belonging, Psychological Safety, Well-Being, Violence and Harassment, Leave Entitlements, Human Rights, Truth and Reconciliation, accommodative measures, complex injury and illness case management, return to work, compensation, classification, and more. The establishment of a senior level position, such as Assistant Manager, would ensure expertise is available on a year-round basis and will provide a path for succession planning.
<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$48,000 prorated first year, \$75,000 Year 2 and about \$3,000 additional in subsequent years.
<i>Asset Management Implications:</i>	n/a
<i>Climate Action Impact</i>	n/a
<i>HR Implications:</i>	Addition of 0.60 FTE (new)

Financial Implications

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

(use table illustrating capital contributions and expenditures, if available)

	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$ 375,031.00	\$ 338,531	\$ 298,531	\$ 258,531	\$ 218,531
2023 Operating Surplus	\$ 3,500.00	\$ -	\$ -	\$ -	\$ -
2024 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ (40,000)	\$ -
Closing Balance in Reserve	\$ 338,531	\$ 298,531	\$ 258,531	\$ 218,531	\$ 218,531

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024

AUTHOR: David Nelson, Manager, Information Services

SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR GEOGRAPHIC INFORMATION SERVICES [506] AND CIVIC ADDRESSING [510]**

RECOMMENDATION(S)

THAT the report titled 2023 ROUND 2 BUDGET PROPOSAL FOR GEOGRAPHIC INFORMATION SERVICES [506] AND CIVIC ADDRESSING [510] be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

- The Finance Committee recommended that the following budget proposal be referred to 2023 Round 2 Budget to provide a breakdown of the impact of not contributing to Reserve funds up to 2027:
 - Budget Proposal 1 – Mapping Orthophoto Refresh 2024, \$75,000 funded from Operating Reserves ([506] - \$60,000 and [510] \$15,000)

DISCUSSION

2024 R2 Budget Proposal

1	<i>Function Number – Project Title:</i>	[506 and 510] - Mapping Orthophoto Refresh 2024
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	Regional
	<i>2024 Funding Required:</i>	\$75,000 506 = \$60,000 510 = \$15,000
	<i>Funding Source(s):</i>	Operating Reserves. Also requested funding contributions from member municipalities who can share in data.

<p><i>Rationale / Service Impacts:</i></p>	<p>To maintain currency of SCRD Maps digital orthophoto imagery, last acquired during the spring of 2021. The GIS Services Section will acquire digital orthophoto imagery during leaf-off conditions in the spring of 2024. This is a 3-yearly, ongoing refreshment of SCRD Maps digital orthophoto imagery assets, last acquired in 2021. Objective is to support staff and public with, research, planning and development activities in SCRD.</p> <p>Current imagery allows staff in Planning, Building and Bylaw Enforcement to assess conditions on properties of interest including topography and structures. Collecting imagery on a schedule establishes a history of construction and land alterations, enabling the enforcement of bylaws. Imagery is used in the identification of dwellings in remote areas, assisting emergency response in the case of evacuation orders. Staff and the Public are not able to make appropriate decisions about current on-the-ground conditions if imagery is no longer relevant.</p> <p>The SCRD and external orthophoto providers will generate an outcome also benefiting District of Sechelt, shíshálh Nation, Town of Gibsons, Islands Trust and BC Assessment.</p> <ul style="list-style-type: none"> <i>It is also recommended that based on operating reserve values being sufficient to meet needs over the coming years, that the annual contribution of \$15,000 be deferred for 2024-2026 and re-instated in the 2027 Financial Plan. This will reduce support services by this amount for this service.</i>
<p><i>Future Financial Implications and Life Cycle Cost Breakdown</i></p>	<p>Project is typically done every 3 years with next anticipated fly over in 2027.</p>
<p><i>Asset Management Implications:</i></p>	<p>The impact of not contributing to Reserve funds up to 2027 still leaves sufficient reserves for other asset refreshments needed in these functions, as shown in the tables below.</p>
<p><i>Climate Action Impact</i></p>	<p>n/a</p>
<p><i>HR Implications:</i></p>	<p>n/a</p>

Financial Implications

GIS [506] Five-Year Operating Reserve Plan					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$199,489	\$149,489	\$149,489	\$149,489	\$149,489
2023 Surplus	\$ 10,000				
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Ortho-Photo	-\$ 60,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$149,489	\$149,489	\$149,489	\$149,489	\$149,489

GIS [506] Five-Year Capital Reserve Plan					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$115,528	\$115,528	\$115,528	\$115,528	\$ 70,528
Contributions	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
Ortho-Photo	\$ -	\$ -	\$ -	-\$ 60,000	\$ -
Closing Balance in Reserve	\$115,528	\$115,528	\$115,528	\$ 70,528	\$ 85,528

Civic Addressing [510] Five-Year Operating Reserve Plan					
	2024	2025	2026	2027	2028
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$159,072	\$151,572	\$151,572	\$151,572	\$136,572
2023 Surplus	\$ 7,500				
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Ortho-Photo	-\$ 15,000	\$ -	\$ -	-\$ 15,000	\$ -
Closing Balance in Reserve	\$151,572	\$151,572	\$151,572	\$136,572	\$136,572

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management
SUBJECT: **2024 ROUND 2 BUDGET PROPOSAL FOR CORPORATE SECURITY ENHANCEMENT AND IMPLEMENTATION (VARIOUS FUNCTIONS)**

RECOMMENDATION(S)

THAT the report titled 2024 Round 2 Budget Proposal for Corporate Security Enhancement and Implementation (Various Functions) be received for information.

BACKGROUND

Following is a summary of the Round 1 2024 Budget meeting recommendations:

The following budget proposal was referred to the 2024 Round 2 Budget to allow staff to expand on the scope of the project:

- Budget Proposal 1 – Proposal for Corporate Security Enhancement and Implementation, \$100,000 funded from Support Services /Operating Reserves.

DISCUSSION

2024 R2 Budget Proposals

1	<i>Function Number – Project Title:</i>	Corporate Security Assessment and Implementation
	<i>Risk Factor:</i>	MEDIUM: Normal - Service Level Impact
	<i>Category:</i>	Business Continuity
	<i>Geographic Areas Affected:</i>	All
	<i>2024 Funding Required:</i>	Total Project \$100,000 116 Professional Fee (Assessment) \$60,000 Below is cost associated for CCTV Monitoring Services 114 Contracted Services CCTV \$4,500

		370 Contracted Services CCTV \$4,000 315 Contracted Services CCTV \$4,000 615 Contracted Services CCTV \$7,000 222 Contracted Services CCTV \$7,000 210 Contracted Services CCTV \$3,000 212 Contracted Services CCTV \$1,500 216 Contracted Services CCTV \$3,000 218 Contracted Services CCTV \$1,500 352 Contracted Services CCTV \$1,500 351 Contracted Services CCTV \$1,500 366 Contracted Services CCTV \$1,500
	<i>Funding Source(s):</i>	Support Services / Operating Reserves (and existing base budgets as many services have security and monitoring expenses covered already)
	<i>Rationale / Service Impacts:</i>	As security is one of the most crucial components in today’s workplace, it’s the SCRD first line of security against intruders and natural catastrophes. Over the past few years, the SCRD has seen a rise in criminal activities, incidents, and threats at the works yard, fire depts, water facilities, administration office, and landfill. Consequently, there have been police responses, and the SCRD has received recommendations from the RCMP to enhance its security practices. The Physical Security project aims to comprehensively assess the physical security measures, practices, and vulnerabilities within all the SCRDs facilities. The primary objective is to ensure the safety of personnel, assets, and sensitive information by identifying weaknesses in our physical security infrastructure and recommending improvements.

		<p>Threats include any event such as fire, natural disasters, criminal acts, and terrorism that can harm an asset. Maintaining a strong physical security posture is an ongoing process that involves a continual assessment of new assets and changing threats.</p> <p>The Physical Security project will include the following components:</p> <ul style="list-style-type: none"> ➤ Review of access control systems, including card readers, biometric systems, and key control. ➤ Examination of surveillance systems, including cameras, monitoring, and data storage. ➤ Inspection of perimeter security measures, such as fencing, gates, and barriers. ➤ Evaluation of alarm systems, including intrusion detection and emergency notifications. ➤ Assessment of personnel training and practices. <p>The security assessment and report are a critical component to support to the privacy impact assessment for the Privacy and Information Commissioner to ensure compliance.</p>
	<i>Future Financial Implications and Life Cycle Cost Breakdown</i>	\$40,000 annual equipment and monitoring costs
	<i>Asset Management Implications:</i>	n/a-as it environed the SCRD would not own the monitoring infrastructure.

Reviewed by:			
CAO	X – D. McKinley	Legislative	
CFO		Manager	
GM		Sr. Mgr., HR	X – G. Parker

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Round 2 Budget) – February 5, 2024
AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
SUBJECT: COMMUNITY PARTNERS DECISIONS - 2024 BUDGET REQUESTS

RECOMMENDATION(S)

- (1) THAT the report titled Community Partners Decisions - 2024 Budget Requests be received for information;**
 - (2) AND THAT the Committee provide direction on the following 2024 Community Partner Budget Requests:**
 - **Halfmoon Bay-Chatelech Community School (Restorative Justice / Tween Night) - \$10,000 [125] / \$2,700 [670];**
 - **Roberts Creek Community School Society – Youth Programs \$10,100 [670];**
 - **Gibsons Area Community Schools – Youth Programs \$10,000 [670];**
 - **Sechelt Community Schools – Sechelt Youth Centre - \$55,000 [670];**
 - **Sechelt Community Schools – Youth Programs - \$10,000 [670];**
 - **Pender Harbour Community School – Youth Programs - \$16,000 [670];**
 - **Pender Harbour Community School – Recreation Programs \$46,000 (\$36,800 [670] / \$9,200 [121]);**
 - **Sunshine Coast Community Centre – Youth Outreach Worker Program \$55,259 [121, 122, 127, 128, 129] – 50% Population / 50% Assessment for each;**
 - **Sunshine Coast Regional Economic Development Organization [531 - \$45,940, 532 - \$41,482, 533 - \$37, 561, 534 - \$24,722. 535 - \$40,440] total \$190,145 for 2024;**
 - (3) AND FURTHER THAT the Draft 2024-2028 Financial Plan be amended accordingly.**
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BACKGROUND

Community Partners are groups that provide services or support an already established Sunshine Coast Regional District (SCRD) functions. Funding requests from community groups which are outside of an existing SCRd service are directed to the Electoral Areas' Grant-In-Aid process where applications can be submitted up to the end of March 2024.

Community Partners with substantial changes to budget requests, program, or service level changes, or have special projects, were invited to present the to the Finance Committee.

The Board adopted the following resolutions on December 14, 2023

376/23 **Recommendation No. 11** *Sunshine Coast Community Schools and Sunshine Coast Community Services Society (Youth Outreach Worker Program) – 2024 Budget Requests*

THAT Sunshine Coast Community Schools and Sunshine Coast Community Services - Youth Outreach Worker Program - 2024 Budget requests be referred to the 2024 Round 2 Budget pending a staff report to January 25, 2024 Committee of the Whole regarding youth programs, recreation programs, youth centres, youth outreach and restorative justice programs;

AND THAT the report provide historical information of programs, service arrangements, and grants provided to these organizations by the Sunshine Coast Regional District or other local government funders.

Recommendation No. 12 *Sunshine Coast Regional Economic Development Organization*

THAT the 2024 funding decision for Sunshine Coast Regional Economic Development Organization (SCREDO) be deferred to 2024 Round 2 Budget pending receipt of SCREDO's approved 2024 Work Plan;

AND THAT SCREDO be invited to present their 2024 work plan to the SCRD Round 2 Budget deliberations.

430/23 THAT an initial payment of \$150,000.00 be authorized for SCREDO from the SCRD portion of the 2023 accrued SCREDO funding;

AND THAT written notice be provided to SCREDO advising that the release of the remainder of the SCRD funds are contingent upon the review and approval of all involved local government funding partners.

The purpose of this report to inform the Committee's decisions for the 2024-2028 Financial Plan.

DISCUSSION

Staff have updated the summary which incorporates the current funding requests, past funding as well as the functions that fund participants (Attachment A).

The Community Partner requests, which were notably higher than prior years or programming that has changed, presented as delegations at Round 1 Budget.

A staff report was provided at the January 25, 2024 Committee of the Whole titled Youth Programs, Recreation Programs and Youth Centres (Attachment B) which provided historical information of youth programs, recreation programs, Youth Centres, Youth Outreach and restorative justice programs, including the programs, service arrangements, and grants provided to the organizations.

SCREDO appeared at the January 25, 2024 Board Meeting and presented their 2024 work plan. Direction is required for the Electoral Areas portion of 2024 funding for SCREDO.

The remaining Community Partners as follows, will require direction from the Committee as to the 2024 Budget Requests:

- Gibsons Area Community Schools (Youth Programs)
- Halfmoon Bay Chatelech Community School (Restorative Justice)
- Halfmoon Bay Chatelech Community School (Tween Night)
- Roberts Creek Community School (Nights Alive)
- Pender Harbour Community School Society (Youth Programs)
- Pender Harbour Community School Society (Recreation Programs)
- Sechelt Community Schools Society (Youth Programs)
- Sechelt Community Schools Society (Sechelt Youth Centre)
- Sunshine Coast Community Services Society – Youth Outreach Worker

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

The 2024 Budget requests from Community Partners are presented for receipt and for the Committee to provide direction with respect to the 2024 funding requests.

Attachments:

- Attachment A 2024 Summary of Budget Requests from Community Partners
- Attachment B Staff Report from January 25, 2024 Committee of the Whole
- Attachment 1 Gibsons Area Community Schools (Youth Programs)
- Attachment 2 Halfmoon Bay Chatelech Community School Association (Restorative Justice and Tween Nights)
- Attachment 3 Roberts Creek Community School
- Attachment 4 Pender Harbour Community School Society (Youth Programs and Recreation Programs)
- Attachment 5 Sechelt Community Schools (Youth Centre and Youth Programs)
- Attachment 6 Sunshine Coast Community Services – Youth Outreach Worker Program

