



## CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, February 23, 2017  
SCRD Boardroom, 1975 Field Road

### AGENDA

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**CALL TO ORDER:** 9:30 a.m.

### AGENDA

1. Adoption of Agenda

### PETITIONS AND DELEGATIONS

### REPORTS

- |   |                       |
|---|-----------------------|
| 2. Chief Administrative Officer – 2015-2018 Strategic Plan Update<br><b>(Voting – All Directors)</b>  | Annex A<br>Pages 1-44 |
| 3. Manager, Transit and Fleet – Transit Services Follow-Up Report<br><b>(Voting – B, D, E, F, DoS, ToG and SIGD)</b>  | Annex B<br>pp. 45-55  |
| 4. General Manager, Planning and Community Development and<br>General Manager, Corporate Services / Chief Financial Officer –<br>Youth Programs, Recreation Programs and Youth Centres<br><b>(Voting – All Directors)</b> | Annex C<br>pp. 56-62  |
| 5. Senior Manager, Administration and Legislative Services –<br>Egmont/Pender Harbour Library Service<br><b>(Voting - All Directors)</b>  | Annex D<br>pp. 63-66  |
| 6. Manager, Purchasing and Risk Management – Contracts between<br>\$20,000 and \$100,000<br><b>(Voting – All Directors)</b>   | Annex E<br>p. 67      |
| 7. Manager, Financial Services – Parcel Tax Roll Review Panel<br><b>(Voting – All Directors)</b>  | Annex F<br>pp. 68-69  |

### COMMUNICATIONS

- |  |                  |
|--|------------------|
| 8. <u>Columbia Institute</u><br>Regarding: 2017 Centre for Civic Governance Forum<br><b>(Voting – All Directors)</b> | Annex G<br>p. 70 |
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## **NEW BUSINESS**

### **IN CAMERA**

THAT the public be excluded from attendance at the meeting in accordance with the *Community Charter Section 90 (1) (k)* – “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”.

### **ADJOURNMENT**

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 23, 2017

**AUTHOR:** Janette Loveys, Chief Administrative Officer

**SUBJECT:** 2015-2018 STRATEGIC PLAN - ACCOMPLISHMENTS AND GOALS

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### RECOMMENDATION)

**THAT the report titled 2015-2018 Strategic Plan – Accomplishments and Goals be received.**

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### BACKGROUND

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

### DISCUSSION

On Thursday, January 19, 2017, the SCRD Board engaged in a review of the Strategic Plan.

The minutes of the meeting and reconvene meeting of Monday, February 5, 2017 are attached this cover report.

Directors expressed the necessity of the review and that it was a worthy exercise to undertake.

Concurrently, SCRD staff were reviewing the Strategic Plan and attached are the various departments and divisions reporting out on how best to achieve the goals and objectives stated in the Strategic Plan. This information is integrated into work plans along with all the day to day operations and administration staff are responsible for.

This exercise was considered valuable and assisted the administration in ensuring alignment of resources. Staff intend to back the Board Policy - Strategic Plan for further review in 4Q - 2017.

### CONCLUSION

On Thursday, January 19, 2017, the SCRD Board engaged in a review of the Strategic Plan.

Concurrently, SCRD staff were reviewing the Strategic Plan and attached are the various departments and divisions reporting out on how best to achieve the goals and objectives stated in the Strategic Plan.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X- JL	Other	

**SUNSHINE COAST REGIONAL DISTRICT  
SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE  
January 19, 2017**

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RECOMMENDATIONS FROM THE SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE MEETING HELD IN THE BOARD ROOM OF THE SUNSHINE COAST REGIONAL DISTRICT AT 1975 FIELD ROAD, SECHELT, BC

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<b>PRESENT:</b>	Chair	I. Winn
	Directors	F. Mauro G. Nohr L. Lewis M. Lebbell S. White (Alt.) D. Wright
<b>ALSO PRESENT:</b>	Chief Administrative Officer	J. Loveys
	Administrative Assistant / Recorder	T. Crosby
	Media	0
	Public	0

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**CALL TO ORDER** 10:35 a.m.

**AGENDA** The agenda was adopted as presented.

## **REPORTS**

*Chief Administrative Officer (CAO) Loveys provided an overview of the 2015-2018 Strategic Plan review process and Strategic Planning Policy.*

### **Recommendation No. 1** Strategic Plan Presentation

The Corporate and Administrative Services Committee recommended that the presentation titled Sunshine Coast Regional District Strategic Plan Review dated January 19, 2017 be received.

*Discussion ensued. Highlights of the discussion included:*

#### **Vision / Mission:**

- Find a balance to meet community expectations of Responsiveness, Transparency and Accountability as a leadership group.
- Recognizing generational diversity and considering this in Board discussions.

- Consider rules and perception, engage the community wherever possible to alleviate the community's frustrations and interpretations of the Regional District processes.
- A short and concise statement: "To provide effective leadership and quality services to our community."
- The median age of the population is 52, provide information, resources and engagement opportunities that are accessible and relevant to all generations and to collect important feedback to support and represent our community better.

**Values:**

- All the values should be inherent in local government actions.
- Collaboration, equity and transparency are a high priorities in the SCRD budgeting process.
- Awareness of the community perception that decisions made outside of the Committee or Board requires process, education and engagement and invitations to participate in the processes so that the Board continues to be transparent in decorum and action.
- Environmental leadership – poignant with any projects the SCRD undertakes especially in terms of infrastructure.
- Equity and equality in the services that the SCRD provides the community.

**Ensure Fiscal Sustainability:**2015-2016 Accomplishments:

- Reasonable budget and appropriate and affordable levels of service.
- Asset Management Plan – sense of accomplishment with the roll-out and positive view toward decision making for the future. Managing asset management plans in a way that is sustainable for taxpayers. Reserve planning for asset control.
- Budgets were well planned and allowed for fiscal responsibility and provided the information to make difficult decisions.
- Processes, planning and teamwork provided clarity and improved budgets (over years).
- Financial Sustainability Policy was updated, five year service plan incorporating the major plans and services levels meeting the sustainable funding policy, all these objectives were completed.

2017-2018 Goals:

- Continue the trend of reasonable budgets and affordable levels of service with upfront discussions of taxation expectations and direction for budget proposals.

- Board's awareness of economic, social and environmental changes and responsiveness to these external pressures and downloading.
- Reserve plans for asset management program, provide a plan for the next 10-20 years. Reserve plans are a value to the taxpayer and shows better future planning without interest rates incurred.
- Hold the budget line, keep taxation as affordable as possible, make conscientious decisions for required and relevant services.
- Transit is an ongoing discussion.
- Solid Waste long-term sustainability plan (landfill closures) required.

**Embed Environmental Leadership:****2015-2016 Accomplishments:**

- Howe Sound work to protect, sustain and restore the highly valued biodiversity.
- Support of work on the watershed management plan and Solid Waste Management Plan (SWMP).
- Success with ecological water issues.
- Water metering has shown progressive and positive actions towards environmental values and recognizing the need for water conservation. A facet of Asset Management to track the flow of the water metering program.
- Support of reservoirs and wells as sustainable options.

**2017-2018 Goals:**

- Continue to work on the Howe Sound biodiversity.
- Continue to support the SWMP.
- Environmental Leadership specifically with the Islands for Howe Sound region.
- Work on water storage issues, the lack of water supply and storage is a high priority. Define and educate the community as to who supplies water to the Municipalities and the Regional District.
- Research and improve environmental leadership role in terms of Independent Power Projects (IPP) and Howe Sound issues that are in the Regional District control.