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

Summary of Budget Requests from Community Partners

	Functions	Area Participants	2022	SCRD 2022	2023	SCRD 2023	2024	SCRD 2024	Change over 2023*	% change	NOTES / SPECIAL PROJECTS
Sechelt Public Library	643, 645, 646	A, B, & D	\$883,416	\$296,340	\$945,255	\$316,950	\$973,613	\$329,821	\$12,871	4.061%	INCLUDED AT ROUND 2
Gibsons and District Public Library	640,646	ToG, D, E & F		\$708,366		\$758,519		\$798,135	\$39,616	5.223%	APPROVED
Roberts Creek Community Library											APPROVED \$17,000 plus \$1,000 one time computer project
Pender Harbour Reading Centre	646	D		\$15,500		\$16,500		\$17,000	\$500	3.030%	
	643	A		\$3,480		\$3,689		\$3,910	\$221	5.991%	APPROVED
Pender Harbour Health Centre	410	A		\$158,040		\$165,040		\$175,040	\$10,000	6.059%	APPROVED
Sechelt Archives	648	Regional-All		\$23,750		\$23,750		\$24,745	\$995	4.189%	APPROVED
Sunshine Coast Museum and Archives	648	Regional-All		\$93,500		\$96,400		\$99,800	\$3,400	3.527%	APPROVED
Skookumchuck Museum / Egmont Heritage Centre	648	Regional-All		\$45,000		\$42,000		\$50,000	\$8,000	19.048%	APPROVED
Sunshine Coast Community Services Society: Youth Outreach	121-129	A, B, D, E, F	\$96,258	\$50,604	\$98,284	\$52,628	\$102,678	\$55,259	\$2,631	4.999%	DISCUSSION AT ROUND 2 BUDGET 2023 year - requested \$52,628 from SCR D and was approved, \$33,904 from DOS - only received \$30,000, \$18,478 TOG - only received \$15,656
Halfmoon Bay-Chatelech Community School Association: Restorative Justice	125	A, B, D, E, F, ToG, DoS		\$10,000		\$10,000		\$10,000	\$0	0.000%	DISCUSSION AT ROUND 2 BUDGET
Halfmoon Bay-Chatelech Community School Association: Tween Nights	670	Regional (except F-islands)		\$2,700		\$2,700		\$2,700	\$0	0.000%	DISCUSSION AT ROUND 2 BUDGET
Sechelt Community Schools Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	DISCUSSION AT ROUND 2 BUDGET
Sechelt Community Schools Society: Youth Centre	670	Regional (except F-islands)		\$17,713		\$42,000		\$55,000	\$13,000	30.952%	DISCUSSION AT ROUND 2 BUDGET
Pender Harbour Community School Society: Youth Programs	670	Regional (except F-islands)		\$15,000		\$15,000		\$16,000	\$1,000	6.667%	DISCUSSION AT ROUND 2 BUDGET
Pender Harbour Community School Society: Recreation Programs	670	Regional (except F-islands)		\$32,880		\$32,880		\$36,800	\$3,920	11.922%	DISCUSSION AT ROUND 2 BUDGET
Pender Harbour Community School Society: Recreation Programs	121	Electoral Area A Grant-in-Aid		\$8,220		\$8,220		\$9,200	\$980	11.922%	DISCUSSION AT ROUND 2 BUDGET
Roberts Creek Community School Society: Youth Programs	670	Regional (except F-islands)		\$10,000		\$10,000		\$10,100	\$100	1.000%	DISCUSSION AT ROUND 2 BUDGET
Gibsons Area Community Schools	670	Regional (except F-islands)		\$10,000		\$10,000		\$10,000	\$0	0.000%	DISCUSSION AT ROUND 2 BUDGET
Sunshine Coast Tourism	531-535	Electoral Area Ec-Dev	\$82,000	\$20,000	\$82,000	\$20,000	\$82,000	\$20,000	\$0	0.000%	APPROVED - 3 year agreement
Pender Harbour Chamber of Commerce	531	Electoral Area A Ec-Dev		\$24,700		\$28,000		\$28,000	\$0	0.000%	APPROVED
Coast Cultural Alliance	531-535	Electoral Area Ec-Dev		\$7,500		\$8,000		\$8,000	\$0	0.000%	APPROVED - 3 year agreement
Gibsons and District Chamber of Commerce	531-535	Electoral Area Ec-Dev (Typically Areas E & F)		\$8,500		\$9,000		\$9,000	\$0	0.000%	APPROVED
Sunshine Coast Regional Economic Development Organization (SCREDO)	531-535	Electoral Area Ec-Dev	\$337,542	\$179,929	\$346,993	\$184,967	\$356,709	\$190,145	\$5,178	2.799%	DISCUSSION AT ROUND 2 BUDGET
Sunshine Coast Search and Rescue Association	222	SCEP (All)		\$19,000		\$19,000		\$19,000	\$0	0.000%	APPROVED
Sunshine Coast Marine Search and Rescue Station 12 Halfmoon Bay	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	APPROVED
Sunshine Coast Marine Search and Rescue Station 61 Pender Harbour	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	APPROVED
Sunshine Coast Marine Search and Rescue Station 14 Gibsons	222	SCEP (All)		\$5,100		\$5,100		\$5,100	\$0	0.000%	APPROVED
TOTAL				\$1,786,022		\$1,900,543		\$2,002,955	\$102,412	5.389%	

*SCRD Portion of Funding Only

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Committee of the Whole – January 25, 2024

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

SUBJECT: YOUTH PROGRAMS, RECREATION PROGRAMS AND YOUTH CENTRES

RECOMMENDATION(S)

THAT the report titled Youth Programs, Recreation Programs and Youth Centres be received for information.

BACKGROUND

At the December 14, 2023 Board Meeting the following resolution #376/23 from Round 1 Budget was adopted:

Recommendation No. 11 *Sunshine Coast Community Schools and Sunshine Coast Community Services Society (Youth Outreach Worker Program) – 2024 Budget Requests*

The Finance Committee recommended that the Sunshine Coast Community Schools and Sunshine Coast Community Services - Youth Outreach Worker Program - 2024 Budget requests be referred to the 2024 Round 2 Budget pending a staff report to January 25, 2024 Committee of the Whole regarding youth programs, recreation programs, youth centres, youth outreach and restorative justice programs;

AND THAT the report provides historical information of grants provided to these organizations by the Sunshine Coast Regional District.

DISCUSSION

Reviews of these services, funding models and program qualifications have been completed over the past 10 years. The SCRD has supported various youth related organizations on the Sunshine Coast. Some of these programs have been furthered by the Parks and Recreation Master Plan (January 23, 2014 – Chapter 6), to provide programs for youth benefit (excerpt).

36. Continue to engage appropriate and connected service providers, decision makers, and youth (from different communities and of different ages and perspectives) to fund, plan, deliver, and promote youth opportunities within youth centres in Sechelt (proposed) and Gibsons, in school and other suitable locations.

The SCRD has acted as a facilitator vs. directly running all the programs discussed in this report.

Historical information

Since 2012 there are two Youth Centres – Gibsons and Sechelt. Historically, Gibsons Youth Centre was funded through Gibsons and Elphinstone Community Schools for coordinator at a rate of \$3,000 and in 2012 the Sechelt Youth Centre was in the planning stages and was eventually approved at \$30,000 funded as a pilot project from Regional Recreation [670].

When Provincial Community School Funding was cut in 2012 the Sunshine Coast Regional District (SCRD) stepped in to provide \$10,000 per Community School – total \$50,000 funded from Electoral Area Grant-in-Aid (GIA) Community Schools [125] (in which all areas participate except the shíshálh Nation Government District (sNGD)). It was due to this new granting that the Board realized that there was a need for structure for the use of funds. In late 2012 a survey was conducted with each of the Community Schools to respond to the following questions:

- 1) What funding do you receive from the SCRD now by program or activity?
- 2) Do you need more SCRD funding? How much? Why? What would be the consequences if the SCRD were to reduce to increase funding?
- 3) Summarize the existing program activities.
- 4) List any desired new program activities to be funded by the SCRD.
- 5) Summarize the benefits to our community and youth in particular.
- 6) By location where is the SCRD funding used (e.g., what schools).
- 7) What are your hours of operation for SCRD funded activities?
- 8) What is your organizational structure now i.e., what schools are you responsible for? (have the 2012 changes for Community Schools by School District #46 caused any shifts in what you do and where you work and how SCRD funds could be used)?
- 9) Give any other information about your use of funds and plans for 2013.
- 10) Your Name and Community School represented.

Attachment A shows 2012 responses to question 3 and information extracted from 2024 Budget Submissions.

Issues in 2012 (below) are similar in nature to issues faced by Youth in 2023:

- Aboriginal Children / Youth and Families – needing support.
- Pressures – school, sexuality, drug and alcohol use, family pressures, relationships, etc.
- Home Pressures – lack of sense of “grounding” for many youth at school and home.
- Poverty, lack of food, lack of shelter, single parent situations, parents with mental health and addiction,
- Need a place to reconnect with the Community, build relationships and trust, Outreach location rather than only phones and e-mails.
- Teens “hanging out” – landing spot would be beneficial.
- Providing resources (birth control, etc.), new programs, community alerts
- Peace of mind to parents their teens are doing safe activities in safe environments.

In 2013 the Board revisited the funding for Youth Programs / Centres and were presented the following options:

- Fund through Community Schools GIA [125] using multi-year agreements.
- Fund through Regional Recreation Programs [670]
- Develop a new SCR D Service for youth and / or other social programs.
- Fund from traffic Fine revenue (which does not exist at the District of Sechelt now)

Community School Youth Programs and Sechelt Youth Centre were funded from Regional Recreation Programs [670]. Gibsons Youth Centre was taken over by a contracted service and therefore Gibsons and Elphinstone Community School was able to use the full \$10,000 for Youth Programs.

It is worth noting, that Restorative Justice (Halfmoon Bay–Chatelech Community School) and Youth Outreach Worker Program (Sunshine Coast Community Services Society (SCCSS)) are considered social programs and therefore cannot be funded under Regional Recreation [670]. Halfmoon Bay-Chatelech Community School is funded from Community Schools GIA [125] and the Youth Outreach Worker Program is funded by 50% population and 50% assessment from each Electoral Area GIA [121-129] and District of Sechelt and Town of Gibsons fund independently. Another important thing to note regarding SCCSS – Youth Outreach Worker Program, up to 2015 the Board approved funding on a three-year memorandum of understanding.

Historically, Electoral Area A “Recreation Programs” under contract with Pender Harbour Community School was funded from Electoral Area A GIA, this was to be amended to a more regional scope in 2014 and 80% was split out to Regional Recreation Programs [670]

2013 Performance Based Requirements have not been revised up to 2023:

- Outline specifically the services to be provided.
- Include program and financial account reporting.
- Provide programming accessibility in particular cases beyond the geographic location of the facility and outside the host community school (e.g., Langdale and cedar Grove Schools)
- Provide selected programming to all municipalities and other participants in function [670]

Area ‘F’ Islands were removed from the service area for [670] and the sNGD participates in funding [670] but not Community Schools GIA [125]. As the Islands are out of Recreation Programming [670] it made sense to rationalize several similar programs under this existing function. Therefore, like programs were all funded from one coast-wide (except Islands) source. For Community Schools GIA [125], the SCR D cannot remove the Islands portion, Area ‘F’, under the current legislation. The tax cannot be requisitioned for a partial electoral area / municipality unless a new service is established with an approval process. As Youth Outreach and Youth Restorative Justice were services with individual factors, it not merit consideration as a new function with the associated bureaucratic issues and costs. The Islands youth can access outreach particularly when they are on the peninsula and the schools they attend may avail themselves of the restorative justice services originating from Halfmoon Bay-Chatelech Community School.

In the bigger picture, the major recreation facilities have programs and activities for youth and Joint Use of Schools has also opened opportunities for youth by providing enhanced school amenities. Joint Use is under discussion in 2023 to see if it may become more effective and have the related agreements updated. The major recreation facilities may be used by non-participants from Area ‘A’ and the Islands (arenas, pools, community centre). Finally, the halls in SCRD Parks [650] are accessible to local communities as noted in the Master Plan research and recommendations. The Pender Harbour old ranger station park, for example, leases space to a day care.

In 2013, creating a new function for Community Social Service was deemed unnecessary. At 2021 Round 1 Budget a project was again proposed to explore the feasibility of establishing a Community Social Service function though this was cancelled in 2022 due to various logistical reasons.

The last review of these services was in February 2017 so staff have updated the tables presented at that time up to and including 2023 Grant Funding (Attachment B).

Finally, in 2017 the Board requested the auditors, BDO Canada LLP, to review the processes of providing grant funding for regional Recreation Programs and Electoral Areas’ Grant-in-Aid, the results are included as Attachment C.

Financial Implications and Timeline for next steps or estimated completion date

The Community Partners 2024 Budget Submissions for Youth Programs, Recreation Programs and Youth Centres will be reviewed at the 2024 Round 2 Budget on February 5, 2024 for budget decisions.

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

At 2024 Round 1 Budget the Finance Committee requested information regarding the current and historical requests by Community Partners regarding youth programs, recreation programs, youth centres, youth outreach and restorative justice programs. This report is provided for information only in support of the Committee’s consideration of the 2024 Budget Submissions by the Community Partners at 2024 Round 2 Budget Finance Committee Meeting on February 5, 2024.

Attachment A – Survey results on Programs vs. 2024 Programs

Attachment B – Youth Programs Historical Funding

Attachment C – Excerpt from BDO Canada LLP Audit for y/e December 31, 2016

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

Attachment A – Comparison of 2013 Survey Responses regarding Youth Related Programs and 2024 Budget Request Summarizations (excerpted from 2024 Community Partner Budget Submissions received at December 4, 2023 Finance Committee Round 1 Budget)

Youth Programs / Facility	2013 Survey Responses	2024 Community Partner Budget Submissions
Gibsons Youth Centre	Included in Survey as part of Gibsons Area Community Schools	This is now run through a tendered contract with the YMCA of BC
Sechelt Community Schools Sechelt Youth Centre \$55,000 Youth Programs \$10,000	Sechelt Youth Centre operates a general drop in program Tuesdays through Fridays as well as offering special events and out trips. We are piloting a Monday Tween drop-in program in February and March. Summer camp coordination involved the senior staff oversight for both Sechelt and Gibsons Coastal Kids summer camps – essential to the successful running of these programs.	Youth Programs: <ul style="list-style-type: none"> • Two SYC Staff providing drop-in space between 2:30 and 6:00 p.m. Monday to Friday – Ages 10-18 (Twins and Youth) • Gym Access for basketball, floor hockey, soccer, etc. • Sports Equipment, arts and crafts programs, games Sechelt Youth Centre: <ul style="list-style-type: none"> • Safe and nurturing environment to create positive relations, engage in constructive activities and develop life skills. • Supervised computer access • Dinner Club
Halfmoon Bay-Chatelech Community School Association (formerly Halfmoon Bay Community School) Tween Nights - \$2,700 Restorative Practices - \$10,000	<ul style="list-style-type: none"> • Teen Night Drop-in • Adult Spin classes • Restorative Practices training, resources and delivery of services to youth, educators, community volunteers 	<ul style="list-style-type: none"> • Tween Nights – Friday night activities (Tween Cooking and Paint Nights) and two in-person fun nights at the school – hired Grade 12 student to coordinate. • Restorative Practices – district wide training and a 4 hour per week coordinator position • Restorative Practices – Peace Circles, Positive Discipline training, Compassionate Systems Leadership tools. • Partner with the Restorative Justice Program of the Sunshine Coast • Two Coordinators one for HMB and one for Chatelech
Roberts Creek Community School \$10,000	Friday night youth drop-in - 6 p.m. to 10 p.m. every Friday night. Sports activities, snacks, games and music.	Nights Alive Program: <ul style="list-style-type: none"> • Teen / Tween drop-in program – Fridays 2:45 to 5:30 p.m. at the school • Students Grade 6-7 • For youth to socialize, recreate and enjoy sports, games, crafts, cooking , beach fires. • Experienced team to mentor youth and support peer-to-peer relationships.

<p>Pender Harbour Community School Society</p> <p>Community Recreation Program Area A - \$46,000</p> <p>Youth Program: \$16,000</p>	<ul style="list-style-type: none"> •Pender Harbour Community School is a vital hub for the rural communities of Pender Harbour, Egmont and adjacent islands (located at the northern end of the Sunshine Coast Regional District). •We are a community resource where everyone is welcome - seniors, youth, single parents, young families, those living in isolation and individuals facing social, learning or physical challenges. •Residents have access to a wide range of educational courses, a computer lab and resource centre, as well as recreational activities and opportunities for social interaction. •In partnership with the Aquatic and Fitness Centre, we produce the “Community Guide” three times/year — a resource that is specifically pointed to by community members as a valuable community-building and communication tool. 	<p>Community Recreation Program Area A</p> <ul style="list-style-type: none"> •Home Alone and Babysitting Certification Course 11+ •Art Classes grades 1-4 and 4-6 •Drop-in sport programs – pickleball, men’s floor hockey, volleyball, kids floor hockey •Face Painting Program – Grades 7-12 •Cooking Classes for Adults and Kids •Annual spring T-Ball program Grades K-4. •First Aid Training and Certification – Grades 9-12 at the school •Collaborating with local organizations to provide family support and drop-in-programs to vulnerable community members. <p>Youth Program:</p> <ul style="list-style-type: none"> •Meeting the needs of elementary and high school families. •Centralized youth drop-in program in the Summer •Drop-in Sports Programs for youth and support to local sports teams. •Subsidized cost for summer camps and local activities for 5 youth •SOGI Programs
<p>Gibsons Area Community Schools (formerly Gibsons and Elphinstone Community School)</p> <p>\$10,000</p>	<p>Grant in Aid:</p> <ul style="list-style-type: none"> •Elphinstone Homework Club •Elphinstone Breakfast / Lunch Program •Elphinstone Sewing Club •Youth Centre Out Trips •Coordinator Time •Summer Art Program •Elphinstone Cool School <p>• Youth Centre Operations: weekly programs within the youth centre facility 5 days per week plus Friday Night Sports at Elphinstone gym.</p>	<ul style="list-style-type: none"> • KIDZ CLUB / Spring Camp and Summer Camp • Try A Trade (TAT) – Elphinstone School Shop (Tuesdays 3:30 p.m. to 6 p.m.) – students grade 6 -12. • Langdale Family Fun Nights – Langdale Elementary Gym – paid facilitator for family events • Homework Club – Elphinstone – qualified instructor 5 days a week • Garden Club – Elementary Schools – meets during school time and on school breaks to run the garden.