**Support Sustainable Economic Development:**2015-2016 Accomplishments:

- Establishment of the Sunshine Coast Regional Economic Development Organization (SCREDO).
- Supporting tourism opportunities and growth.
- Linking Transit to employment, housing and land-use.

2017-2018 Goals:

- Support and improve upon the structure of the SCREDO initiative.
- Engage the community to propose initiatives to the Board, identify where efficiencies can be made.
- Workshop for not just organizations but the community to identify improvements to sustainable economic development.
- Encompass and lay the framework for economic development – set directions to achieve goals and objectives. Streamline and structure the collaboration between the parties involved, the formality and the details.
- Support and provide trust and respect to volunteers to ensure continued momentum in the regional economic development program and monitor returns on investment.

*At 12:16 p.m. the Special Corporate and Administrative Services Committee adjourned to Monday, February 6, 2017 at 1:30 p.m.*

*The Special Corporate and Administrative Services Committee reconvened on Monday, February 6, 2017 at 1:30 p.m.*

**PRESENT:**

Chair

I. Winn

Directors

F. Mauro  
G. Nohr (on the phone)  
L. Lewis  
M. Lebbell  
J. Valeriotte  
D. Wright

**ALSO PRESENT:**

Chief Administrative Officer  
Administrative Assistant / Recorder  
Media  
Public

J. Loveys  
T. Crosby  
0  
0

## REPORTS

### Enhancing Collaboration with the shíshálh and Skwxwú7mesh Nations

#### 2015-2016 Accomplishments:

- Longhouse and community events provided opportunities to build relationships.
- Lines of communication enhanced with shíshálh Nation Director on the Regional District Board.

#### 2017-2018 Goals:

- Enhance knowledge of First Nations cultures.
- Improve and build upon communication and collaboration between Councils and Board. Request opportunity to present Regional District goals at a First Nation Council Meeting.
- Progression of the Protocol Agreement.
- Invite Skwxwú7mesh Nation to provide a cultural introduction for better understanding.

### Facilitate Community Development

#### 2015-2016 Accomplishments:

- Community dialogues had a positive impact as vehicles for information transfer and public input.
- Successes in housing strategies and transportation plans.
- Reorganization to the Planning and Community Development division increased the Regional District's focus and furthered the planning concepts.
- Supporting volunteers, building capacity and a good resource.

#### 2017-2018 Goals:

- Continue community dialogues and determine methods to increase community participation and frequency of the discussions. Provide a better understanding of what levels of government there are.
- Create space at the community dialogues where comments on successes and suggestions for improvements can be shared.
- Determine the levels of support and a mechanism for the Regional District to advocate for initiatives such as affordable housing or residential care.
- Celebrate volunteers at all levels at once, leveraging resources and working together. Promote volunteerism through outreach and engagement framework.



- Set levels of expectation in the provision of support or assistance to organizations within the community.
- Provide clarity of the organizations roles and what is not provided in terms of service, to hear from the community about issues that are not traditional in nature, to offer the “Big Picture of the Coast”, and demonstrate the potential and transparency of the SCRD.
- Reevaluate grants of assistance funding structures, in some cases allow organizations to allocate funding as required or provide assistance in supporting efforts not necessarily funding. Reconfirm with the community that funding is voluntary not mandatory. Create parameters and roles to limit duplication or overlap of programs offered by community groups.

### **Recruit, Retain and Acknowledge Staff and Volunteers**

#### 2015-2016 Accomplishments:

- Reductions in staffing turnover and the quality of the applicants for available positions is indicative of the SCRD being an “employer of choice”.
- Enhanced succession planning and reorganization of departments has made improvements in staffing and retention.
- Volunteer programs and internally the PEERS and TIERS programs have had a positive impact.
- Senior Leadership Team shifts and the Quarterly Update Reports have provided an improved understanding of what is happening throughout the year.

#### 2017-2018 Goals:

- Increase training for staff and the Board on the avoidance, safety, security and handling of instances of staff harassment.

### **Enhance Board Structure and Process**

#### 2015-2016 Accomplishments:

- Review of the Advisories and SCRD Public Engagement.
- The SCRD Committee structure and the success of the revisions.

#### 2017-2018 Goals:

- Set expectations with communities and the organizations within each.
- Director sustainability – find a balance point between remuneration and meeting requirements. Enhance public knowledge of and determine a succession plan in terms of the expectations for commitment, attracting people into local government, successfully allowing for a diverse representation on future Boards.

- Look into the opportunities and challenges of 4 year terms and shifting complexities of the Board's roles versus remuneration.

*CAO Loveys provided a verbal update of next steps in regards to the Strategic Plan including staff review of same and compilation of information for presentation at the February 23, 2017 Corporate and Administrative Services Committee meeting.*

**ADJOURNMENT**

3:02 p.m.

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Committee Chair



## Sunshine Coast Regional District Board 2015-2018 Strategic Plan Review

**Department:** Planning and Community Development

**Divisions:**

Volunteer Fire Departments (VFD)	Pender Harbour Aquatic and Fitness (PHAFC)	Building (BLD)
Recreation and Community Partnerships (RCP)	Facility Services and Parks (FSP)	Planning and Development (PD)
		Ports (PTS)

**Vision:** A community for all generations connected by our unique coastal culture, diverse economy and treasured natural environment.

**Mission:** To provide leadership and quality services to our community through effective and responsive government.

**Values:** Collaboration, Equity, Environmental Leadership, Respect and Equality and Transparency.

Below is a template to assist staff in highlighting and better organize accomplishments and goals aligned with the SCRD Board's approved Strategic Plan.

Key Priorities Key Areas where we will focus our efforts.	Objectives What we will achieve	2015 - 2016 Accomplishments Departmental and Divisional	2017-2018 Goals Departmental and Divisional
Ensure Fiscal Sustainability	Update the current financial sustainability policy.	FSP - Liaised with Finance to separate recreational budget for accountability and sustainability purposes.	VFD - Update information with Fire Underwriters Survey (FUS) to reduce insurance costs for the community
		FSP - Assisted in re-establishing Corporate Building Maintenance [313].	FSP - Revise capital asset plan for recreation and implement items.
		PTS - Completion of remaining Major dock inspections	FSP - Develop preventative maintenance plans and complete building repair audits where none exist on designated buildings for function 313.
		PTS - Rapid, preventive responses to damage	PTS - Port Capital Plan for 2017-2022
		PTS - RFP and repairs of four SCRD docks	
		PTS - Shifted to Ports Maintenance contract	
		PTS - Initial RFP to assess float replacement costs	
	Create an integrated five-year service plan that incorporates all major plans.	VFD - 20 year capital asset plans developed	VFD - Create a 5-year strategic plan
		FSP - Established long term capital repairs through building repair audits.	



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Ensure Fiscal Sustainability	Align service levels with the sustainable funding policy.	VFD - adopted interior operations and full service operations (for GDVFD) as defined by the Office of the Fire Commissioner (OFC) Playbook	VFD - Reduce administration costs wherever possible
		VFD - volunteers outfit a vehicle to utilize compressed air foam system (CAFS) and put into service	RCP - Building Good Statistic project.
		FSP - Identified asset conditions and worked on the Asset Management Plan to ensure it aligns with service levels and budgets in preparation for Cityworks software.	RCP - Uniform price / cost ratio project.
		FSP - Implemented preventative maintenance programs on the first 12 buildings.	RCP - Develop Parks and Recreation Legacy Program
			RCP - Develop an equipment replacement plan
			FSP - Develop an Asset Management Plan for Parks (Phase 1).
			PTS - Identify dock repair and improvement projects for Western Economic Diversification (Canada 150) grant



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Embed Environmental Leadership	Define and articulate our environmental values.	PD - Participated in and provided input into Environmental Assessments BURNCO Aggregate proposal and amendments to Narrows Inlet Hydro's environmental assessment certificate.	
	Create and use an "environmental lens" for planning, policy development, service delivery and monitoring.	RCP - Introduction of the "Fresh Start" project to remove vending machines from all 5 recreation facilities.	RCP - Complete the "Fresh Start" project.
		FSP - Identified energy efficient options in buildings.	FSP - Review and implement water saving measures at Parks and in Community Halls.
		FSP - Identified energy efficient options at staff level.	FSP - Install Real Ice System to reduce energy consumption at Sechelt Arena.
		FSP - Continued work on asset management and energy use reduction (Gibsons and Area Community Centre (GACC) - lightbulb replacements).	FSP - Replace old hot water tank with new, energy-efficient tankless system at Eric Cardinall Hall.



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Embed Environmental Leadership	Create and use an "environmental lens" for planning, policy development, service delivery and monitoring.	PD - Participated in and provided input into Environmental Assessments BURNCO Aggregate proposal and amendments to Narrows Inlet Hydro’s environmental assessment certificate.	FSP - HVAC controls upgrade at GACC to reduce energy and greenhouse gases.
		PD - Establishment of the Invasive Species Technical Working Group.	PD - Utilize sustainable land use principles as a lens for the zoning bylaw review
		PD - Partnered with BC Hydro to install a gate at the Hillside Industrial Park to prevent the proliferation of illegal dumping.	PD - Develop a corporate strategy for invasive species
			PTS - Environmental monitoring of ports repairs and maintenance



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Support Sustainable Economic Development	Approve and implement a regional economic development charter.		
	Support existing community and economic development organizations.	RCP - Partnering on the Good Food Box program.	RCP - Continue partnership on the Good Food Box program.
		RCP - Partnering with the Gibsons Family Network.	RCP - Continue partnership with the Gibsons Family Network.
			PHAFC - Develop a marketing package to promote the PHAFC services to local hotel / resort businesses to share with their customers.
	Incorporate land-use planning and policies to support local economic development.	PD - Adopted amendments to Bylaw 310 zoning for Agricultural Land Reserve to better reflect legislation/ regulations	PD - Hillside Berm maintenance
			PD - Plan to consider economic development initiatives in the zoning bylaw review



# Sunshine Coast Regional District Board 2015-2018 Strategic Plan Review

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Key Priorities Key Areas where we will focus our efforts.	Objectives What we will achieve	2015 - 2016 Accomplishments Departmental and Divisional	2017-2018 Goals Departmental and Divisional
Enhance Collaboration with the shíshálh and Skwxwú7mesh Nations	Enhance our understanding of our First Nations' Cultures.		
	Strengthen communication, planning and collaboration with the shíshálh Nation.	BLD - Improved the building permit referral process and communication with the SIGD.	RCP - Understand if current recreation programming is meeting the needs of the Sechelt Nation.
		BLD - Reviewed the options of building services and regulation through the Building Bylaw.	RCP - Develop methods of engagement.
		PD - Egmont/Pender Harbour working groups membership include representatives from shíshálh Nation	PD - Draft Egmont/Pender Harbour OCP with chapter relating to shíshálh Nation strategic land use plan
	Strengthen communication, planning and collaboration with the Skwxwú7mesh Nation.	PD - Twin Creeks OCP working groups membership include representatives from Squamish Nation	VFD - Create a service agreement between the GDVFD and the Squamish Nation
			PD - Draft Twin Creeks OCP with strong support and involvement from Squamish Nation





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Key Priorities Key Areas where we will focus our efforts.	Objectives What we will achieve	2015 - 2016 Accomplishments Departmental and Divisional	2017-2018 Goals Departmental and Divisional
Facilitate Community Development	Collaborate with community groups and organizations to support their objectives and capacity	VFD - Collaboration with elementary schools to deliver public education sessions at the fire halls during fire prevention week	VFD - Implement an educational program for adults.
		VFD - Community meetings on Fire Safety Issues	PHAFC - Special Events Outreach / Community Outreach - work to engage more community participation in annual special events.
		VFD - Partner with Vancouver Coastal Health to provide Naloxone Training for firefighters	PHAFC - Increase of youth (ages 12+) participation in programs and drop-in attendance at the facility.
		PHAFC - Venue for Midget Provincials in March 2016	PHAFC - Accessibility equipment upgrade.
		PHAFC - Enabling Accessibility project complete.	PHAFC - Spring or Summer set of swim lessons.
		PHAFC - Working partnership with the Pender Harbour Community School and Senior's Initiative for Volunteer Week in April 2016.	RCP - Develop Program Evaluation Framework.
		PHAFC - Full set of swim lessons with Mom-Ay-Mon Preschool.	RCP - Roll out the SCRD / School District joint use agreement.



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Facilitate Community Development	Collaborate with community groups and organizations to support their objectives and capacity	PHAFC - Joint use agreement with School District 46 for space sharing.	RCP - Review Happy Hearts program.
		RCP - Identified partners for vending machine removal project - within SCRD and VCH	FSP - Design Granthams Community Hall and Parking.
		RCP - Launched learn to skate program.	FSP - Design Coopers Green Community Hall
		RCP - Seniors Programming increased.	FSP - Develop a Tree Hazard Assessment Plan and Parks Bridge audits to ensure safety and sustainability in Community Parks.
		FSP - Replaced bridge at Cliff Gilker Park.	FSP - Complete bridge sustainability work as identified in five engineering reports.
		FSP - Opening of Shirley Macey Park Dog Area	FSP - Replace hot tub at the Gibsons Aquatic Centre.
		FSP - Gambier Island SW Peninsula Trails Survey and Open House.	PD - Update Terms of Reference for AAC and NRAC
		FSP - Community Collaboration Events: Public Open House and 'Moving Beyond Urban Centres: Active Transportation' Forum.	PD - Complete the SW Peninsula Gambier Island trails initiative and establish a Trail Network Task Force



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Facilitate Community Development	Collaborate with community groups and organizations to support their objectives and capacity	FSP - Started planning bridge sustainability and initiated five engineering reports.	PD - Complete Phase 2 of Suncoaster Trail with involvement with Sunshine Coast Trails Society
		FSP - Started playground resurfacing project.	PTS - Development of Ports Monitor Committee (POMO)
		FSP - Parks signs upgrades.	
		PD - Worked with community task force to help develop the smart farm model, which can be a new path forward in effective rural land use and settlement patterns	
		PTS - Support of PWAC meetings and minute distribution	
		PTS - Centralized contact point after PWAC cessation	



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Facilitate Community Development	Increase, retain and celebrate the work of our volunteers.	VFD - Honorarium for volunteers attending practices	VFD - Increase the membership of the VFDs
		VFD - Over 50% of GDVFD members have obtained their National Fire Protection Association (NFPA) 1001 certification	VFD - Train members to exterior standard and obtain certification
		FSP - Dakota Ridge Volunteer Recruitment and Training Program.	VFD - Increase membership of GDVFD to 45 inline with the GDVFD 2017 strategic plan.
		PD - APC volunteer recognition including training and orientation for new members and minute taker training workshop	VFD - Additional support to assist volunteers in meeting OFC Playbook requirements (training)
			PD - Orientation for new members and APC Chairs



## Sunshine Coast Regional District Board 2015-2018 Strategic Plan Review

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**Divisions:**

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Recreation and Community Partnerships (RCP)	Facility Services and Parks (FSP)	Planning and Development (PD)
		Ports (PTS)

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Key Priorities Key Areas where we will focus our efforts.	Objectives What we will achieve	2015 - 2016 Accomplishments Departmental and Divisional	2017-2018 Goals Departmental and Divisional
<b>Recruit, Retain and Acknowledge Staff and Volunteers</b>	Be an "Employer of Choice".	RCP - Professional Development support by sending staff to the annual British Columbia Recreation and Parks Association (BCRPA) Symposium.	RCP - Contractor review project.
		RCP - Staff provided input on the reorganization of the recreation team structure.	RCP - Develop an arena safety plan.
		FSP - Recruited two certified and trained Facility Operators	FSP - Review and update the Lone Worker policy for staff and volunteers.
		BLD - Qualified Building Staff recruited.	
		PD - Recruited a qualified Senior Planner	
	Celebrate the work of our staff.	PHAFC - Installation of the "Awesome" board which allows all staff to be acknowledged in a positive way.	RCP - Develop Parks and Recreation Volunteer Program
		FSP - Staff member promotion.	RCP - Increase awareness of and participation in the SCRD's staff recognition programs.
		BLD - Professional development including conferences on plumbing and building.	FSP - Provide additional staff training for Tree Assessment.