<p>Sunshine Coast Community Services Society – Youth Outreach Worker Program</p>	<p>Not included in the 2013 Survey though per 2013 MOU:</p> <ul style="list-style-type: none"> •The program hires youth outreach workers under the office of the sunshine Coast Community Services Society who promote increased safety for youth and aims to decrease high-risk behaviour for young people. •The program has a steering committee comprised of representatives of Community Schools and the Sunshine coast Community Services Society. •The target population is aged 13 to 23 who have access to the four youth outreach workers. •The outreach team works in all parts of the Sunshine coast to address needs like hunger, safe transportation, warm clothing, to assist families at risk and to handle behaviour and substance abuse issues. 	<ul style="list-style-type: none"> •Stop and Talk at Kinnikinnick •Lunch time secondary school outreach (Elphinstone, Chatelech, Pender) •Alternative school visits and check-ins with youth •Quarterly pop-up events across the Coast •Monthly Queer Youth Drop-In •Monthly Gender Diverse Network Meeting •Collaborative events (partnering with the Nation, SC Pride, SD46, Community Schools, VCH) •Youth Outreach Phone (rotated weekly between youth workers. Calls and texts answered Monday to Friday) <p>New Programs:</p> <ul style="list-style-type: none"> •Dungeon and Dragons Program •Cooking Skills Program •Caseload of youth outreach-based clients. •Expand Stop and Talk
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REGIONAL RECREATION PROGRAMS AND RURAL AREAS GRANT-IN-AID

As you know, a Board motion was passed for the auditors to review and provide general comments in regard to funding of recreation programs both directly and through rural areas grants-in-aid. We understood that the Board had concerns about the consistency and appropriateness of policies in the areas of regional recreation program funding including rural areas grant-in-aid, and therefore made this request to us. Management provided us with background information to conduct our review which included:

- Legislation and policy including relevant SCRD bylaws
- Spreadsheet summarizing program funding by year including Youth Drop-In and Restorative Justice, Youth Centres, Youth Outreach Worker, Pender Harbour Recreational Programs
- Rural Areas Grant-in-Aid Policy and related application forms and website instruction
- Grant-in-Aid amounts by organization over the period 2012 - 2016

We began our review with a high-level look at the 2012 - 2016 period. We noted that there were some items funded which might arguably be considered against policy. There certainly were numerous grey areas where differences between current policies and practice may have occurred.

Some of the potential deviations from policy included:

- funding paid for remuneration
- capital funding provided to owned assets
- funding social services through recreational services

Importantly though, all amounts funded were ultimately used for activities with community benefit.

At this point, we paused to determine if it would be valuable for us to move beyond a high level overview and look into the more minute details. We felt that it would not be good value for money for us to do so. This is because it was clear to us that management was aware of the situation and the inconsistencies that had occurred and were already committed to change.

Importantly, there was nothing from our review that caused us concern in regard to the financial statement amounts or presentation.

Recommendation:

We recommend that SCRD develop an updated comprehensive policy for Grant-In-Aid funding that clearly outlines funding items and sources.



GIBSONS AREA COMMUNITY SCHOOLS
Box 548-783 School Road
Gibsons BC, V0N 1V0
(604) 886-2621
(Gibsons Landing Community Society)

Attachment 1

To whom it may concern,

Nov 8, 2023

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

KIDZ CLUB/Spring camp and Summer camp

- This licensed after school care runs Mon-Fri from 2:50-5:30pm as well as Professional Development days. We also offer a spring break camp and a full day summer camp with several recreational outings. We are a licensed facility and able to accommodate up to 20 children. During these times children partake in many activities including outdoor play and game each day. On occasion we have use of the school gym, go to the local pool or beaches.

Try a Trade (TaT)

- Located in the shop area of Elphinstone Secondary, this free program runs every Tuesday from 3:30-6pm. Volunteer tradesman from the community assist the students to understand the proper usage and techniques in various trades. If you can think it, chances are one of our awesome volunteer tradesmen can help you build it. This program is open to students from grade 6 – 12. A parent/guardian must accompany grade 6 students.

Langdale Family Fun Nights

- Langdale family fun nights is a free fun event that promotes healthy family relations in a fun all inclusive environment. Run in the Langdale Elementary gym, this event has a paid facilitator on hand to help things to run smoothly. Open to all families regardless of catchment area these are once a month during the school year. This program also involves foods created to match up with the theme of the evening.



GIBSONS AREA COMMUNITY SCHOOLS
Box 548-783 School Road
Gibsons BC, V0N 1V0
(604) 886-2621
(Gibsons Landing Community Society)

HOMEWORK CLUB (Elphinstone Secondary)

- The Gibsons Area Community Schools has been facilitating the “Homework Club” at Elphinstone Secondary for the past several years. This much needed program fills an important need in our school. A qualified instructor is on hand five days per week to offer help to those who are struggling to keep up or just need some extra help outside the classroom.

GARDEN CLUB

- With the help of one of our elementary teachers, students learn about nutrition, soil, planting, watering, cultivating, and taking care of a variety of vegetables and herbs. Making their own food source. This group meets during school time as well as school breaks to run year-round. As well as providing extras for their families they also bring fresh vegetables and extras to the local food banks.

Sue Wilson

Sue Wilson

Coordinator
Gibsons Area Community Schools
604-886-2621

2023 Budget for Youth Programs

Gibsons & Langdale primarily but all schools invited

Kidz club (yr. round)	Budget	Actual
Staff	\$53,000.00	\$54,257.37
Facility Rental	\$600.00	\$540.75
Food	\$250.00	\$560.00
Supplies	\$2,000.00	\$1,862.52
Admin	\$2,050.00	\$3,500.00
Total	\$57,900.00	\$60,720.64

Elphinstone Secondary primarily

Try a Trade	Budget	Actual
Materials	\$2,000.00	\$1,850.00
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
Total	\$2,366.00	\$2,216.00

Langdale Elementary primarily

Family Fun Nights	Budget	Actual
Staff	\$800.00	\$450.00
Facility Rental	\$16.00	\$16.00
Supplies	\$300.00	\$239.94
Admin	\$350.00	\$350.00
Total	\$1,466.00	\$1,055.94

Elphinstone Secondary & GES

Homework Club	Budget	Actual
Staff	\$8,250.00	\$8,395.20
Facility Rental	\$16.00	\$16.00
Admin	\$350.00	\$350.00
Total	\$8,616.00	\$8,761.20

Gibsons Elementary primarily

Garden Club	Budget	Actual
Supplies	\$1,000.00	\$872.81
Admin	\$100.00	\$100.00
Total	\$1,100.00	\$972.81

<i>Budgeted</i>	<i>Ttl. Actual</i>
<i>\$71,448.00</i>	<i>\$73,726.59</i>

Difference	<u>- \$2,278.59</u>
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Finacial plan 2024-2029 (future budget)

Try a Trade (formerly cool school)

INCOME

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

Total Income	\$3,600.00
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EXPENSES

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

Total Exp.	\$3,600.00
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FAMILY FUN NIGHTS

INCOME

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

Total Income	\$1,191.00
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EXPENSES

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

Total Exp.	\$1,191.00
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HOMWORK CLUB

INCOME

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

Total Income	\$10,500.00
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EXPENSES

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

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

INCOME

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

Total Income	\$66,365.00
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EXPENSES

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

Total Exp.	\$66,365.00
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GARDEN CLUB

INCOME

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

Total Income	\$2,750.00
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EXPENSES

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

Total Exp.	\$2,750.00
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Halfmoon Bay-Chatelech Community School Association
8086 Northwood Road
Halfmoon Bay, BC
V7Z 1A3

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

November 8th, 2023

Summary of Programs and Services

Once again, we thank you for the opportunity to report on how our Association has used your funding to expand our reach with Tween Nights and Restorative Practices. These programs focus on social emotional competencies, provide shared learning experiences, and move us toward our goal of a healthy, flourishing community and district. We continue to feel the effects of the pandemic with students and staff. We see mental health concerns, financial stresses, and emotional ups and downs with many of the families we work with, these programs are proven ways to bring hope, capacity building and practical skills to improve well-being. We thank you for your generous support over the past two decades.

The following is a general overview of the programming offered by our Association. We will then cover the details of how your funds have been used this year for Tween Night and Restorative Approaches.

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

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

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

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

Following are the reports for Tween Night and Restorative Practices.

Summary – Halfmoon Bay Tween Night

I would like to thank you for your ongoing support of this valuable program. Your funding gives our Tweens a safe and fun place to be on a Friday night, whether it is in person at the school with safe and supportive adults or in their own homes cooking or painting along as a group on Zoom. This last year we focused on Tween Cooking and Paint Nights, and two in-person fun nights at the school. This year we plan to have seven in-person Tween Nights at the school, two Cooking Nights and one Paint Night. We have been able to hire a Grade 12 Student to help plan and run the in-person Tween Nights, this not only gives us another safe person but a transition opportunity for kids to learn about the highschool. We provide structured and unstructured activities as well as healthy snacks and meals and a safe place to be for to Grade 5-7 students.

During our Zoom Cooking Nights this year, with the help of our “Celebrity Chefs” we have made grilled cheese and tomato soup and cinnamon buns. Kids take home a grocery bag full of supplies needed for that recipe and then we all meet online to cook together from our own kitchens. At the end of the session Tweens have prepared a meal they serve to their entire family.

Our Zoom Paint Night artists have produced beautiful sunsets and arbutus trees with Karen Love of “Create Sechelt” leading the way. Being at home and online is fostering family engagement where parents/caregivers join in and help their kids develop life skills and sharing important family time together.

Our attendance is very strong, with an average of 16 kids attending Cooking and Paint nights and the in-person nights averaged 18 kids.

We had our first in-person “Chill” Tween Night on November 3rd, which was a huge hit and are looking forward to offering themes such as Movie Night, Games Night, Obstacle Course, Outdoor Scavenger hunt night to name a few.

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

Below you will see a Tween Night budget summary from 2022/2023:

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

	Funding Received	Actual	Remaining
Grant Received	\$2,700.00		
Deferred from 2021/2022	0		
Expenses Art Nights, Cooking Nights		\$804.68	
Staff Wages		\$966.66	
Admin Fees (3%)		\$81.00	
Total Spent		\$1,852.34	
Deferred to 2023/24			**\$847.66

*** We had a very unfortunate event happen to one of our HMB students and so our last two scheduled Tween Nights were cancelled as a result. We will use these funds to help us with increased food costs and program costs.*

Below is our proposed budget for this 2023/2024 school year:

Proposed Halfmoon Bay Tween Night Budget 2023/2024:

	Funding Received	Proposed Expenses
Grant Received	\$2,700	
Deferred	\$847.66	
Total:	\$3,547.66	
Program Supplies		\$1256.66
Food & Snack		\$800
Staff wages		\$1,410
Administration		\$81
Total:		\$3,547.66

We are respectful of the SCRD’s budget limitations and feel confident that this year’s proposed Tween Night, including the deferred from last year will allow us to run the program to the same quality that we have done in the past.

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

Thank you for all your support and consideration.

Summary - Restorative Practices

The funding provided by you supports Restorative Practises, which has funded district wide training and a 4 hour per week coordinator position. Restorative Practises in SD#46 includes Peace Circles in classrooms and as well with small groups, Positive Discipline training for parents and staff, as well as Compassionate Systems Leadership tools. We work in partnership with the Restorative Justice Program of the Sunshine Coast. Our activities are guided by an advisory committee including SD#46 Superintendent Kate Kerr, District Principal of Inclusion Services Christa Rive and coordinator of the Restorative Justice Program Jan Smalley. Restorative Practises focuses on skills and tools that restore relationships between students, parents and their children, and staff. These tools build community in classrooms and have the potential to change school culture. Positive Discipline is a non-punitive approach to discipline that relies on common understanding, mutual respect, and a long-term vision for healthy relationships with self and other.

This year we continued our work with Madeira Park Elementary with a one-day workshop in August building on their foundation of Positive Discipline. Outcomes included a strong sense of team throughout the school, mutual support between students, increased empathy, and a growing commitment to Positive Discipline practise. Compassionate Systems Leadership tools such as creative tension charts were used to clarify vision and

challenges with opportunity for strategic planning. We ended our year with a staff reflection and gratitude circle.

Several schools requested the circle process to deal with incidents of harm or conflict during the fall. We worked with Jan Smalley from the Restorative Justice Program to ensure schools were well supported. We also provided one on one support to families involved with the Restorative Justice Program who requested parenting support.

In February we responded to a request for a Positive Discipline class for parents of teens. Unfortunately, due to illness the class was re-scheduled which resulted in a poor turnout.

As in past years facilitator Sarah Joseph offered a two -day Positive Discipline certification during Spring Break open to all school district staff. Over twenty teachers and education assistants attended, and spaces were made available for Restorative Justice Program volunteers.

This spring several Halfmoon Bay Elementary Community School staff expressed interest in hearing more about opportunities for training in both circle process and Positive Discipline. Jan Smalley joined the conversation, and a variety of options were presented. Circles were held in the grade 6/7 class weekly over a period of weeks.

This has been a hard year as we come out of the stresses and negative social impacts of the pandemic. Many families and staff continued to experience high levels of stress and strain. In response to this, Karys Foley, a Family Navigator with the district inclusion team offered to facilitate a Letting Go and Setting Intentions Circle for district staff. Although there was minimal attendance it was a very meaningful experience and something to be considered for future.

We would like to congratulate Sue Lamb on her retirement from Halfmoon Bay-Chatelech Community School Association. I have been working with Sue for many years and have shadowed her for the last few months in preparation to take over this grant and her Restorative Practices work. I have been trained in and use Circle Practice in my work with Student Leadership. I am Positive Disciplined trained (with Halfmoon Bay Elementary Staff) and have worked with Sarah Josef on many occasions.

Below is a final reporting of funds for the 2022/23 school year followed by our proposed budget for 2023/2024.

Funding 2022/2023 School Year (funds received August 2022)

Income:	Proposed	Actual
Grant	\$10,000.00	\$10,000.00
Deferred from 22/23	\$670.00	\$670.00
Total	\$10,670.00	\$10,670.00
Expenses:		
Training and Resources	\$5,570.00	\$5,030.42
Wages	\$4,600.00	\$3,549.08
Administration	\$500.00	\$500.00
Total	\$10,670.00	
Remaining		\$1,590.50

Training and Resource funds were spent in the following areas:

One day training Madeira Park Elementary \$1500

Teen Positive Discipline Preparation \$400

Two Day Spring Break Break Positive Discipline Training \$3,000

Letting Go/Intention Circle \$130.42

Total: \$5,030.42

Proposed Budget 2023/2024 school year (funds received August 2023)

Income:	Proposed
Grant	\$10,000.00
Deferred from 22/23	\$1,590.50
Total	\$11,590.50
Expenses:	
Training and Resources	\$5,590.50
Wages	\$5,000.00
Administration	\$1,000.00
Total	\$11,590.50

2023/24 Request:

We respectfully request continued funding in the amount of \$10,000.00 for the 2023/24 school year. The only increase in costs we are experiencing currently is in administration

specifically bookkeeping. We would like to increase the administration amount in our funding request to 10 percent (\$1,000.00) by reducing the funds spent in coordinator time and training expenses.

We thank you for considering our request.

Gratefully submitted,

Sincerely,

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

INCOME

Grant - Family Resource Prgm \$1,750/m July-Sept *admin funds not incl	A	5,250.00		Sue
Grant -Restorative Practices (SCRD)	B	10,000.00		Sue/Wendy
Grant - Restorative Practices - 3% Admin Portion	B	- 500.00		
Grant - Restorative Practices - DEFERRED FROM 2023	B	1,590.50		Sue/Wendy
Grant - Tween Night (SCRD)	C	2,700.00		Wendy
Grant - Tween Night - 3% Admin Portion	C	- 81.00		
Grant - Tween Night - DEFERRED FROM 2023	C	847.66		Wendy
CORE- DEFERRED FROM 2023	D	1,196.21		Wendy
ART CLUB - DEFERRED FROM 2023	E	453.67		Wendy
HMB HOLIDAY MARKET - DEFERRED FROM 2023	E	270.87		Wendy
BIKE CLUB - DEFERRED FROM 2023	E	400.00		Wendy
SCHOOL'S OUT - DEFERRED FROM 2023	E	600.00		Wendy
SFAF CHATELECH -DEFERRED FROM 2023	F	2,058.49		Lia
Grant - SD#46 Community Link - CHAT	G	20,585.00	\$41,667/yr - 1,235 Admin = \$40,432	Lia
Grant - SD#46 Community Link - HMB	G	21,082.00		Wendy
Grant - SD#46 Community Link -3% Admin Portion	G	- 1,235.00		
DONATIONS - DEFERRED FROM 2023	H	3,522.77		
Grant - SD#46 F3 - Chat portion	I	25,548.00		Lia
Grant - SD#46 F3 - HMB portion	I	9,067.00		Wendy
GST Rebate added to help cover expenses	J		400.00	
Interest Income added to help cover expenses	J		1,377.75	

Visa Points added to help cover expenses	J		100.00	
Admin - Family Resource Program Grant - July - Sept 2023	J		500.00	
Admin - LINK -3% of Grant	J		1,235.00	
Admin - Tween Night - 3% of Grant	J		81.00	
Admin - Restorative Practices -5% of Grant	J		500.00	
TOTAL ADMIN FUNDS	J	4,193.75		
Total Income	\$	107,549.92		

EXPENSES

Amortization	n/a	200.00	non cash item	
Wages & Benefits - Family Resource Prgm	A	5,250.00	(repr. Approx 183 hours)	Sue
Wages & Benefits - Restorative Practices/Restitution	B	6,090.50		Sue/Wendy
Restorative Practice/Restitution Project Exp	B	5,000.00		
Wages & Benefits -Tween Night	C	966.66	(represents approx. 36.5 hrs)	Wendy
Tween Night Program Expenses	C	2,500.00		Wendy
CORE - Program Expenses - DEFERRED FROM 2023	D	931.21		Wendy
Wages & Benefits -CORE - DEFERRED FROM 2023	D	265.00	(represents 10 hrs)	Wendy
ART CLUB Project expenses - DEFERRED FROM 2023	E	453.67		Wendy
HMB HOLIDAY MARKET Project expenses - DEFERRED FROM 2023	E	270.87		Wendy
BIKE CLUB - DEFERRED FROM 2023	E	400.00	(represents approximately 15 hrs)	Wendy
Wages & Benefits SCHOOL'S OUT - DEFERRED FROM 2023	E	600.00	(represents approximately 22.75 hrs)	Wendy
SFAF Chat Program Expenses - DEFERRED FROM 2023	F	2,058.49		Lia
Wages & Benefits -KinderSpark	G	260.00	equally divided by Chat and HMB portion of Link as in the past	
Community Link Exp - Chat Site Team Exp	G	2,446.50		Lia

Community Link Exp - HMB Site Team Exp	G	950.50		Wendy
Wages & Benefits - Chatelech Community Link	G	17,391.00	(represents 672 hours like last year)	Lia
Wages & Benefits - HMB Community Link	G	19,384.00	(represents 734.8 hours like last year)	Wendy
Donations - use as intended	H	665.09		
Wages & Benefits - use allowed deferred donations for Wendy Admin hrs	H	2,857.68	(repr. 6 hrs per PP for Admin x 9 mths = 108 hr Wendy)	
Grant - SD#46 F3 - Chatelech program expenses	I	21,395.00	Sept - Dec	
Wages & Benefits - Chatelech F3	I	4,153.00	160 hours for Sept - Dec	
Grant - SD#46 F3 - HMB program expenses	I	7,249.00	Sept - Dec	
Wages & Benefits - HMB F3	I	1,818.00	68 hours for Sept - Dec	
WorkSafe (est. cost at 0.30%)	J		207.00	
Insurance (last years cost)	J		920.00	
Accounting and Legal (actual \$567.61 Acc Software, est.\$1490 year end)	J		2,057.61	
Office, dues and fees (3x \$100, phone \$300 x2, Phone Sue \$90,dues \$20)	J		1,010.00	
Volunteer Recognition & Honorariums (HMB/Chat \$100 ea)	J		200.00	
Development & Training (HMB/Chat \$100 ea)	J		200.00	
Total Expenses covered by Admin		4,594.61		
Flex Fund Expenses		-	*no budget for flex budget; use savings at Board discretion	
Bookkeeping expenses		6,900.00		
Increased wage cost due to \$1 raise		2,487.73		
SFAF HMB		2,216.88	\$20.982 - \$18765.12 exp.	
Total Expenses	\$	119,755.39	<i>*Other than above items funded by savings, all other savings & term deposit funds are to be used at the discretion of the Board (by vote) for any coningencies on an as needed basis.</i>	
NET INCOME (LOSS)	\$	- 12,205.47		

SUMMARY

		Net Income (Loss)		
Family Resource Program (Ministry Children & Families via SD46)	A		-	
Restorative Practice (SCRD)	B		-	
Tween Night Program (SCRD)	C		-	
CORE	D		-	
Programs - Art, Holiday Market, Bike, School's out	E		-	
SFAF Chatelech - deferred from 2023	F		-	
Community Link SD#46	G		-	
Donations - deferred from 2023	H		-	
New Funding	I		-	
Admin Funds	J	-	400.86	Close but short
Bookkeeping	savings	-	6,900.00	Funded from savings, lower if Treasurer can take over some tasks
\$1 raise for HMB + Chat coordinators	savings	-	2,487.73	If we can reach 1204 hrs HMB+ 976 hrs Chat
SFAF HMB	savings	-	2,216.88	Used towards loss last year. Use savings or fundraise to cover
Amortization		-	200.00	*non cash item. Like last year
Net Income (Loss)	\$	-	12,205.47	



Halfmoon Bay-Chatelech Community School Association

Profit and Loss

July - October, 2023

	TOTAL
INCOME	
4101 LINK Grant-SD46	8,087.00
4102 LINK Grant-Admin Fun	247.00
4103 Restorative Practice Grant-SCRD	9,500.00
4104 Restorative Practices - Admin	500.00
4105 Family Resource Grant - MCFD	5,250.00
4106 Family Resource Grant - Admin	500.00
4107 Tween Night Grant - SCR D	2,619.00
4108 Tween Night Grant - Admin	81.00
4508 CORE	1,550.00
4509 Hot Lunch Program Income	1,903.50
4902 Butcher Dave's Meat Fundraiser	5,073.00
4904 Neighbors Helping Families HMBCA	3,250.00
4990 Interest Revenue	496.18
Total Income	\$39,056.68
COST OF GOODS SOLD	
5101 Wages/Benefits LINK - HMB	3,790.76
5102 Wages/Benefits LINK- Chatelech	2,793.25
5103 Wages/Benefits - Restorative Pra	295.70
5105 Wages/Benefits - Family Resour	5,238.36
5107 Wages/Benefits - Tween Night	84.94
5113 Wages/Benefits - Treasurer/Acc	2,245.87
5114 Wages/Benefits - Office for Coordinators	123.31
5117 Wages/Benefits - AceBC Rep.	0.00
5119 Wages/Benefits -UW ASSAI B	0.00
5122 Wages/Benefits - Phone Allowance	150.00
5123 Wages/Benefits - Core	164.32
5124 Wages/Benefits - F3 Chatelech	1,282.63
5125 Wages/Benefits - F3 HMB	385.74
5200 Vacation Pay	0.00
5625 SFAF - Chatelech	706.04
5626 CORE Expenses	1,185.00
5672 Neighbours helping Families	1,500.00
5675 To be Reimb by HMB School	1,622.30
Total Cost of Goods Sold	\$21,568.22
GROSS PROFIT	\$17,488.46
EXPENSES	
5420 EI Expense	-0.01
5430 CPP Expense	0.00
5640 F3 HMB Program Expenses	291.98
5641 F3 Chatelech Program Expenses	7,477.01
5770 Office Supplies & Postage	86.33
Total Expenses	\$7,855.31

Halfmoon Bay-Chatelech Community School Association

Profit and Loss

July - October, 2023

	TOTAL
OTHER INCOME	
4899 Donations	100.00
Total Other Income	\$100.00
OTHER EXPENSES	
5603 Chatelech Site Team Expense	84.64
5705 Accounting & Legal	2,022.02
5735 Insurance (DS)	900.00
Total Other Expenses	\$3,006.66
PROFIT	\$6,726.49

Roberts Creek Community School
NIGHTS ALIVE Youth drop-in program.
 Report to the Sunshine Coast Regional District
 November 2023



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

SCRDC Budget Year	RCCS Fiscal Year	NA Program Dates	SCRDC Grant/ Requested Amount
2021	July 1, 2021 – June 30, 2022	2021-2022 School Year	*\$3,000
2022	July 1, 2022 – June 30, 2023	2022-2023 School Year	\$10,000
2023	July 1, 2023 – June 30, 2024	2023-2024 School Year	\$10,000
2024	July 1, 2024 – June 30, 2025	2024-2025 School Year	\$10,100

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

Description of the 2024 Nights Alive Program

- o Teen/tween drop-in program every Friday from 2:45 – 5:30 pm while school is in session.
- o Program begins and ends in the Roberts Creek Community School Gym. Activities are usually located in the gym, with regular walking field trips to the beach and other local spots.
- o This is a free program - open to students in grade 6/7.
- o Students help to prepare a free, nutritious meal each Friday
- o Depending on group size, two - four staff are always on duty.
- o Activities provided this year will appeal to a wide range of interests and may include field trips to local pools or climbing gyms, cooperative games, organized sports, beach gatherings, art activities, and special guests.
- o Youth participate in the program design. A variety of activities are offered each evening.
- o Policies and procedures for the program are in place.
- o Staff will be offered training opportunities.
- o At least one First Aid-trained staff member will always be present.
- o An incident record book is kept on site.
- o The Sunshine Coast Youth Outreach team regularly visits the program.
- o Staff work closely with community school coordinators, school staff and administration to support students as needed.



Benefits of the program

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

Nights Alive Testimonials

Douglas Styles - RCES Grade 7 Teacher

"My students really look forward to Night's Alive. It gives them something to look forward to at the end of the week. Also, it provides them with healthy activities (and food) where they can play, have fun, go on field trips, and really let their hair down.

Also, this year my grade 9 son is coming back to volunteer so it not only benefits those kids currently in grades 6&7 but also those who have recently graduated to work on their leadership skills."

Alexis Bach, RCCS Coordinator

Alexis administers, manages staff, and oversees the program. In her view, the incredible value of this program is the support it offers for youth during a significant transition period - embarking on their teen years. *"As the students become the leaders of their elementary school, it is a natural time for testing boundaries & discovering new capacity for independence & exploring identity of self. Our amazing team creates a reliable safe space for these individuals to explore these new aspects. Giving opportunities for our youth to grow in themselves & come together in a social & inclusive way."*

Briar Hartwell, NA Coordinator 2019-present

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

Student Feedback – 2023 Participants

Mabel: "It's awesome, feels informal, like you can be yourself.. like you can have fun."

Mia: "We go down to the beach sometimes and that is always fun. I also like taking out the mats and building a fortress - it's really fun."

Hugh: "It's amazing having it be informal, it's a freestyle event."

Name of Organization Roberts Creek Community School Society
Date Created: 5-Nov-23
Budget Planning Year: 2024 (July 1 2024 - June 30 2025)

Budget	% Inflation	Financial Planning			
2024		2025	2026	2027	2028

NOTES:

REVENUE:

Local Government Request	Budget	% Inflation	2025	2026	2027	2028
SCRD	\$ 10,100.00	101%	\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	\$ 10,510.10
Budget Proposal (if required)	-					
Total Request	\$ 10,100.00		\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	\$ 10,510.10

Grants

-						
Sub Total Grants	\$ -		\$ -	\$ -	\$ -	\$ -

Other Revenue

Roberts Creek Community School	\$ 800.00	101%	\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48
-						
Sub Total Other	\$ 800.00		\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48

2023 Year (Deficit) / Surplus

Total Revenue - Organization Generate	\$ 800.00	101%	\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48
TOTAL REVENUE	\$ 10,900.00		\$ 11,009.00	\$ 11,119.09	\$ 11,230.28	\$ 11,342.58

	2024	2025	2026	2027	2028
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EXPENSES:

Materials and Supplies

Equipment	\$ 200.00	101%	\$ 202.00	\$ 204.02	\$ 206.06	\$ 208.12
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Snacks	\$	1,050.00	101%	\$	1,060.50	\$	1,071.11	\$	1,081.82	\$	1,092.63	30 weeks x \$35/wk = \$1050
-								\$	-	\$	-	
Sub Total	\$	1,250.00		\$	1,262.50	\$	1,275.13	\$	1,287.88	\$	1,300.76	

Office / Equipment

Advertising & promotion	\$	50.00	101%	\$	50.50	\$	51.01	\$	51.52	\$	52.03
Administration	\$	1,000.00	101%	\$	1,010.00	\$	1,020.10	\$	1,030.30	\$	1,040.60
Printing	\$	50.00	101%	\$	50.50	\$	51.01	\$	51.52	\$	52.03
-											
Sub Total	\$	1,100.00		\$	1,111.00	\$	1,122.11	\$	1,133.33	\$	1,144.66

Facility / Utilities

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

Personnel

Mangement & supervision	\$	1,100.00	101%	\$	1,111.00	\$	1,122.11	\$	1,133.33	\$	1,144.66	Mgment: \$35/hr x 1 hr/wk x 30 wks = \$1050
Staff wages	\$	7,200.00	101%	\$	7,272.00	\$	7,344.72	\$	7,418.17	\$	7,492.35	Staff: 3 hrs/wk x \$30/hr = \$90; 3 hrs/wk x \$25/hr = \$75
-												(\$90 + \$75 + \$75) x 30 wks = \$7200
Sub Total	\$	8,300.00		\$	8,383.00	\$	8,466.83	\$	8,551.50	\$	8,637.01	

Other Expenses

-											
Sub Total	\$	-		\$	-	\$	-	\$	-	\$	-

Training / Development

Staff training	\$	200.00	101%	\$	202.00	\$	204.02	\$	206.06	\$	208.12
-			101%								
Sub Total	\$	200.00		\$	202.00	\$	204.02	\$	206.06	\$	208.12