Sunshine Coast Regional District Board  
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Department: Planning and Community Development

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Recruit, Retain and Acknowledge Staff and Volunteers	Celebrate the work of our staff.	PD - Staff attended the annual Planning Institute of BC conference and the annual Association of Regional District Planning Managers conference.	FSP - Complete cross-functional training.
			FSP - Provide staff with onsite office support and computer training.
	Enhance succession planning.	VFD - Multiple people in new roles due to vacancies	VFD - Offer training to volunteers for future job openings
		VFD - Succession planning at GDVFD led to the hiring of volunteers - 1 full time and 1 temporary full time	VFD - Actively development new members for future positions
		VFD - Training Officer at HBVFD obtained NFPA 1021 Level 1	PHAFC - Review current positions (management / aquatic supervisor / Lifeguard 2) to consider revisions to job descriptions in the consideration of succession planning.
		VFD - Fire Chief at HBVFD obtained NFPA 1021 Level IV	RCP - Develop a process to distribute available training budgets.
		RCP - Realignment of positions created growth opportunities.	RCP - Provide finance training to team leaders.



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Recruit, Retain and Acknowledge Staff and Volunteers	Enhance succession planning.	FSP - Succession planning completed in Recreation Facility Services.	BLD - Explore new training opportunities for staff recruitment and development.
		BLD - Prospero software configured and implemented improving service levels.	
		PD - Goal setting has commenced with Planner and Planning Technician to look at future opportunities and succession planning.	
		PTS - Transfer of Ports knowledge from previous staff to new division staff	



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Enhance Board Structure and Process	Enhance our governance policies, procedures and practices.	VFD - Fire Chief attends Town of Gibsons Council Meetings to deliver quarterly reports.	RCP - Engage team leaders on governance policies, procedures and practices.
		PHAFC - Asset Management plan for PHAFC updated for future capital and operational budget planning.	FSP - Complete Cemetery service review.
		PD - Tempest/Prospero Software for Planning Development Application file flow management	FSP - Update Cemetery bylaw and fees and charges (following service review).
			BLD - Transfer existing microfiche building permit records to Portable Document Format (PDF) over the next three years.
			BLD - Develop Prospero software for inspection records and PDF document retrieval.
			BLD - Rewrite Building Bylaw 687 and incorporate the Plumbing Bylaw 400 to produce one document.
			PD - Develop a new Special Events bylaw





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Enhance Board Structure and Process	Enhance our governance policies, procedures and practices.		PD - Update Procedures and Fees Bylaw - focus on development notification, public information meetings and fees
			PD - Update Board of Variance Bylaw - focus on notifications, meeting times and decision making process
			PD - Review of Ocean Beach Esplanade road closure policy. Focus on more flexible policy which can allow for 'win-win' scenario.
			PD - Update Parks Bylaw
			PD - Develop parks acquisition strategy
			PD - Develop Parks asset management inventory
			PD - Development parks standard for trails, bridges, signage and danger tree assessments.

Sunshine Coast Regional District Board  
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Divisions:		Department:	Infrastructure Services
	Sustainability (SUS)		Transit and Fleet (T/F)
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Ensure Fiscal Sustainability	Update the current financial sustainability policy.	T/F - Implemented results of Transit fare review	T/F - 10% fare product sales increase.
		T/F - Quarterly reporting on Transit performance metrics	T/F - Fleet: increase billable hours percentage.
		T/F - Added Route 90 ferry special service.	SW - Solid Waste Rate Review
		T/F - Adjusted community bus service for efficiency.	
		T/F - Transit ridership drop stabilized.	
		T/F - Preventative maintenance and dock repairs.	
		T/F - Added fire trucks to fleet customer base.	
	Create an integrated five-year service plan that incorporates all major plans.		
	Align service levels with the sustainable funding policy.	SUS - Continued implementation of Strategic Energy Management Plan (SEMP), yielding over \$166,000 in avoided energy costs in 2015.	US - Conduct rate review for water meters.



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Embed Environmental Leadership	Define and articulate our environmental values.	US - Responded to: inquiries regarding water projects, outdoor water use complaints and water waste complaints,	SUS - Revise corporate energy targets and define corporate sustainability targets.
		US - Completed water metering installations in Pender Harbour and Halfmoon Bay.	US - Complete ongoing water meter installation program for remaining areas: Roberts Creek, Elphinstone, Sechelt and West Howe Sound.
		SW - Promoted and/or coordinated waste reduction campaigns to SCRD residents: Compost Awareness Week, Pitch-In Canada, Waste Reduction Week and Make Memories, Not Garbage holiday campaign.	US - Groundwater Investigation Project - Identify the aquifer(s) and pursue test drilling as per Section 8.2.3 of the Comprehensive Regional Water Plan (CWRP).
		SW - 13 corporate waste reduction events in total for SCRD staff over 2015 and 2016.	US - Complete the weather station as per the Source Assessment Response Plan (SARP).
		SW - Conducted the 2016 Field Road Composting Pilot and Waste Audit.	US - Enhance promotion and outreach activities in water conservation programs.
			US - Continue support for and collaboration with other SCRD departments regarding water and waste water activities.



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Embed Environmental Leadership	Define and articulate our environmental values.		SW - Enhance promotion and outreach activities for Compost Awareness Week, Pitch-In Canada, Waste Reduction Week and Make Memories, Not Garbage holiday campaign.
			SW - Increase staff awareness of waste reduction and recycling best practices through quarterly staff events and regular communications.
			SW - Field Road Composting and Waste Audit - implement long-term solution.
			SW - Increase communications to SCRD residents on waste reduction and recycling through a variety of social and traditional media.



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Embed Environmental Leadership	Create and use an "environmental lens" for planning, policy development, service delivery and monitoring.	SUS - SCRD planning and sustainability staff lead collaboration with municipal planning staff to refine shared sustainable land use principles from We Envision and propose to Boards / Councils.	SUS - Integrate sustainability and energy components to Pender / Egmont and Twin Creeks Official Community Plans (OCPs).
		SUS - Implemented first steps of We Envision action: "engage local farmers in development a water conservation strategy and set of tools..." by 1) initiating water meters pilot project; 2) conducting farm water use study.	SUS - Expand environmental report card from carbon and energy to include water and waste where possible.
		SUS - Reported on carbon emissions and energy use.	SUS - Complete utilities pump stations energy efficiency upgrades.
		SUS - 2015 FY energy efficiency projects completed yielding 462,216 kWh of energy savings / year, equivalent to energy use of more than 39 homes.	SUS - Integrate energy efficiency and sustainability lens in building condition reports and asset management.
		US - 2016 water conservation patrols (83), warning letters (7), tickets (1)	SUS - Revise SEMP and continue implementation



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Embed Environmental Leadership	Create and use an "environmental lens" for planning, policy development, service delivery and monitoring.	US - 2015 water conservation patrols (171), warning letters (24), tickets (0)	US - Waste water treatment plants upgrade to replace the septic field systems for Canoe Road and Merrill Crescent. Project is subject to Clean Water and Wastewater Fund (CWWF) grant application.
		US - 2016 - 115 toilet rebates issued.	US - Home and business leak repair and prevention campaign.
		US - 2015 - 176 toilet rebates issued.	US - Replace Square Bay Wastewater Plant, improving effluent discharge for the environment.
		US - Upgraded Drought Management Plan to provide clarity.	SW - Continued environmental lens for all Solid Waste initiatives.
		US - Developed summer water use target and associated campaign.	SW - Continued support for and collaboration with other SCRD departments regarding solid waste decisions.
		SW - An environmental lens is inherent for all Solid Waste division initiatives and is guided by We Envision and SWMP.	
		SW - Increased collaboration with other SCRD departments to ensure a Solid Waste lens for regional initiatives.	