TOTAL EXPENSES	\$ 10,900.00	\$ 11,009.00	\$ 11,119.09	\$ 11,230.28	\$ 11,342.58
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	Budget	% Variance	Financial Planning			
	Budget	Budget	2025	2026	2027	2028
CAPITAL REQUIREMENT						
Purchases:						
-		101%				
-		101%				
Subtotal Purchased	\$ -		\$ -	\$ -	\$ -	\$ -
Proposed Exenditures:						
-		101%				
-		101%				
Sub Total Proposed	\$ -		\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL	\$ -		\$ -	\$ -	\$ -	\$ -

TOTAL COMMITTED EXPENDITURES	\$ 10,900.00	101%	\$ 11,009.00	\$ 11,119.09	\$ 11,230.28	\$ 11,342.58
LESS PROPOSED EXPENDITURES	\$ -	101%	\$ -	\$ -	\$ -	\$ -
LESS ORGANIZATION REVENUE	\$ 800.00	101%	\$ 808.00	\$ 816.08	\$ 824.24	\$ 832.48
TOTAL TAX REQUISITION	\$ 10,100.00		\$ 10,201.00	\$ 10,303.01	\$ 10,406.04	\$ 10,510.10

Budget Line	Budget	Actual Fall
Revenue		
SCRD funding - Nights Alive 2022	\$10,000.00	\$10,000.00
Internal Funding	\$700.00	\$18.11
Total Revenues	\$10,700.00	\$10,018.11
Expenses		
Materials and Supplies		
Equipment	\$300.00	\$80.00
Snacks	\$700.00	\$931.11
-		
Sub Total	\$1,000.00	\$1,011.11
Office / Equipment		
Advertising & promotion	\$300.00	\$50.00
Administration	\$1,000.00	\$1,000.00
Printing/Computers	\$50.00	\$50.00
-		
Sub Total	\$1,350.00	\$1,100.00
Facility / Utilities		
Repairs & maintenance	\$50.00	\$50.00
-		
Sub Total	\$50.00	\$50.00
Personnel		
Mangement & supervision	\$1,000.00	\$1,100.00
Staff wages	\$7,000.00	\$6,757.00
-		
Sub Total	\$8,000.00	\$7,857.00
Other Expenses		
-		
Sub Total	\$0.00	\$0.00
Training / Development		
Staff training	\$300.00	\$0.00
-		
Sub Total	\$300.00	\$0.00
TOTAL EXPENSES	\$10,700.00	\$10,018.11

Tara Crosby

To: Alexis Bach
Subject: RE: 2024 Budget - Information Session for Community Partners

From: Alexis Bach <alexis@rccssel.ca>
Sent: Tuesday, November 7, 2023 4:00 PM
To: Tara Crosby <Tara.Crosby@scrd.ca>; Tina Perreault <Tina.Perreault@scrd.ca>
Subject: Re: 2024 Budget - Information Session for Community Partners

External Message

Hello!

Please find attached the request for funding our Night's Alive program for 2024. Thank you in advance for your continued support of a unique & instrumental program to support our grade 6 & 7's on the coast.

I am curious as to how we can (if possible?) add garden programming to our SCRD Community Partners funding? The RC Legacy Garden, of which we are so grateful for the instrumental support from the SCRD, has reached its final phase of completion. We are now moving forward with planning active programming to connect our community with the space. We currently have in school programming held in the space, but are looking to expand this beginning with intergenerational programming and moving forward with other ways to connect our greater community with the garden. One question that comes to mind is: do we submit a second application for the garden specifically, or would we expand our current programming to have both Night's Alive & the Legacy Garden programs in one submission?

I am open to have a further conversation with you at your convenience, if you have the interest & capacity to discuss my request.

warmly,
Alexis

On Mon, Oct 30, 2023 at 10:45 AM Tara Crosby <Tara.Crosby@scrd.ca> wrote:

Further to this message – the 2024 Round 2 Budget Finance Committee Meeting dates have been amended to January 22-23, 2024.

[This does not affect 2024 Round 1 Budget dates or both information submission dates.](#)

Please contact me if you have any questions or concerns.

Thank you,

Tara Crosby

From: Tara Crosby
Sent: Wednesday, October 4, 2023 10:02 AM
Subject: RE: 2024 Budget - Information Session for Community Partners

PENDER HARBOUR COMMUNITY SCHOOL SOCIETY

Attachment 4

2024 BUDGET PROPOSAL COMMUNITY RECREATION PROGRAM AREA A

BUDGET REQUEST: \$46,000.00

November 1, 2023

Attn: SCRD Special Corporate and Administrative Committee

Prepared By: Cheyenne Howitt, Executive Director

PROGRAM DESCRIPTION

Our goal for the Community Recreation Program is to continue to create accessible, inclusive, and positive recreation opportunities within our community. We work closely with other community organizations to help identify the needs and wants in the community and how to best facilitate recreation programs that meet those needs and wants.

ACTIVITIES OFFERED IN 2023

Here is an overlook of what our Community Recreation Program looked like in 2023. For more detailed information please see our quarterly reports.

- ▶▶ Offered the 'Home Alone' and 'Babysitting' combination certification course for children 11 and up.
- ▶▶ Continued our very popular art classes with Patti and Carla for grades ranging from 1-4, adding in comic book creation art class' this fall for grades 4-6.
- ▶▶ Drop in sport programs ran throughout the year at PHSS including pickleball, mens floor hockey, volleyball, and kids floor hockey.
- ▶▶ Ran a face painting program for students grades 7-12
- ▶▶ Organized and supported cooking classes through the spring of 2023 for both adults and kids.
- ▶▶ Continued our annual spring T-Ball program for grades K-4.
- ▶▶ Offered First Aid training & certification to all grade 9,10,11 and 12s at PH Secondary School - to support skill growth and encourage continuation of training.

LOOKING FORWARD

In 2024 we hope to increase youth engagement both in participation of recreation programs and supporting recreation programs.

This looks like creating a more accessible youth drop in program that works closely with the highschool, community services and our own youth worker. Providing diverse opportunities to try new activities, share an existing skill, and create new relationships. We will work to reduce barriers to those who would like to attend by ensuring we are a safe space for all community members, helping to solve transportation restrictions, and work on youth and community engagement and relationship building.

This involvement would help us to create programs other than a teen drop in that support growth and skill development for children in our community.

Throughout 2023 we heard many parents and caregivers mention their desire to have a program geared towards them - where they could participate in art based programs, mental health and wellness programs or opportunities to connect with others in the area.

We would like to meet this need by providing low barrier and accessible programs to our local parents and caregivers in a way that meets their specific needs.

During the summer of 2023 we worked with other local organizations to provide family support and drop in programs to vulnerable community members.

Over the last year we have seen an increase in our local population, a wide range of barriers, increased personal financial constraint, and an ever growing need for support.

Our population of vulnerable community members has increased as well - creating a higher need of local organization involvement and the desire for safe and consistent activities.

We anticipate 2024 to be a positive year for our community - by working and collaborating with many groups and organizations we will have the ability to meet our community members need.

In 2024 we hope to:

- ▶▶ Increase programming at an affordable rate/low cost
- ▶▶ Provide more consistent and structured drop in programs for different groups
- ▶▶ Maintain our community connection year round by offering some more programming during summer

	Actuals Jan – Nov 2023	Budget 2023	Proposed Budget for 2024	Proposed Budget for 2025
Income				
SCRD Recreation Grant	41,100.00	41,100.00	46,000.00	46,000.00
Program Revenues	15,000.00	12,000.00	14,000.00	15,000.00
Contributing Funds	6,007.00	6,000.00	7,000.00	7,000.00
Total Income	62,107.00	59,100.00	67,000.00	69,300.00
Expenses				
REC Coordination	23,560.19	26,000.00	29,900.00	31,000.00
REC Facilitation	16,017.00	16,500.00	19,000.00	20,000.00
Program Materials & Supplies	5000.00	4,200.00	5,200.00	5,200.00
Program Venue Rentals	866.00	1,800.00	1,500.00	1,500.00
Accounting/Financial	1446.00	1,500.00	1,500.00	1,500.00
Advertising/Promotion	2340.00	3,600.00	3,600.00	3,600.00
Insurance	1903.00	1,900.00	1,900.00	1,950.00
Membership	190.00	200.00	200.00	250.00
Office Supplies & Postage	402.00	500.00	500.00	525.00
ProD/Skills Development	500.00	500.00	500.00	500.00
Telephone/Internet	739.00	600.00	700.00	725.00
Technical & Maintenance	1010.00	800.00	1200.00	1,200.00
Travel/mileage	819.00	700.00	700.00	750.00
WCB Expense	510.90	500.00	600.00	600.00
Total Program & Admin Costs	55,939.00	59,100.00	67,000.00	69,300.00
<i>Balance for remainder of 2023</i>	7606.00			

Notes for 2023:

The remainder of \$7,606.00 will be used to pay the expense accumulated during November and December 2023.

For our 2024 budget proposal we have increased the requested amount to reflect cost of living increases, program material and supply cost increase, increased hours/increased program support staff.

We have not made much change to our budget request for over 4 years and as we move forward, programming needs continue to increase.

To meet the needs within our community and provide beneficial local programming we will need to increase recreation staffing hours and potentially staff numbers, as well as the material and supplies budget.

We aim to optimize resources we have available in order to reduce expenses. We have been able to keep costs low by collaborating with other local organizations, drawing on the current skills and resources we have within in our own organization, and using our own facility.

Thank-you for your time, consideration, and continued support,
Cheyenne Howitt
Pender Harbour Community School Society.

PENDER HARBOUR COMMUNITY SCHOOL SOCIETY

2024 BUDGET PROPOSAL PENDER HARBOUR YOUTH PROGRAM AREA A

BUDGET REQUEST: \$16,000.00

November 1, 2023

Attn: SCRD Special Corporate and Administrative Committee

Prepared By: Cheyenne Howitt, Executive Director and Darcie Murray, Youth Program Lead.

PROGRAM DESCRIPTION

The Pender Harbour Youth Program continues to benefit our community and provide support directly to our local youth. We work closely with many organizations and groups to make positive connections and create access to a variety of other resources. The support we receive from the SCRD towards this program is incredibly impactful.

We appreciate the opportunity to support our young community members in this way.

ACTIVITIES OFFERED IN 2023

Here is an overlook of what our Youth Program looked like in 2023:

- ▶▶ Worked with both the elementary school and highschool to discuss and meet needs in families.
- ▶▶ Work with other organizations to hold centralized youth drop in program throughout summer.
- ▶▶ Subsidized cost for summer camps and some local activities for 5 youth.
- ▶▶ Attended various drop in and registered youth programming in our community to create relationships and offer support to a wider range of local youth
- ▶▶ Successfully increased drop in sports programs for youth and help to support local sports teams this fall.

LOOKING FORWARD

In 2024 we want to focus on creating a safe space and flexible youth drop in programming that can provide resources on site.

We have been attending the highschoools SOGI meetings (Sexual Orientation and Gender Identity). The group would like to create a local inclusive group and have asked us for support with facilitation and facility use.

We made an effort in 2023 to increase our visibility within the community and have noticed a positive impact. Continuing with this effort into 2024 we will better understand what services and resources would be the most beneficial.

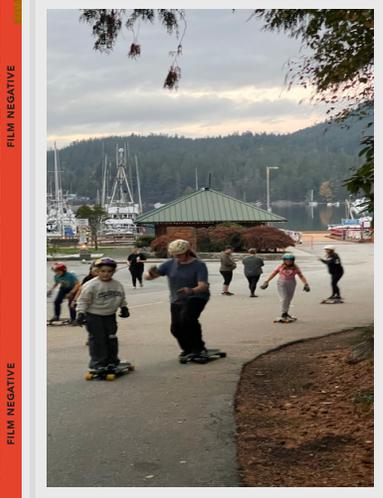
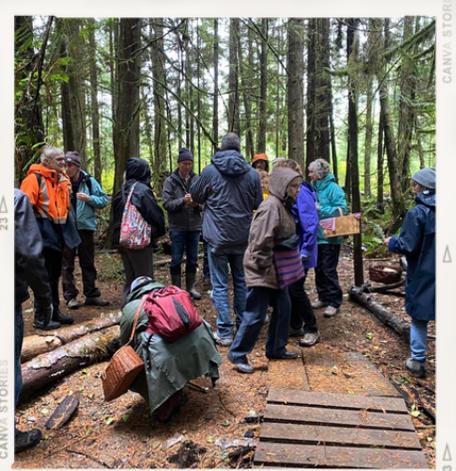
We aim to expand the types of support we have been offering - hopefully creating a well rounded resource.

We have requested a slight increase to our funding this year to allow us to continue our involvement in the community and work a larger scope of our local youth community.

	Actuals Jan – Nov 2023	Budget 2023	Proposed Budget for 2024
Income			
SCRD Youth	15,000.00	15,000.00	16,000.00
Contributing Funds	10,385.00	9,000.00	10,500.00
Total Income	25,385.00	24,000.00	26,500.00
Expenses			
Youth Program Staff	9,135.00	13,000.00	14,500.00
Youth Program Admin	2,545.00	2,400.00	2,900.00
Program Materials & Supplies	1,600.00	1,700.00	1,800.00
Nutritional Support	4,275.00	6,000.00	6,500.00
Travel/Mileage	417.00	900.00	800.00
Total Program & Admin Costs	17,972.00	24,000.00	26,500.00
<i>Balance for remainder of 2023</i>	7,413.00		

Notes for 2023:

The remainder of \$7,413.00 will be used to pay the expense accumulated during November and December 2023.



CANYA STORIES

CANYA STORIES

CANYA STORIES



November 3, 2023

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

Attention: Tina Perrault, SCRD Board of Directors

Re: 2024-25 Grant In Aid Request for Funding

Dear Ms. Perrault and Directors of the Board,

Please find attached documentation to support our request for continued Grant in Aid funding through 2025 in the amount of \$10,000 to support Tweens and Youth programming at the Sechelt Youth Centre.

Attached document includes:

- SCS Grant In Aid Budgets 2022-29, which includes 2022-23 Fiscal Budget Actual, 2023-24 Fiscal Budget vs Actual, and 2024-29 Proposed

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

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

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

Sincerely,

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

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

\$10,000 GRANT IN AID BUDGET 2022-29

Sechelt Community Schools Society

Previous - Actual Revenues & Expenses for the year ending June 30, 2023

Current - Projected vs Actual Revenues & Expenses for the year ending June 30, 2024

Proposed - Projected Revenues & Expenses for years ending June 30, 2025-2029

	Previous	Current Year			Proposed
	ACTUAL	Projected	Actual	Variance	Projected
	2022-23	2023-24	to Nov 3	%	2024-29
Revenues					
Sunshine Coast					
Regional District	10000	10000	10000		10000
Total Income	10000	10000	10000	100%	10000
Expenses					
Wages and MERCs	10000	10000	0	0%	10000
Total Expenses	10000	10000	0	0%	10000
Surplus (Deficit)	0	0	10,000		0

Description:

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

Grant in Aid is combined with the Sechelt Youth Centre core funding and is essential to providing the overall service. No funds accessed to date, however all funds will be spent by fiscal year end.



2024-25 Sechelt Youth Centre Proposed Operations and Services

We will continue to run our free supervised drop-in program for Tweens and Youth with 2 youth workers Monday to Friday, 2:30 to 6pm.

We will continue to offer gym access for basketball, floor hockey, soccer, badminton etc., sports equipment for outdoor field games, art supplies to encourage arts and crafts, supervised computer access, pool, foosball, board and card games, and food. Our weekly sit together and eat family style Dinner Club has become an important draw and may extend to twice per week if budget allows.

We have established a relationship with the RCMP Youth Liaison Officer and are planning on weekly visits to the Centre to help foster positive relationships with youth and will continue to invite the Tobacco and Vapour Reduction Coordinator, and other Community Resource Professionals to visit and drop off resources while providing opportunities for direct connection.

We will continue to offer the SYC as a space to host monthly Gender Diverse Network Support Group and Queer Youth Drop-In programs.

The Youth Centre Supervisor will continue to collaborate with schools, Youth Outreach and seek other opportunities for youth engagement.