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Support Sustainable Economic Development	Approve and implement a regional economic development charter.		T/F - Business Supportive Transit program proposal.
	Support existing community and economic development organizations.	SUS - February 2014 We Envision Roundtable hosted on Local Economy / Jobs. Purpose was twofold: 1) update priorities for economic section of plan and 2) bring together disparate groups to develop and work towards common goals.	
	Incorporate land-use planning and policies to support local economic development.	SUS - Also see 'embed environmental leadership' section regarding sustainable land use principles.	US - Watermain upgrades for Garden Bay Road, Claydon Road / Lane and Francis Peninsula pending CWWF grant application.
		US - Watermain upgrades completed for Soames Point, Selma Park and Potts Lane.	



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Enhance Collaboration with the shíshálh and Skwxwú7mesh Nations	Enhance our understanding of our First Nations' Cultures.	SW - Participation at annual Illegal Dumping Collaborative Meeting in 2015.	T/F - Collaboratively defined joint venture with Transit (Park and Ride, youth event support, marketing)
	Strengthen communication, planning and collaboration with the shíshálh Nation.	US - Collaborated with the Sechelt and Squamish Nations with all major excavation work regarding archeology during watermain replacements and water meter installations.	US - Continue to collaborate with the Sechelt and Squamish Nations with all major excavation work regarding archeology during watermain replacements and water meter installation.
	Strengthen communication, planning and collaboration with the Skwxwú7mesh Nation.		





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Facilitate Community Development	Collaborate with community groups and organizations to support their objectives and capacity	SUS - Nine Roundtable meetings hosted to facilitate action tracking, annual prioritizing of actions, facilitate collaboration on actions	SUS - Evaluate and report on the first 5 years of We Envision.
		SUS - Eight community presentations / workshops regarding We Envision	SUS - We Envision plan - refresh / update, indicators, evaluation framework.
		SUS - Support individuals / groups with viable sustainability projects to get from ideas to implementation, or overcome implementation hurdles (e.g. Solar Coop, Canning Coop, Smart Farm Project, Sunshine Coast Wildlife Project, Biodiversity Strategy, Transportation Choices (TraC), Transition Towns).	SUS - Design and coordinate Phase 2 of We Envision implementation: collaborative learning and development series to inform priority partnership actions, problem solving, grow community resilience.
		SUS - Co-hosted Active Transportation Forum in collaboration with Vancouver Coastal Health (VCH) and TraC.	SUS - Implement and report priority partnership actions.
		SUS - Supported creation of Good Food Box program with VCH, Sunshine Coast Association for Community Living (SCACL) and the YMCA	US - Hold Open Houses in Roberts Creek, Elphinstone and West Howe Sound for the Water Metering Program.



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Facilitate Community Development	Collaborate with community groups and organizations to support their objectives and capacity	US - Hosted booths or presented at 27 community events and open houses in 2016 and 4 in 2015 for water conservation and universal metering.	US - Research / consultation regarding changes to commercial outdoor water use at Stage 3.
		US - Provided 7 guided tours for 160 people of the Chapman Water Treatment Plant in 2016	US - Get to Know Your Watershed Campaign.
		US - Conducted farm water use research and worked with farmers on a pilot project farm water meter installation.	T/F - Elementary School "Group Fare Program" proposal.
		T/F - Google Transit implemented.	T/F - Stuff-A-Bus food bank fundraiser.
		T/F - Rider Appreciation Day held.	SW - Support 2016 WRIP projects as they are implemented in 2017. Encourage more organizations to submit project applications in 2017.
		SW - Launched the Waste Reduction Initiatives Program (WRIP) in October 2015 and awarded funding to 8 community organizations in 2015 - 2016.	SW - Continue to meet and work with Illegal Dumping Collaborative organizations to increase anti-illegal dumping signage and education.
		SW - Annual Illegal Dumping Collaborative meetings in 2015 and 2016 in partnership with local governments and regional agencies.	SW - Organics Diversion Strategy to include diversion options for Industrial Commercial Institutional (ICI) sector.



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Facilitate Community Development	Collaborate with community groups and organizations to support their objectives and capacity	SW - Developed cross-jurisdictional Stop Illegal Dumping signage and installed at 8 locations across the SCRD.	SW - Increase outreach at community events, aiming for a minimum of 7 events per year.
		SW - Solid Waste outreach booth at 10 community events in total over 2015 and 2016.	
		SW - Supported community-run Trash Bash in Pender Harbour in 2016.	
	Increase, retain and celebrate the work of our volunteers.	SW - Continued support and recognition of 80 Backroad Trash Bash volunteers in total in 2015 and 2016.	US - Recruit qualified water technicians.
			SW - Maintain or increase number of Backroad Trash Bash volunteers.
			SW - Develop formal recognition for long-time Backroad Trash Bash volunteers and for community volunteers who regularly participate in the Good Samaritan Program.
			SW - Showcase successful Waste Reduction Initiatives Program (WRIP) projects. Continue to coordinate program and support successful projects.



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Recruit, Retain and Acknowledge Staff and Volunteers	Be an "Employer of Choice".	SUS - Shared facility energy reports shared with facility operations and management. Two energy workshops empowered staff in understanding and identifying opportunities.	SUS - Implement three energy behaviour campaigns.
		US - Successfully recruited Utility Operations Superintendent.	T/F - Assess and update Transit Operator Training
		T/F - PEP talks and ride checks with each bus driver.	T/F - Issue updated uniforms to all drivers.
		T/F - Attended BC Transit Manager's training (Jul)	T/F - Promote STAR recognition program.
		T/F - Attended MATI Foundations course (Aug)	T/F - Develop succession strategy.
		T/F - Attended BC Transit "Train the Trainer" (Sept).	
		T/F - Staff appreciation BBQ held in May.	
	Celebrate the work of our staff.	US - Attended BC Water and Waste Association Annual Conference and Trade Show in May 2016.	US - Support the "Star" Program.
		US - General Manager and Manager attended BC Transit Annual Workshop in June 2016.	US - Continue to recognize staff commitment with Service Awards for 5, 10, 15, 20, 25 years.
		US - Service awards were given in honour of achievements.	
	Enhance succession planning.		US - Explore training opportunities for staff recruitment and development.