Sechelt Youth Centre Attendance Comparison

	2014 -15	2015 -16	2016 -17	2017 -18	2018 -19	2019 -20	2020 -21	2021 -22	2022 -23	2023-24
Annual Totals										
Tweens	655	1478	1560	1209	979	857		914	996	
Youth	78	675	397	436	252	324		797	821	
Totals	733	2153	1957	1645	1231	1181		1711	1817	
% Tweens	89%	69%	80%	73%	80%	73%		53%	55%	
% Change		193%	-9%	-16%	-25%	-4%		45%	6%	
Sep/Oct Attendance										
Tweens		332	298	314	192	232		93	136	117
Youth		111	57	105	42	63		85	102	582
Total		443	355	419	234	295		178	238	699
% Tweens		75%	84%	75%	82%	79%		52%	57%	17%
% Change			-20%	18%	-44%	26%		-40%	34%	194%
Funding Level	\$30,000				\$35,000				\$42,000	

Through the spring of 2023 and continuing into the fall of 2024, we have seen a significant change in the demographic of our participants, moving from a significantly Tween (grades 5 to 7) presence to a much

higher youth presence. Since COVID, youth attendance has been increasing, to a point where we have seen our busiest start to the year ever – showing a 194% increase over the same period last year, with 83% of the participants being youth in grades 8 to 10. So far this fall we have experienced days where attendance has reached 40 participants, our highest ever attendance barring special events.

The surge in participation signifies a growing need for a safe and nurturing environment where youth can cultivate positive relationships, engage in constructive activities, and develop essential life skills. The center acts as a safe space, helping to protect them from the risks and challenges that have become more prevalent in our community, including:

- Fights (physical and cyberbullying)
- Vandalism of community buildings
- Vaping, Drugs and alcohol use
- Theft
- Incidents involving the RCMP

As a result, some youths are being banned from public spaces, and with no place to go, are increasing risk behaviours.

The SYC provides alternatives such as:

- Sports (basketball, badminton, soccer)
- Life skills programs (cooking, resume building, computers)
- Arts + crafts (bracelet making, drawing, painting)
- Social connection (hanging out, movies, board games)
- Dry and warm space to rest and relax after school
- Connection with resources (sexual health, mental health, Youth Liaison, Health, etc)

In 2023-24 we applied for an increase in funding from both the SCRD (for staffing) and Gaming to cover all non-staffing expenses, which would allow us to raise wages to a more competitive level and give us the opportunity to expand service levels to include later Friday nights.

We were unsuccessful in our request to Gaming however will apply again this year with the same request. Should we prove successful, we will use the funding to further increase staff wages (the goal is to meet Living Wage rates for the Sunshine Coast) and expand service to include Friday nights.

At this point in our year, we have not utilized our full staffing dollars due to a 2-week closure in August (staff medical leave) and .5 staffing levels on Fridays (only made possible by the presence of a Practicum Student and the Sechelt Community Schools Coordinator on site as back up). We are in the process of hiring an additional staff member to provide casual support as well as to provide full staffing levels on Fridays.

We have had difficulty attracting casual staff due to wage levels and the nature of the part-time work, however we have had some success with hiring SD46 EA's, though feedback is that our wage level is still too low.

We recognize that we are making a significant ask to the Sunshine Coast Regional District for the second year in a row - we need consistent, reliable funding to ensure that we are adequately staffed. Since

COVID, there is a demonstrated need for safe and engaging spaces for Youth and Tweens, and we need competent, caring adults in place to ensure that they get those needs met.

It is difficult for us to provide a 5-year forecast at this time – if we are successful in procuring other funding to support non-staff related costs, we anticipate a 2% inflationary increase on staffing once we have reached Living Wage levels.

\$42,000 SECHELT YOUTH CENTRE BUDGET 2024-25

Sechelt Community Schools Society

Proposed Budget Revenues & Expenses for the year ending June 30, 2025

	Budget	Change	% Change
Revenues			
<i>Sunshine Coast Regional District</i>	55000	13000	31% ¹
Other			
<i>Direct Access Gaming</i>	5500	725	15% ²
<i>Sechelt Community Schools</i>	1136		
Total Income	<u>61636</u>		
Expenses			
<i>Wages and MERCS</i>	41027	3937	11% ³
<i>Wages and MERCS supervision and payroll</i>	3000		
<i>Program Materials</i>	6741	321	5%
Internet/phone	1753	135	8% ⁴
Insurance/Accounting	2045	116	6%
Facility Costs			
Rent	7070	337	5%
Total Expenses	<u>61636</u>		
Surplus (Deficit)	0		

Description:

Wages include:

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

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

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

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

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

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

¹ Staff wages need to be raised to be more competitive, proposed wage increase Supervisor \$23 to \$25 per hour, Youth Worker \$21.50 to \$23 per hour. This will need to be looked at for another year at least, as YW wage would still not meet Living Wage for Sunshine Coast.

² We applied for increased Direct Access funding for 2023-24 and were given a reduction based on available funding and perception of funding sources elsewhere. We can demonstrate this is not the case (Society deficit for the fiscal year). We will apply for an increase again -if successful, we would use SCRD funding to increase staff wage, and extend service on Friday nights to provide a later night option for youth.

³ See 1 above

⁴ Internet, Insurance reflect annual increase. Rental Agreement renews August with 5% increase expected

\$42,000 SEHELTY YOUTH CENTRE BUDGET 2023-24

Sechelt Community Schools Society

Budget versus Actual Revenues & Expenses for the year ending June 30, 2024

	Budget	Projected to Nov 3	Actual to Nov 3	Variance
Revenues				
<i>Sunshine Coast Regional District</i>	42000	42000	42000	100%
Other				
<i>Direct Access Gaming</i>	13121		4775 ¹	36%
<i>Sechelt Community Schools</i>	1669		1374 ²	
Total Income	<u>56790</u>		<u>48,149</u>	
Expenses				
<i>Wages and MERCs</i>	37090	10597	8710	82% ³
<i>Wages and MERCs supervision and payroll</i>	3000	3000	3000	100%
<i>Program Materials</i>	2645	0	0	0%
<i>Program Materials - Direct Access</i>	3775	1800	1255	70% ³
<i>Internet/phone</i>	1618	528	528	100%
<i>Insurance/Accounting</i>	1929	0	0	0%
Facility Costs				
<i>Rent</i>	5733	3,367	3367	100%
<i>Rent - Direct Access</i>	1000	0	0	
Total Expenses	<u>56790</u>	<u>19,292</u>	<u>16860</u>	87%
Surplus (Deficit)	0			

Description:

Wages include:

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

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

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

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

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

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

¹ We applied for an increase in Direct Access funding for this fiscal, however actually received a decrease in comparison to previous years. We have not been able to provide the planned staff wage increases as a result.

² Sechelt Community Schools will need to subsidize this amount

³ Staff medical leave resulted in program closure for 2 weeks in August, and we have been operating one day per week at .5 staff capacity. New hire will rectify this situation. Program materials budget line conserved for equipment replacement later in year

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

Sechelt Community Schools Society

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

	Budget	Actual	Variance
Revenues			
<i>Sunshine Coast Regional District</i>	35000	35376	101%
Other			
<i>Direct Access Gaming</i>	5500	5500	100%
<i>Sechelt Community Schools</i>	8574	6877 ³	80%
Total Income	<u>49074</u>	<u>47753</u>	97%
Expenses			
<i>Wages and MERCS</i>	31413	29642 ¹	94%
<i>Wages and MERCS supervision and payroll</i>	3000	3000	100%
<i>Program Materials</i>	1000	992	99%
<i>Program Materials - Direct Access</i>	4000	3882	97%
<i>Internet/phone</i>	1469	1684 ²	115%
<i>Insurance/Accounting</i>	1295	1820 ²	141%
Facility Costs			
<i>Rent</i>	5397	5233	97%
<i>Rent - Direct Access</i>	1500	1500	100%
Total Expenses	<u>49074</u>	<u>47753</u>	97%
<hr/> <hr/>			
Surplus (Deficit)	0	0	

Description:

Wages include:

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

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

¹ Due to rising cost of living, and difficulty recruiting, staff wages were raised \$2 per hour as of November. Some staff shortages resulted in temporary program closures.

Staff Training: Mental Health First Aid, Crisis Prevention, First Aid Recertification etc.

Planning Time: 3 hours per week for the Youth Centre Supervisor to shop, plan, collaborate, includes monthly staff meetings

² Insurance increased 6% from previous year, internet rate increased 10%

³ SCS contribution required accessing our reserve fund and running a deficit for the year

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

Sechelt Community Schools Society

Financial Information

June 30, 2023

Sechelt Community Schools Society

Financial Information

June 30, 2023

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Compilation Engagement Report

To the management of Sechelt Community Schools Society

On the basis of information provided by management, we have compiled the statement of financial position of Sechelt Community Schools Society as at June 30, 2023, the statement of operations and changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information ("financial information").

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, Compilation Engagements, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

Crowe MacKay LLP

Sechelt, Canada
October 17, 2023

Chartered Professional Accountants

Sechelt Community Schools Society**Statement of Operations and Changes in Net Assets**

For the year ended June 30,	2023	2022
Revenues		
Community programs	\$ 177,755	\$ 133,455
Donations	835	50
Grants	280,119	199,079
Interest income	842	184
	459,551	332,768
Expenditures		
Accounting and legal	3,798	3,615
Advertising and promotion	234	226
Elementary programs	3,444	2,939
Insurance	5,683	5,353
Interest and bank charges	441	22
Professional development	3,774	3,818
Program contracting expenses	59,450	10,103
Program costs	80,623	50,429
Rent	7,660	6,970
Salaries and related benefits	289,111	226,854
Telephone	4,664	4,476
Travel	650	750
WCB	3,319	4,065
	462,851	319,620
Excess (deficiency) of revenues over expenditures	(3,300)	13,148
Net assets, beginning of year	52,289	39,141
Net assets, end of year	\$ 48,989	\$ 52,289

Sechelt Community Schools Society**Statement of Financial Position**

June 30, **2023** **2022**

Assets**Current**

Cash	\$ 87,847	\$ 107,903
Cash - Gaming	14,829	17,000
Accounts receivable	7,296	3,938
GST receivable	2,170	915

\$ 112,142 **\$ 129,756**

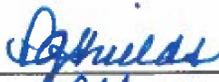
Liabilities**Current**

Accounts payable and accrued liabilities	\$ 1,850	\$ 1,850
Deferred contributions - Breakfast for Kids	23,142	15,924
Deferred contributions - Gaming fund, Breakfast program	10,054	11,500
Deferred contributions - Gaming funds, Youth Centre	4,775	5,500
Deferred contributions - Youth Centre	-	17,663
Deferred program fees	23,332	25,030

63,153 **77,467****Fund balances****Unrestricted** **48,989** **52,289**

\$ 112,142 **\$ 129,756**

Approved on behalf of the Board:



Member



Member

Sechelt Community Schools Society**Note to the Financial Information**

June 30, 2023

1. Basis of accounting

The basis of accounting applied in the preparation of the statement of financial position of Sechelt Community Schools Society as at June 30, 2023 and the statement of operations and changes in net assets for the year then ended is the historical cost basis and reflects cash transactions with the addition of the following:

- (i) accounts receivable
- (ii) accounts payable and accrued liabilities
- (iii) deferred contributions

Sunshine Coast Community Services
Youth Outreach Worker Program

Overview, Reflection and Outlook for 2024

Sunshine Coast Youth Outreach (SCYO) is a program that aims to increase youth safety, connect and refer youth to local resources, focus on risk and harm-reduction, and provide the community with a broader understanding of youth issues.

Program Access

- Supports for youth aged 12-23 years
- Service Delivery Area of Langdale to Egmont
- Youth Outreach phone (Call or text 604-865-0178) collectively managed by the SCYO team
- Instagram @scyouthoutreach (posts, stories, and direct messages)
- Community or self-referrals
- Scheduled groups (Pop-Up events, Stop and Talk, Gender Diverse Network, Queer Youth Drop-In)
- In-school outreach
- Community on-foot outreach

Trends Over the Past Year

The Youth Outreach Worker Program (YOWP) has seen significant increases in the following areas:

- Youth experiencing or perpetrating harassment and assault. There are two adult men in community that YOWP has identified to be grooming vulnerable young teens into drug dealing and victimizing/assaulting other youth.
- Youth requesting food and other basic need essentials. Youth are stating that they haven't eaten or don't have access to items they need, whether it be due to not having money or their families not being able to provide. Many youth are also missing out on food programs in school because they're either intermittently attending school or not attending at all.
- Youth skipping school due to navigating mental health challenges of their own and/or a family member, not being able to cope with school expectations, not having their needs met (not enough food, barriers preventing restful sleep, causing overwhelming dysregulation).
- Schools (other than Kinnikinnick) requesting YOWP to provide the Stop and Talk Program.

- Requests for one-to-one support to youth from schools, community professionals, caregivers and youth, themselves.

Challenges

Inflation and cost of living have impacted our desire to offer more service:

- One of the core offerings within all of our YOWP endeavours is the provision of food. Due to increasing costs of food (and other essentials), our program expenses have increased, and it's a struggle to manage this offering without increasing our budget. Offering food is essential to our program; not only is this a point of connection, but it's often the difference between a youth eating or not eating that day.
- Over the years, the YOWP has evolved to try to meet the needs of all Sunshine Coast youth. Since expanding our program offerings and reach, we are deploying staff to more places, in various directions, more often. We are, therefore, using more fuel and our mileage costs have gone up significantly.

Vision for 2024

In the coming year, Youth Outreach intends to respond to the community need by continuing to offer school and community-based outreach programming such as:

- Stop and Talk at Kinnikinnick
- Lunch time secondary school outreach (Elphinstone, Chatelech, Pender)
- Alternative school visits and check-ins with youth
- Quarterly pop-up events across the Coast
- Monthly Queer Youth Drop-In
- Monthly Gender Diverse Network Meeting
- Collaborative events (partnering with the Nation, SC Pride, SD46, Community Schools, VCH)
- Youth Outreach Phone (rotated weekly between youth workers. Calls and texts answered Monday to Friday)

In addition to these offerings, YOWP has a goal to:

- Expand Stop and Talk to at least one more school (and continue to grow from there). The demand is present – Kinnikinnick teachers and students consistently speak of how important Stop and Talk is to their school community, and the ripple effects of the wraparound support from multiple community professionals. Other schools have learned or know of this program and continue to ask that YOWP serve them too.
- Launch both a Dungeons & Dragons (D&D) based program and a cooking skills-building program.

- Take on a small caseload of youth outreach-based clients.

Dungeons & Dragons (D&D) Program – “DM School”

This would be a 4-to-6-week leadership program in which young people are taught specific skills within the game framework in order to start their own D&D campaigns. Within the game, this role is called the “Dungeon Master” (DM). D&D has boomed in popularity, and many young people would like to be players in this very immersive, prosocial, skill-building game, but every campaign requires a DM, and not all youth have the skills to take this role on. Our goal is to bolster the skills and confidence of youth who have interest to promote games like this as a healthy, connection-based activity that young people can engage in.

Cooking Skills-Building Program

This would be a 6-to-8-week registration-based program in which youth in community would be invited to prep and cook a meal collectively with peers and Youth Outreach staff. A Community Services or community space with a commercial kitchen would host the program. The goal would be to bolster skills towards independence, and foster connections with other youth in a supportive environment.

One to One Support for Youth

Youth Outreach has been approached by numerous parents/caregivers, school staff, VCH staff, counselors (and youth themselves) requesting one to one support. Because YOWP staffing capacity is limited, 1:1 services are not offered. Currently, we offer consultation over 1-2 sessions in order to refer a youth to the most appropriate resource. There are so many youth in our community seeking safe and stable connection – often the resource that they need is the consistent support of a 1:1 youth worker. Much of the work that youth workers do with clients is successful through the building of trust and rapport; something that takes more than 1-2 sessions.

The hope of YOWP is to expand our staff team and therefore our capacity to serve these vulnerable youth requiring support services. We know and have seen that through consistent 1:1 service, youth can thrive, and goals can be achieved - what we need are the resources to provide it.

Budget assumptions are included on the budget template

Name of Organization	Sunshine Coast Community Service Society
Date Created:	01-Nov-23
Revision Date:	
Budget Planning Year:	2023
Year to Date:	January to September 2023

	2023		9 mth acutals to		2022		Variance	% Variance 2023	Financial Planning					NOTES:
	Budget		Sep-23		Budget				2024	2025	2026	2027	2028	

REVENUE:

Local Government Request																				
SCRD (Budget Proposal)	\$	52,628.00	\$	39,471.00	\$	50,604.00	\$	2,024.00	4%	\$	55,259.00	\$	59,127.00	\$	61,492.00	\$	63,337.00	\$	65,237.00	2025 funding increase of 7% to match DOS increase
District of Sechelt (confirmed to 2025)	\$	30,000.00	\$	22,500.00	\$	27,887.00	\$	2,113.00	7%	\$	30,980.00	\$	33,220.00	\$	34,549.00	\$	35,585.00	\$	36,653.00	2025 funding increase of 7% to match DOS increase
Town of Gibsons (proposed)	\$	15,656.00	\$	11,742.00	\$	15,200.00	\$	456.00	3%	\$	16,439.00	\$	17,590.00	\$	18,294.00	\$	18,843.00	\$	19,408.00	2025 funding increase of 7% to match DOS increase
Total Request	\$	98,284.00	\$	73,713.00	\$	93,691.00	\$	4,593.00	5%	\$	102,678.00	\$	109,937.00	\$	114,335.00	\$	117,765.00	\$	121,298.00	Our provincial funders have increased our contracts to account for the CSSEA wage grid increases. We are committed to fair and equitable wages across the organization and therefore have to increase our wage grid for all programs, not just provincially funded ones. We have reduced the increases after 2025 based on the prediction that inflation will slow.
TOTAL REVENUE	\$	98,284.00	\$	73,713.00	\$	93,691.00	\$	4,593.00	5%	\$	102,678.00	\$	109,937.00	\$	114,335.00	\$	117,765.00	\$	121,298.00	

	2023	Acutals to	2022	Variance	% Variance	Financial Planning				
	Budget	Sep-23	Budget		2023	2024	2025	2026	2027	2028

EXPENSES:

Materials and Supplies																				
Program Supplies/Food	\$	3,026.00	\$	4,376.00	\$	2,910.00	\$	116.00	4%	\$	6,000.00	\$	6,240.00	\$	6,365.00	\$	6,492.00	\$	6,622.00	see grant proposal for increase rationale
Publicity & Advertising	\$	333.00	\$	51.54	\$	320.00	\$	13.00	4%	\$	346.00	\$	360.00	\$	367.00	\$	374.00	\$	381.00	
Sub Total	\$	3,359.00	\$	4,427.54	\$	3,230.00	\$	129.00	4%	\$	6,346.00	\$	6,600.00	\$	6,732.00	\$	6,866.00	\$	7,003.00	

Office / Equipment																				
Office Expenses	\$	146.00	\$	63.13	\$	140.00	\$	6.00	4%	\$	152.00	\$	158.00	\$	161.00	\$	164.00	\$	167.00	
Cellular	\$	1,693.00	\$	1,221.68	\$	1,628.00	\$	65.00	4%	\$	1,761.00	\$	1,831.00	\$	1,868.00	\$	1,905.00	\$	1,943.00	
Computer mtnce/service/support	\$	1,040.00	\$	840.00	\$	1,000.00	\$	40.00	4%	\$	1,082.00	\$	1,125.00	\$	1,148.00	\$	1,171.00	\$	1,194.00	
Sub Total	\$	2,879.00	\$	2,124.81	\$	2,768.00	\$	111.00	4%	\$	2,995.00	\$	3,114.00	\$	3,177.00	\$	3,240.00	\$	3,304.00	

Facility / Utilities																				
Rent	\$	2,184.00	\$	1,675.00	\$	2,100.00	\$	84.00	4%	\$	2,271.00	\$	2,362.00	\$	2,409.00	\$	2,457.00	\$	2,506.00	
Insurance	\$	166.00	\$	125.00	\$	160.00	\$	6.00	4%	\$	173.00	\$	180.00	\$	184.00	\$	188.00	\$	192.00	
Telephone/Fax/Internet	\$	780.00	\$	600.00	\$	750.00	\$	30.00	4%	\$	811.00	\$	843.00	\$	860.00	\$	877.00	\$	895.00	
Sub Total	\$	3,130.00	\$	2,400.00	\$	3,010.00	\$	120.00	4%	\$	3,255.00	\$	3,385.00	\$	3,453.00	\$	3,522.00	\$	3,593.00	

Personnel																				
Supervision	\$	3,596.00	\$	2,533.42	\$	3,458.00	\$	138.00	4%	\$	3,848.00	\$	4,002.00	\$	4,162.00	\$	4,328.00	\$	4,501.00	
Direct Service Salaries & Benefits	\$	68,520.00	\$	38,882.06	\$	66,063.00	\$	2,457.00	4%	\$	71,946.00	\$	74,824.00	\$	77,817.00	\$	80,930.00	\$	84,167.00	
Sub Total	\$	72,116.00	\$	41,415.48	\$	69,521.00	\$	2,595.00	4%	\$	75,794.00	\$	78,826.00	\$	81,979.00	\$	85,258.00	\$	88,668.00	

Other Expenses																				
Travel	\$	9,438.00	\$	3,230.52	\$	9,075.00	\$	363.00	4%	\$	9,438.00	\$	9,627.00	\$	9,820.00	\$	10,016.00	\$	10,216.00	see grant proposal for increase rationale
Audit	\$	333.00	\$	249.75	\$	320.00	\$	13.00	4%	\$	340.00	\$	347.00	\$	354.00	\$	361.00	\$	368.00	
Dues & Subscriptions	\$	114.00	\$	90.00	\$	110.00	\$	4.00	4%	\$	114.00	\$	116.00	\$	118.00	\$	120.00	\$	122.00	
Admin Fee (12%)	\$	11,794.00	\$	8,846.00	\$	11,551.00	\$	243.00	2%	\$	12,321.00	\$	13,192.00	\$	13,720.00	\$	14,132.00	\$	14,556.00	
Sub Total	\$	21,679.00	\$	12,416.27	\$	21,056.00	\$	623.00	3%	\$	22,213.00	\$	23,282.00	\$	24,012.00	\$	24,629.00	\$	25,262.00	

	2023	9 mth acutals to	2022	Variance	% Variance 2023	Financial Planning					NOTES:
	Budget	Sep-23	Budget			2024	2025	2026	2027	2028	
Training / Development											
Staff Development	\$ 1,040.00	\$ 250.00	\$ 1,000.00	\$ 40.00	4%	\$ 750.00	\$ 780.00	\$ 811.00	\$ 843.00	\$ 877.00	
Sub Total	\$ 1,040.00	\$ 250.00	\$ 1,000.00	\$ 40.00	4%	\$ 750.00	\$ 780.00	\$ 811.00	\$ 843.00	\$ 877.00	
TOTAL EXPENSES	\$ 104,203.00	\$ 63,034.10	\$ 100,585.00	\$ 3,618.00	3%	\$ 111,353.00	\$ 115,987.00	\$ 120,164.00	\$ 124,358.00	\$ 128,707.00	
CAPITAL REQUIREMENT											
Purchases:											
Laptops and other technology		\$ -	\$ -	\$ -		\$ 1,000.00		\$ 1,000.00			3-4 year replacement plan included in computer mtncs/service/support line
Subtotal Purchased	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	
TOTAL COMMITTED EXPENDITURES	\$ 104,203.00	\$ 63,034.10	\$ 100,585.00	\$ 3,618.00	3%	\$ 111,353.00	\$ 116,987.00	\$ 120,164.00	\$ 125,358.00	\$ 128,707.00	
LESS PROPOSED EXPENDITURES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -					
LESS ORGANIZATION REVENUE	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -					
TOTAL TAX REQUISITION	\$ 104,203.00	\$ 63,034.10	\$ 100,585.00	\$ 3,618.00	3%	\$ 111,353.00	\$ 116,987.00	\$ 120,164.00	\$ 125,358.00	\$ 128,707.00	



Sechelt Public Library

**Submission for
Sunshine Coast Regional District
Budget Round 2 Finance Meeting
January 29, 2024**

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EXECUTIVE SUMMARY

A great library is an important asset to the community. It directly impacts lives and is there to serve all generations. Best of all, it is FREE for everyone!

“We are bigger than our building” - a phrase that holds such truth for Sechelt Public Library and the work of our dedicated staff. As service and information providers, innovators, motivators, knowledge builders, teachers, hosts and supporters, the role of library staff far exceeds the confines of the building and their positive influence moves throughout the fabric of the community.

“We are more than Books”! As you will see in the pages to come, our library is filled with items and services not even considered in the libraries of our forebears.

The needs of the community, our community partners, our local government funders and the province of BC are all taken into consideration when developing our budget and operational plan. When we think of our community, we ask ourselves what will be beneficial for them? What will help enrich their lives? How can we capitalize on opportunity? The answers help us create and operate a library that constitutes a class asset for the District of Sechelt, The Sunshine Coast Regional District and for the shishálh Nation.

The BC Public Library Directors Group, InterLINK (our library federation), the Public Library Partners Group continually advocate for additional BC provincial funding and for betterment of libraries in general. We are grateful for their continuing support. We also appreciate the mutual respect shown between the Gibsons and District Public Library and ourselves.

We acknowledge and appreciate the financial contributions of our main funders, the Sunshine Coast Regional District, the District of Sechelt and the shishálh Nation. This funding is key to the continued success of the Sechelt Public Library. In kind contributions are also incredibly important. We would be lost without the hours and effort put in by the Sechelt Library Board, the 20+ library volunteers as well as the building maintenance on our aging structure and general support and cooperation from the District of Sechelt staff. Finally, we value the championing for libraries that I know many of you personally continue to make on the Sunshine Coast and abroad.

Sincerely,

Leianne Emery

**Leianne Emery
Director, Sechelt Public Library**

SERVICE AND FUNDING AGREEMENT

As we have a Service and Funding Agreement in place, **our increase for 2024 funding represents a 1.66% increase over the funds we received in 2023.** Further details are outlined below.

Service and Funding Agreement:

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

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

Funding for 2023:

In 2023, the existing 5-year Funding and Service Agreement was opened up and a funding level percentage increase was agreed upon by our local government partners. The negotiation process was lengthy. This increase to funding was necessary to accommodate wage increases in the new labour contract which moved the wages of our library staff closer to the wage levels of Gibsons Library. In three years, we should achieve much closer wage parity with that of the Gibsons Library staff. As each funding partner brought our request to their respective councils separately, the percentage levels approved by those councils were also different. The District of Sechelt (DOS) and the shishálh Nation Government District (sNGD) voted to give Sechelt Library the percentage increase we requested but the Sunshine Coast Regional District (SCRD) voted to give a lesser percentage increase – their contribution matching the percentage level given to Gibsons Library.

Funding for 2024:

For funding in 2024, the funding partners were not comfortable with their differing percentage levels of financial contribution in 2023 as the intent of the Service and Funding Agreement is for a specific percentage contribution for each of them based on a number of factors. The financial review and considerations for a new baseline to build 2024 funding levels on included:

1. keeping percentage contributions as they were
2. lowering to lowest percentage level given (SCRD)
3. raising to highest percentage levels given (DOS and sNGD)
4. population census changes from 2016 to 2021

The funders decided that the lower percentage level received by the SCR D in 2023 would be the percentage level that all funding partners would now use as the new baseline for calculations in 2024 and 2025. The 2021 population census was also reflected in the numerical changes.

As the baseline is now reduced from 2023 received funds, the **Sechelt Library will only receive an increase of \$15,851 in 2024. This represents a 1.66% increase in 2024 from funds received from our 3 local government funders in 2023.** Had the baseline not been changed the increase would have been at 3%.

Funding for 2025:

Sechelt Library will receive a **3%** increase in 2025 from 2024 funding levels.

Funding Summary for 2023, 2024 and 2025:

Local Government Funders	Funds Rcvd in 2023	Adjustment of 2023 Base for 2024 Calcs	2024	Increase	Increase from 2023 Rcvd	2025	Increase	Increase from 2024 Rcvd
SCR D Area A	51,760	51,760	57,692	5,932		59,396	1,704	
SCR D Area B	162,945	162,946	170,796	7,851		175,840	5,044	
SCR D Area D	102,245	102,244	101,333	- 912		104,326	2,993	
sNGD	17,999	17,648	19,803	1,804		20,841	1,038	
DOS	622,813	610,657	623,989	1,176		642,418	18,429	
	\$957,762	\$945,255	\$973,613	\$15,851	1.66%	\$1,002,821	29,208	3.00%

INTERESTING STATISTICS Q1-Q3 2023:

For the **first ¾ of the year**, here are some interesting statistics which show the level that libraries and library staff positively affect the well-being of the community:

Technology Assistance:

319 one on one technology assistance appointments with patrons in our library's "Room of Requirement". This doesn't even include the number of regular, non-scheduled technical questions that all our library staff assist patrons with every day.

Exam Invigilation:

22 people wrote their professional exam using our library's free exam invigilation service. This means the exam takers did not have to incur travel to Vancouver or other to write their exams.

Transit Ticket Sales for the SCR D:

Library staff have made **over 940** individual transactions with the sale of SCR D's Sunshine Coast transit tickets. That requires a lot of staff time but is a great service for our community.

Genealogy Assistance:

Almost **25** people have had a private genealogy appointment with our staff expert learning how to search their family history. We also host a Genealogy Hunters program once per month to further knowledge in this field.

Free Repairs:

Over 250 people in our community have had repairs done - for free - by the incredible team of Repair Café volunteers that work from our library on the second Saturday of each month.

Patron Visits in the Library:

7200 patrons per month, on average, physically came into our library between Q1 and Q3 in addition to the many who come for programming and are not counted in this total. This averages almost **290** new people per day.

New Memberships:

New library memberships in the first ¾ of the year are **667**, which is 93% of the full 2022 year.

Accessibility Options:

Almost **25 people** have been able to meet with our staff specialist about accessibility options that may be best suited to their current needs.

Public Computers and Free WIFI:

Almost **4800** patrons have used the public computers. Almost **12,000** people have used the free library WIFI.