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Enhance Board Structure and Process	Enhance our governance policies, procedures and practices.	US - Tempest and Cityworks configuration and implementation to improve service level	US - Initiate review of Bylaw 422 - Water Rates and Regulation
			US - Configure and implement Cityworks to improve customer service levels



Sunshine Coast Regional District Board  
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Divisions:	Finance (F)	Department: Corporate Services
	Administration and Legislative Services (ALS)	Human Resources (HR)

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Key Priorities	Objectives	2015 - 2016 Accomplishments	2017-2018 Goals
Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Ensure Fiscal Sustainability	Update the current financial sustainability policy	F - Financial Sustainability Policy updated and adopted.	F - Update the Board on the Asset Management Plan in the first quarter of 2017.
		F - Corporate Asset Management Plan - 1st draft adopted in February 2015	
	Create an integrated five-year service plan that incorporates all major plans.	F - Integrated Five-Year Plan -created and received.	F - Complete the 2nd draft of the Integrated Five-Year Service Plan for the Board to review.
	Align service levels with the sustainable funding policy.	ALS - Updated dog licence fee structure.	ALS - Review bylaw contravention fine.
		ALS - New software introduced for dog licences and ticketing	F - Develop Capital Plans for all SCRD Departments for preparation of reserve plans.
		ALS - Introduced perpetual dog tags.	F - Solid Waste Rate Review.
		F - Regional Recreation Facilities Capital Funding requirements reviewed.	
		F - Support Services Allocation policy updated and adopted.	
		F - Water rate amendments completed at Committee for Regional, North Pender and South Pender	
		F - Service reviews underway for Cemetery, Dakota Ridge and Bicycle and Walking Paths.	
		F - Capital plans presented for Community Recreation in preparation for Budget.	



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Divisions:	Department:	Corporate Services
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	Finance (F)	
	Administration and Legislative Services (ALS)	

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Key Priorities	Objectives	2015 - 2016 Accomplishments	2017-2018 Goals
Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Embed Environmental Leadership	Define and articulate our environmental values.	F - Implementation of a paperless ERP Financial software to minimize the paper used within the division.	F - Develop procedures within the division to minimize the use and storage of paper while being in compliance with records management standards.
	Create and use an "environmental lens" for planning, policy development, service delivery and monitoring.	ALS - Use of perpetual dog tags to decrease waste.	



Sunshine Coast Regional District Board  
2015-2018 Strategic Plan Review

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Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Support Sustainable Economic Development	Approve and implement a regional economic development charter.		
	Support existing community and economic development organizations.	F - Issued cheques and responded to inquiries efficiently and effectively.	F - Offer Electronic Fund Transfer (EFT) to Community Groups and suppliers.
		F - SCRD Rural Areas provided \$91,111 in Economic Development Funding in 2015.	
	Incorporate land-use planning and policies to support local economic development.		





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Key Priorities	Objectives	2015 - 2016 Accomplishments	2017-2018 Goals
Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Enhance Collaboration with the shíshálh and Skwxwú7mesh Nations	Enhance our understanding of our First Nations' Cultures.		
	Strengthen communication, planning and collaboration with the shíshálh Nation.		ALS - Engage SIGD in updating Dog Control Regulations.
			F - Caseware training session with Finance Department to share knowledge and experiences.
			HR - Facilitate collaborative corporate training opportunities with the Shíshálh and Skwxwú7mesh Nations.
	Strengthen communication, planning and collaboration with the Skwxwú7mesh Nation.		



Sunshine Coast Regional District Board  
2015-2018 Strategic Plan Review

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Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Facilitate Community Development	Collaborate with community groups and organizations to support their objectives and capacity	F - Assisted with fundraising activities for Coopers Green Community Hall.	F - Establish service agreements with community stakeholders
		F - Participated in Community Foundation presentation for SCRD Rural GIA process in 2015.	HR - Participate in annual career fair; continue to educate and promote working at the SCRD.
		HR - Participated in the Open Door career fair at GACC in 2015.	
	Increase, retain and celebrate the work of our volunteers.		HR - Establish a corporate wide recognition program for volunteer groups.



Sunshine Coast Regional District Board  
2015-2018 Strategic Plan Review

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Key Priorities	Objectives	2015 - 2016 Accomplishments	2017-2018 Goals
Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Recruit, Retain and Acknowledge Staff and Volunteers	Be an "Employer of Choice".	ALS - Professional development opportunities.	ALS - Professional development opportunities.
		F - Recruitment of professionals at the management level.	HR - Form NAOSH committee to further promote National Safety Week.
		HR - Participated in National Safety Week	HR - BEST corporate training program expands; includes WorkSafeBC training, safety training, software training, among other offerings.
		HR - Developed and formally launched corporate training calendar for staff; provided 17 course offerings, 242 attendees total (2016)	HR - Continue to provide MBTI training, in conjunction with BEST corporate training program.
		HR - Provided Myers Brigg Type Indicator (MBTI) sessions to leadership staff	HR - Expansion of effective hiring practices
		HR - Implemented new hiring process; leadership training provided via BEST corporate training.	HR - Create formal orientation and off-boarding processes
			HR - Implement COR program (certificate of recognition ) - program creates an occupational health and safety management system that goes beyond the current legal requirements. The program recognizes employers that are proactive about improving workplace safety, and dedicated to continual improvement.



## Sunshine Coast Regional District Board 2015-2018 Strategic Plan Review

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Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
<b>Recruit, Retain and Acknowledge Staff and Volunteers</b>	Celebrate the work of our staff.	ALS - Celebrating successes is a standing item on team meeting agendas.	F - Celebrate milestones in the completion of the Enterprise Resource Planning (ERP) system and Asset Management Software Systems
		ALS - Feature an employee in staff newsletter.	ALS - Highlight SCRD accomplishments during 50th Anniversary year.
		HR - Implemented staff survey and communicated results	ALS - Participate in employee recognition programs.
		HR - <b>PEERS – Promoting Excellence Employee Recognition System.</b> I. STAR Program – (Sending Thanks Appreciation and Recognition). Nomination process for peer-driven recognition of individuals ii. TIER Program - (Team Innovation, Excellence & Recognition. Nomination) Process for teams to recognize the contributions of other teams. iii. SOAREE award- (SCRD's Organizational Appreciation & Recognition for Exempt Employees) For exempt employee deserving of some appreciation or recognition for some specific accomplishment.	HR - With the implementation of Unit 4, HR metrics will be captured; inclusive of, number of competitions posted, applications received, number of internal hires, health and safety metrics etc.
			HR - Continue to develop and further implement our employee recognition programs.
		42	HR - Staff survey will continue



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2015-2018 Strategic Plan Review

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Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Recruit, Retain and Acknowledge Staff and Volunteers	Enhance succession planning.	F - 2015/16 departmental review of finance to re-align job duties to departmental needs. Some job titles and description for staff were updated.	HR - Continue to support PEP talk program; leadership training available to new Managers and Supervisors.
		F - Training plans created to align with potential succession planning	HR - Continue to support our to staff grow and develop; PEP Talks, training etc.
		ALS - Revised division structure to support succession planning.	
		ALS - Targeted professional development.	
		HR - Introduction to PEP talks - New employee performance system.	
		HR - Hired a high number of internal applicants into vacated position; both bargaining unit and manager level	



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Key Areas where we will focus our efforts.	What we will achieve	Departmental and Divisional	Departmental and Divisional
Enhance Board Structure and Process	Enhance our governance policies, procedures and practices.	F - 2016 budget implemented with process improvements to make the budget process align with the Board's strategic plan - efficiency.	F - Continue to refine and improve the budget process.
		ALS - Realigned committee structure with new organizational structure.	ALS - Conduct review of Board policies and post to SCRD website.
		ALS - Revised meeting schedule.	ALS - Draft Board Procedures Bylaw.
		ALS- Updated Standing Committee Terms of Reference.	ALS - Draft new Delegation Bylaw.
		ALS - Implemented new report template with peer review process, developed reporting writing guidelines and held 2 training sessions.	ALS - Update Public Participation Framework.
		ALS - Published the "Good Neighbour Guidelines"	ALS - Draft Board Procedures Bylaw.
		ALS - Advisory Committee reviewed and recommendations made.	
		ALS - Revised internal media relations procedures	
		ALS - Full implementation of Bylaw Enforcement Notice System (BEN)	
		ALS - Development of Administrative Best Practices Guide.	
		ALS - Community Dialogues held in conjunction with Local Government Awareness Week.	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 23, 2017