Library website:

35,100 people have visited our library website for information

BUDGET VS ACTUAL

INCOME STATEMENT January to October 2023

	2023	YTD
	Budget	Actual
REVENUE		
Local Government		
* District of Sechelt	622,813	622,813
* SCR D Areas: A, B, D	316,950	316,950
* Sechelt Nation Government District	17,999	8,494
Provincial Grants	77,183	82,162
Donations and Other Grants	3,500	3,054
Library Revenue	19,120	20,618
REVENUE	\$1,057,565	\$1,054,091
Transfer from Library Reserves	4,979	-
TOTAL REVENUE	<u>\$1,062,544</u>	<u>\$1,054,091</u>
OPERATING EXPENSES		
Human Resources - Staff, Board, Volunteer	838,339	627,031
Library Materials and Delivery of Materials	127,030	94,186
Building	37,975	28,737
Computer and IT Services	15,430	12,483
Office, Communications and Other Services	43,770	38,281
TOTAL EXPENSES	\$1,062,544	\$ 800,718
SURPLUS/DEFICIT	<u>\$ -</u>	<u>\$ 253,373</u>

5 YEAR FINANCIAL PLAN - 2024 to 2028

FIVE YEAR FINANCIAL PLAN 2024 to 2028

	2024 1.66%	2025 3.00%	2026 6.81%	2027 3.00%	2028 3.00%
REVENUE					
Local Government					
* District of Sechelt	623,989	642,418	686,424	707,016	728,226
* SCR D Areas: A, B, D	329,821	339,561	362,821	373,706	384,917
* Sechelt Nation Government District	19,803	20,841	22,268	22,937	23,625
Provincial Grants	82,162	82,162	82,162	82,162	82,162
Donations and Other Grants	3,500	3,500	3,500	3,500	3,500
Library Revenue	19,330	19,330	19,330	19,280	19,280
TOTAL REVENUE	\$1,078,605	\$1,107,812	\$1,176,505	\$1,208,601	\$1,241,710
TRANSFERS FROM LIBRARY RESERVES	31,568	38,153	-	-	-
TOTAL REVENUE	\$1,110,173	\$1,145,965	\$1,176,505	\$1,208,601	\$1,241,710
OPERATING EXPENSES					
Human Resources - Staff, Board, Volunteer	886,124	918,887	943,688	973,556	1,004,393
Materials and Delivery of Materials	136,789	138,499	139,728	142,153	143,008
Building	34,400	35,045	35,710	37,093	37,997
Computer and IT Services	12,810	13,169	16,537	14,494	14,812
Office, Communication and Other Services	40,050	40,365	40,842	41,305	41,500
TOTAL EXPENSES	\$1,110,173	\$1,145,965	\$1,176,505	\$1,208,601	\$1,241,710
SURPLUS/DEFICIT	\$ -				

Note: as noted in red above, it is anticipated that we will be required to top up our revenue shortfall with library reserves for the next two years.

SECHELT LIBRARY SERVICES

Community Services:

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

Accessibility Services (physical/ cognitive/ visual):

- Specialized audio book players (eg. Daisy Reader)
- Specialized online libraries (compatibility with Daisy, MP3, and Etext)
- Audiobooks (all with Braille labels as well)
- Large Print format books
- Braille books (print on demand)
- One to one accessibility consultations
- Cognitive Care Kits (ready early 2024)

Health Services:

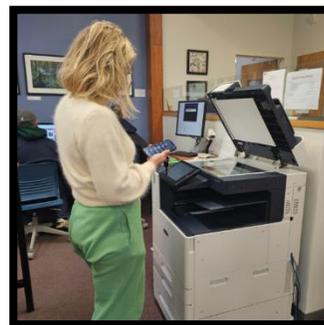
- SAD lamps for loan (including one at Pender Harbour health clinic)
- Radon detection kits for loan
- Carbon Dioxide Testing

Computer Services:

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

Personalized Services (in library):

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



Book Collections (for loan)

- Fiction (adult, teen, children)
- Non-Fiction (adult, teen, children)
- Graphic Novels (adult, teen, children)
- French (adult, teen, children)
- Biography (adult, teen, children)
- Large Print
- Paperback
- Local Authors (adult, teen, children)
- Oversize
- Read-Along (children)
- Wonderbooks (Q1 2024)
- First Nations



Other than Books (for loan)

- Magazines (125)
- Newspapers (in house)
- DVD's
- Video Games
- People Law School Pamphlets and Brochures
- Kobo E readers (preloaded themed books)
- Ukuleles (8 with case, tuner and chord chart)
- Brain Games
- STEAM kits for children (science, technology, engineering, arts and math (27 + 4 more in 2024)
- Cognitive Care Kits (Q1 2024)
- Nintendo Switch
- SAD lamps for Seasonal Effective Disorder
- Radon Detection Technology
- Carbon Dioxide Monitoring Technology



Book Delivery Services:

- Sechelt Library to/from Gibsons Library
- Interlibrary loans with all libraries in BC and Canada
- Pender Harbour Reading Centre and Sechelt Library (Sechelt items only)



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

- Programs and Events for Entertainment, Learning, Social, Exercise
- BC Summer Reading Club
- Books for BC Babies
- SSC Literacy Coalition activities
- School tours



Community Partnerships:

- SSC Literacy Coalition
- SSC Camera Club
- Chatelich Secondary
- Welcoming Communities
- SSC Astronomy Club
- BC Books for Babies
- Friends of the Library
- Babies and Bellies
- Mem7iman Child Development Centre
- Service Canada / CRA
- Elder College
- Many more...



Online Databases / Resources (free to patrons):

- **Accessibility (2)**
 - Centre for Equitable Library Access (CELA)
 - National Network for Equitable Library Service (NNELS)
- **Learning (6)**
 - Mango Languages
 - Linked in Learning courses and Gale courses
 - Canadian Encyclopedia
 - Explora Primary Schools
- **Listening (2)**
 - Library to Go
 - Tumblebooks (kids)
- **Viewing**
 - Kanopy Video Streaming Service (Q1 2024)
- **Reading (6)**
 - Bibliothèque Numérique (French)
 - Library to Go
 - Novelist
 - Press Reader
 - Tumblebooks (kids)
 - Open Library
- **Reference / Research (17)**
 - Ancestry.com
 - A to Z World Food
 - BC Historical Newspapers
 - BC Laws
 - BC Codes
 - Clicklaw
 - Consumer Reports
 - FamilySearch.org (SPL is an affiliate library)
 - Points to the Past
 - Sechelt Tests (driver's license practice)
 - Vehicle Safety and Inspection Standards
 - Many more!



PROGRAMMING and EVENTS

Introduction

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

This fall, Sechelt Library even organized and hosted a CRA/Service Canada Super Clinic which was very well received by our community and we hope to do again multiple times in 2024.

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



Sechelt Library hosts many school tours throughout the year. We host schools from Sechelt, Roberts Creek, Davis Bay and Halfmoon Bay



Mario Kart tournaments are always fun!



Laser Tag in the Sechelt Library is becoming very popular! A District of Sechelt team poses for photo.



Sunshine Coast Astronomy Club Monthly Meetings at Sechelt Library. December’s guest speaker was Dr. Shandin Pete, Asst. Professor in Dept of Earth, Oceans and Atmospheric Sciences. He is an Indigenous scholar with expertise in hydrogeology and geoscience ethnography and is working to recover indigenous sky lore.



Actor Richard Austin delights audiences each Christmas with readings from Charles Dickens’, *A Christmas Carol*



BC Province Summer Reading Program activities take place all summer long



Ukulele jams, ukulele lessons and 8 ukuleles for loan

Programs and Events Planned for 2024 – Children, Youth and Teen

Mem7iman Daycare Storytime Outreach
Laser Tag
Story Walks
Treasure Hunt Storywalk
Storytime
Babytime
Sidewalk Chalk and Bubbles
Drag Queen Storytime
Strong Start/ Parents and Tots/ Bellies and Babies and Bellies Outreach
School Visits
Summer Reading Club Logs
Teen Scratch and Win Reading Challenge
Messy Science
Card Making Class
Dungeons and Dragons
Scavenger Hunts
Youth Book Club
Teen Book Club
Teen Anime Club
After School Drop in Programs
STEAM / Science Programs
Author Readings

Drawing Workshops
Writers Group for Teens
Rock Painting
PAWS 4 Stories
Stuffie Sleepover
Writing letters to Santa
Minute to Win it Challenges
Video Game Tournaments
Books for BC Babies
Cookie Decorating for all Ages
Literacy Week Events (Penny Pom Pom from Haida Gwaii) concert
Pride in the Park – Literacy Coalition
Teen writing competition - Literacy Coalition
Table at the Early Year's Fair in March
Maker Space
Coding Club
Tween/ Teen Crafts
Toy and Art Swaps for kids
Drop-in Lego
Puppet Shows
Summer Reading Club - Summer Student
Employment Program

Programs and Events Planned for 2024 – Adults

Book Clubs:

Men's Book Club
SPL Book Club – mixed genre

Writing:

Writers Studio in association with SFU
Writers Group
Writers Seminars
Author Talks – local and visiting
Library Connections – writers connected to SPL
Grief Writing Group- partnership with Hospice society

Author Talks / Readings:

Readings - Winnie the Pooh
Readings - Dickens Christmas
Readings - Poetry Month
Readings – Emily & Elspeth by Catherine McNeil
Readings – Short Bear Tales by Leonard Brett

Health:

Chair Yoga- 2 classes per week

Repairs:

Repair cafe Monthly
Knitting Repairs – partnership with Spinners and Weavers Guild

Crafting:

Cardmaking, Papercrafts
 Watercolor, Rock Painting
 Stitching Group
 Adult Coloring Club
 World Knit in Public Day
 Cookie Decorating - Valentines, Christmas, etc.
 Christmas Ornaments
 Christmas Cracker workshop
 Decorating Blown Easter Eggs

Competitions

Summer Reading challenge
 Poetry Contest
 Short Story contest
 Bookmark design contest
 Guess how many books are in the library
 Guess how many candies are in the jars

LGBTQ+

Pride Month Events

Gardening:

Seed Library Presentations and workshops

Outreach with Other Groups:

Giving Garland with Spinners and Weavers Guild
 Visits to Shorncliffe/ Silverstone
 Visits to teach seniors in Pender Harbour about Libby
 Capilano University Speakers Series
 Who Cares? Project engagement session for seniors
 CRA and Service Canada Super Clinic

Personal Histories:

Living Library

Genealogy:

Genealogy Seminars
 Ancestry Hunters Group
 Genealogy Appointments

Music:

Ukulele lessons for beginners
 Ukulele Jam (all welcome)
 Carol singalong (Library/Shorncliffe)
 Live concerts
 First Nations:
 First Nations – talks and readings
 Work with Restorative Justice
 Syiyaya Day Events
 Orange Shirt Day events

Talks:

Astronomy – monthly
 Lectures – Grief Lecture with counsellor Virginia Bowen
 Collaborative programs with community partners
 Emergency Preparedness, Recycling, Fraud Alert
 Financial – Tax time, planning
 Advanced Care Planning with Hospice
 Death Café
 Distaff Day: Spinning Fiber by hand demonstration
 Functional Foods talks
 Law webinars

Fun – Adult and Intergenerational

Games, Movies and Making stuff!
 Laser Tag
 Blind date with a book
 Halloween candy guessing game
 Pumpkin Carving
 Dungeons and Dragons
 Puzzle Club
 Board Game Afternoons
 Art supply and toy swap
 Halloween Costume swap

Community Gratitude

Our community members tell us day in and day out how much they love coming into the Sechelt Library. Our comment book is full of heartfelt gratitude and comments from our patrons for every reason you can imagine. **What we can do as a library and as a staff to improve the lives of our community members is limitless.**

Patron from Pender Harbour said, “my husband died 8 years ago and the library has saved me! Being able to access books and interact with kind people when I could barely concentrate was a godsend.” Feb 2023

This is the best library in the universe! Who lends out Happy Lights and Ukuleles? Feb 2023

***Long-time** patron passed away. His widow phoned to let us know how much he enjoyed the library and appreciated our kindness over the years. Special thanks to Janette for all her help as he was visually impaired. Nov 2023*

***You** have a great magazine Collection! We love the variety of your STEAM kits and we also love the Brain Games! Oct 2023*

***Emergency Planning Event** very informative and would love more of that. Also appreciated the one-on-one session with CRA representative at the Sechelt Library Super Clinic. Oct 2023*

***The Seed Library Display** looks so beautiful! Feb 2023*

***Patron** from Madeira Park was on the way to Vancouver to solve a Facebook “problem”. They were directed to Jason at Sechelt Library and their problem was solved in less than ten minutes! Patron was over the moon! Nov 2023*

***Everyone** is so nice in this library. There’s great energy here! Sep 2023*

***Many** thanks to the amazing staff at the Sechelt Library and also to those at the Owen Sound North Grey Union Public Library. Imagine a fiction book travelling across Canada for me to enjoy here on the Coast! That’s special service! Aug 2023*

***Patron** from Vancouver said our library is one of the best she’s even visited. Her children registered for card making. She loved the attention to detail in the library. Jun 2023*

***Patron** from Surrey Public Library system says this is one of the best smaller libraries they have visited. Very impressed with all the services we offer. Jul 2023*

***Huge** thank-you to Charlotte for the “fantastic” children’s programming over the summer. Aug 2023*

A patron was very impressed with our recent freedom to read display and said, “thank-you for not banning books”. May 2023

***You** are greatly appreciated. You make a difference in our days. Feb 2023*

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee – Round 2 Budget – February 5, 2024
AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
SUBJECT: ELECTORAL AREAS’ GRANT-IN-AID DISCRETIONARY BALANCES FOR 2024

RECOMMENDATION(S)

- (1) THAT the report titled Electoral Areas’ Grant-in-Aid Discretionary Balances for 2024 be received for information;**
 - (2) AND THAT Electoral Areas’ Grant-in-Aid discretionary balances be approved as presented or amended;**
 - (3) AND FURTHER THAT the Draft 2024-2028 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.

Staff present this report to clarify and confirm the current discretionary balances for 2024, how to use the current year-end surpluses, and establish the overall budgets for GIA for the upcoming intake from the various community groups which is then formalized in the 2024-2028 Financial Plan Bylaw.

DISCUSSION

Tables below show updated Electoral Areas’ Grant-in-Aid Budgets [121-129] for the Committee’s information. The tables following show the discretionary in the 2024 Budget currently and the surpluses from 2023 Actuals. The Committee has the option to increase discretionary by the surplus amount or use to reduce taxation.

ELECTORAL AREAS’ GRANT-IN-AID 2024

Electoral Area A [121]	2023	Proposed 2024	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$9,200	Pender Harbour Community School – Community Recreation Program – Pending
		\$12,601	Youth Outreach Worker – Pending

Staff Report to the Finance Committee (Round 2 Budget) – February 5, 2024
Electoral Areas’ Grant-in-Aid and Economic Development - Review of Discretionary
Balances for 2024

	\$19,000	\$19,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$2,000	\$261	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$21,000	\$19,261	Decision to increase or decrease

Electoral Area B [122]	2023	Proposed 2024	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$11,300	Youth Outreach Worker – Pending
	\$18,627	\$18,627	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$270	\$1,037	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$18,897	\$19,664	Decision to increase or decrease

Electoral Area E&F [123]	2023	Proposed 2024	
	\$4,000	\$4,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$3,557	\$2,428	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$7,557	\$6,428	Decision to increase or decrease

Community Schools [125]	2023	Proposed 2024	
	\$523	\$610	*Surplus used to reduce taxation
		\$10,000	Halfmoon Bay-Chatelech Community School Restorative Justice Program – Pending

Staff Report to the Finance Committee (Round 2 Budget) – February 5, 2024
Electoral Areas’ Grant-in-Aid and Economic Development - Review of Discretionary
Balances for 2024

Electoral Area Greater Gibsons Community Participation [126]	2023	Proposed 2024	
	\$10,000	\$10,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$1,583	\$1,132	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$11,583	\$11,132	Decision to increase or decrease

Electoral Area D [127]	2023	Proposed 2024	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$10,805	Youth Outreach Worker – Pending
	\$25,000	\$25,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$1,000	\$260	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$26,000	\$25,260	Decision to increase or decrease

Electoral Area E [128]	2023	Proposed 2024	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$10,363	Youth Outreach Worker - Pending
	\$15,000	\$15,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$3,644	\$2,209	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$18,644	\$17,209	Decision to increase or decrease

Electoral Area F [129]	2023	Proposed 2024	
		\$800	Bursary Contribution (total \$4,000) – Approved
		\$10,189	Youth Outreach Worker – Pending
	\$15,000	\$15,000	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$5,312	\$2,006	Surplus
TOTAL DISCRETIONARY (INCLUDING SURPLUS)	\$20,312	\$17,006	Decision to increase or decrease

STRATEGIC PLAN AND RELATED POLICIES

n/a

CONCLUSION

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

These values are established each year for the upcoming intake from the various community groups which is then formalized in the 2024-2028 Financial Plan Bylaw.

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