**AUTHOR:** Gordon Dykstra, Manager, Transit and Fleet  
Tina Perreault, General Manager, Corporate Services / Chief Financial Officer

**SUBJECT:** **TRANSIT SERVICES FOLLOW-UP REPORT**

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### RECOMMENDATION(S)

**THAT the report titled Transit Services Follow-Up Report be received for information;**

**AND THAT the Transit and Fleet budgets and 2017 proposals be forwarded to Round 2 budget for consideration.**

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### BACKGROUND

At the April 14, 2016 Regular Board Meeting of the Sunshine Coast Regional District, the following resolution was adopted:

159/16 cont.      **Recommendation No. 15**    *Transit Expansion Priorities*

THAT the report titled “Transit Expansion Priorities” be received;

AND THAT the SCRD include the transit expansion items, identified in Option 1 of the Transit Expansion Priorities report, as part of the 2017-2020 BC Transit service Transit Improvement Program (TIP) expansion Memorandum of Understanding;

AND FURTHER THAT the 2017-2021 Financial Plan be amended accordingly.

At the February 16, 2017 Regular Board Meeting of the SCRD, the following recommendation of the January 24, 2017 Special R1 Meeting of the Corporate and Administrative Services Committee was adopted:

068/17      **Recommendation No. 3**      *Agenda Item Referrals*

The Corporate and Administrative Services Committee recommended that the January 24, 2017 Special R1 Budget Corporate and Administrative Services Committee Agenda Items #15 and #16 be referred to the February 23, 2017 Corporate and Administrative Services Committee meeting.

The purpose of this report is to provide an overview to Committee with respect to the history, current status and funding for transit services on the Sunshine Coast.

## DISCUSSION

### *SCRD Transit History*

The authority to provide transit service was given to the Sunshine Coast Regional District on February 25, 1982. This order was subsequently updated to remove Area “A” as a contributor to transit funding and include a provision that transit serving one area only, be fully funded by that area. In March 2007, Bylaw 1073 was passed converting the transit function to a service, and establishing participating areas as the Town of Gibsons, District of Sechelt, Sechelt Indian Government District and Electoral Areas B, D, E, and F, an arrangement which has remained in place since that time.

Initially the service started with small para-transit buses. In 1989 larger conventional buses were introduced, raising the vehicle total from four to seven. The following timeline highlights key events in the history of Sunshine Coast Transit.

- 1982** – Formal paratransit service begins on the Sunshine Coast
- 1989** – Larger buses introduced
- 1994** – HandyDART shifts to BC Transit from Community Services Society
- 1997** – Transit fare zone system removed, fare \$1.50
- 2000** – Pender Harbour Transit study produced, area service not recommended
- 2005** – Transit fares increase from \$1.75 to \$2.00
- 2006** – Transit Business Plan developed. Fares increased to \$2.25
- 2009** – Per-passenger fare subsidy reviewed
- 2010** – Transit Fare Structure Review; Family Pass feature added to Monthly Pass
- 2011** – BC Transit introduces 3-year budgeting process
- 2013** – Transit Future Plan community consultation begins
- 2013** – September: MOU signed for initial implementation of “Service Priority 1”
- 2014** – January, Transit Future Plan completed and adopted by SCR Board
- 2014** – July, MOU signed for continued implementation of “Service Priority 1”
- 2015** – March: Province freezes transit funding for two years, further expansion stalled
- 2015** – November: Transit fare structure reviewed, single-payer structure in May 2016
- 2016** – March, Province announces 12.7 million in additional transit funding over 3yrs.
- 2016** – April 14: Community Bus service review, October implementation
- 2016** – April 28: Renewed expansion approved by SCR Board; Service Priority 1 phases collapsed into a single year

### *Transit Funding Model*

In a typical BC local government outside the lower mainland, public transit is a three-way partnership between BC Transit, a local partner (governing body or community association), and an operating partner. BC Transit provides partial operating funding, capital equipment, service support (planning, scheduling, training, safety & security) and administrative support (accounting, contract management, and marketing).

The local partner also provides operating funding and acts as signatory to the Operating Agreement and budget. The local partner also provides fare product sales, bus stop and at



times roadway maintenance and negotiates routes and service levels with BC Transit. The operating company is selected to provide driver hiring, training and supervision, vehicle maintenance staff and services, direct customer service (phone support, lost and found) and fare revenue collection.

BC Transit functions as the contract manager for operating expenses, crediting the local partner for fare revenue deposited and invoicing the local partner for their remaining share of service costs. On the Sunshine Coast, the SCRD functions as both local partner and operating company. There are four local governments in BC having this type of partnership with BC Transit: Nanaimo, Powell River, Nelson and the SCRD.

The current breakdown of shared responsibility for funding is shown in the table below.

<b>Service</b>	<b>SCRD Portion</b>	<b>BC Transit Portion</b>
Conventional (big bus)	53.31%	46.69%
HandyDART	33.31%	66.69%

*Note: in some systems, a blended rate based on these ratios is used for routes that provide both Conventional and HandyDART service using the same vehicle for both services.*

Normally, an operating partner would be selected using an RFP process, providing a market-based confirmation of value for the amount spent. BC Transit pays the operating partner for services provided, and recovers a portion of costs from the local partner using the cost-sharing formula. Having the SCRD as the local partner and the operating partner bypassed the standard RFP process. As a consequence, certain maintenance costs are capped by BC Transit to limit their exposure and increase budget control. As an example, mechanical repair costs are set by BC Transit at \$50.89 per hour, and cost-shared with the SCRD at this rate. The SCRD Fleet Maintenance invoices its services at \$73.00 per hour. The difference between these two rates (\$19.11) is not cost-shared with BC Transit, but rather paid fully by the SCRD. This increases the actual percentage of the hourly mechanical fleet maintenance costs paid by the SCRD to approximately 63 percent.

#### *Transit Reserve Fund*

In 2016 BC Transit implemented a Reserve Fund in the Province's budgeting and cost-sharing process. The fund is financed by invoicing local partners for budgeted costs and "banking" any difference if actual costs are lower than budget.

In the past, any surplus between budgeted and actual costs would reduce invoiced costs for the local partner. The SCRD would be invoiced for actual service costs and any savings relative to budget were used to balance deficits or contribute to the SCRD transit Operating Reserve.

The primary source of Reserve Fund revenue has been fuel savings. Due to a current drop in fuel prices in combination with conservative (high) fuel cost estimates by BC Transit, the Reserve Fund has been increasing quickly in value. The balance in the SCRD Reserve Fund at December 31, 2016 was approximately \$270,000. Funds are deposited using the shared-cost ratio.

*BC Transit Review of Budgeted and Actual Service Hours*

BC Transit took over transit scheduling from the SCRD in 2014. Prior to this, any transit service scheduled by the SCRD above a predetermined level agreed to by BC Transit and was funded by the SCRD alone.

While it has taken some time to specify the difference due to fluctuating transit schedules, BC Transit has determined approximately 1,600 service hours are currently being delivered that are not being cost-shared with BC Transit.

These hours represent approximately \$65,000 (staff still need to confirm this value) and since there is no provincial funding available for this adjustment, use of Reserve Fund has been proposed to cost-share these hours and move them into the AOA. This change would reduce base taxation by approximately \$30,000 (staff still need to confirm this value) for the short term. This impact would eventually shift back to taxation once the reserve fund is no longer available.

*Transit Fare Pricing History*

Transit fares have seen minor changes over the years. In 1997 the service moved from a zone fare at \$1.75 maximum to a flat rate of \$1.50; additional changes are detailed in the table below. Recently, 2016 fare structure changes were designed to remain “revenue neutral”, and recommended changes were adjust downward somewhat out of a concern for financial pressure on youth and seniors. No SCRD guidelines currently exist for assessing the effectiveness of the transit fare structure relative to the costs of providing transit service.

<b>Product</b>	<b>2016</b>	<b>2015</b>	<b>2008</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
<b>Cash</b>	\$2.00	\$2.25	\$2.25	\$2.25	\$2.00	\$1.75
<b>Concession Cash</b>		\$1.75	\$1.75	\$1.75	\$1.50	\$1.25
<b>Day Pass</b>	\$5.00	\$5.50	\$5.50	n/a	n/a	n/a
<b>Concession Day Pass</b>		\$4.00	\$4.00	n/a	n/a	n/a
<b>General 10 Ticket Sheet</b>	\$18.00	\$20.00	\$20.00	\$20.00	\$17.50	\$15.00
<b>Concession 10 Ticket Sheet</b>		\$15.00	\$15.00	\$15.00	\$12.50	\$10.00
<b>General Monthly Pass</b>	\$60.00	\$60.00	\$55.00	\$55.00	\$55.00	\$50.00
<b>Concession Monthly Pass</b>	\$42.00	\$38.00	\$35.00	\$35.00	\$35.00	\$35.00

*Sunshine Coast Transit Planning History*

The 2006 BC Transit business plan for transit service on the Sunshine Coast noted that “Increased frequency was the most requested service improvement in the recent passenger survey (42% of responses)” and that while there was a large hurdle to providing frequent service with a round-trip over two hours in length, the “Langdale-Gibsons-Sechelt route was the obvious candidate for this improvement.”

More recently, BC Transit introduced a three-year budgeting process which goes through several steps prior to implementing transit service changes, typically in conjunction with additional planning. Following discussions with a local partner, BC Transit formally sends out proposed Expansion Initiatives in April. The local partner confirms participation in these initiatives by way of signing off a Memorandum of Understanding by August. This timing allows BC Transit to incorporate the required funding into their budget request to the Province for the following year. In March BC Transit provides confirmation to the local partner of their ability to fund expansion.

In 2012 a second round major of transit planning began, continuing well into 2013. This process resulted in the January 2014 Transit Future Plan (TFP). The Plan was developed to provide a staged approach to increasing transit to provide an attractive alternative to the automobile. The Transit Future Plan involved a comprehensive program of public consultation: a “Listening” stage, a “Checking” stage and a “Choices” stage. Official Community Plans and other local plans were referenced, and ridership data was collected to complement public input.

The result was an implementation strategy in four phases, beginning with “Quick Wins” and moving through Short Term (1-3 years), Medium Term (4-6 years) and Long Term (7+ years) priorities. The TFP was adopted by the SCRD Board in January 2014. Current discussions and plans regarding transit expansion are based on the 2014 TFP.

Initial quick wins were improved coverage in West Sechelt and limited Botanical Gardens service. Service Priority 1 contained the largest single service increase, an additional 8,870 hours to “Increase Frequency from Sechelt to Langdale and provide Community Feeder Bus Service.” This priority was intended to overcome the initial hurdle of providing improved frequency in the context of a 2-2.5 hour round trip, and was proposed in several phases.

<b>TFP Service Priority 1</b>		
Phase 1 (14/15)	2,500 hrs.	Split Route 1 into local (Rte 1) and Express (Rte 90) service
Phase 2 (15/16)	2,000 hrs.	Additional trips added to the Rte 90
Phase 3 (16/17)	4,370 hrs.	Route 90 to 30 min peak, Rte 1 to hourly all day
	<b>8,870 hrs.</b>	

The Phase 1 implementation of Service Priority 1 was agreed to in a Memorandum of Understanding signed in September, 2013. This confirmation allowed BC Transit to proceed with their request for expansion funding; the expansion itself was implemented in 2014. Phase 2 implementation was outlined in an MOU signed in July 2014, and carried the three-year expansion plan forward another year to 2017-18. This phase was not implemented due to a provincial funding freeze announced in early 2015.

**2014 Expansion MOU**

Proposed Expansion Initiatives					
AOA Period	Annual Hours	Vehicle Requirement	Estimated Revenue	Estimated Total Costs	Estimated Net Municipal Share
<b>15/16</b>	200	None	\$3,406	\$19,027	\$6,738
	Description: Service to Chatelech School by amending Route 2: West Sechelt (dependent upon Cowrie Street being completed)				
	2,000	1 Heavy Duty	\$43,344	\$228,657	\$96,474
	Description: Part of Service Priority 1 in Transit Future Plan – Additional trips on Route 90: Sechelt-Langdale Express				
<b>16/17</b>	4,370	6 Medium Duty (remove 1 Heavy Duty)	\$94,707	\$529,308	\$295,724
	Description: Remainder of Service Priority 1 in Transit Future Plan - Route 90: Express on half hourly frequency at peak times, Route 1: Roberts Creek and Route 5: Lower Gibsons approximately hourly frequency				
<b>17/18</b>	2,100	1 Light Duty	\$29,257	\$247,437	\$117,287
	Description: Description: TFP Service Priority 6 - Increased frequency to serve Halfmoon Bay on approx. hourly frequency Monday – Saturday with increased hours of operation year round				
	840	1 Light Duty	\$3,901	\$117,782	\$73,524
	Description: Transit Future Plan Service Priority 4 – Introduce Service to Pender Harbour				

\* Cost estimates are preliminary and high-level.

In early 2016, the Province announced additional funding for transit expansion would form part of their 2017-18 budget. This resulted renewed discussions with BC Transit and an updated MOU, signed in May 2016. The 2014 expansion plan had included 2,000 service hours and a single heavy-duty bus in 2015-16 (for the Rte 90), to be followed by an additional 4,370 service hours and six medium duty buses for 2016-17. In the MOU updated for 2016, these two phases were combined into one. As result, all remaining 6,370 hours in Service Priority 1 are currently being proposed for September 2017. (Chatelech service was been moved to 2019, as it is unknown when the required roadway in West Sechelt will be complete.)

## 2016 Expansion MOU

Expansion Option 1						
Fiscal Year	Annual Hours	Vehicle Requirements	Estimated Total Costs**	Estimated Revenue*	Provincial Share of Costs**	Estimated Net Municipal Share
17/18	6,370	6 Med Duty	\$802,700	\$98,400	\$263,600	\$440,700
	TFP Service Priority 1– Rte. 90: 30min frequency at peak, Rte. 1 (&5) hourly service					
18/19	2,100	1 Light Duty	\$264,000	\$29,300	\$100,900	\$133,800
	TFP Service Priority 6 – Route 4 Halfmoon Bay approx. hourly frequency Mon-Sat with increased hours of operation year round					
19/20	200	None	\$20,600	\$3,400	\$8,900	\$8,300
	TFP Service Priority 3 - Service to Chatelech School via Route 2 (if Cowrie Street completed)					
	840	1 Light Duty	\$124,400	\$3,900	\$40,400	\$80,100
	TFP Service Priority 4 - Introduce service to Pender Harbour					

Revenue and cost information are high level estimates based upon planning work and previous expansion MOU and will be finalized by BC Transit finance department for inclusion in the Transit Expansion MOU letters.

\* 60% of estimated ridership and revenue based upon first year of expansion

\*\* Costs shown do not include Provincial contribution to Lease Fees

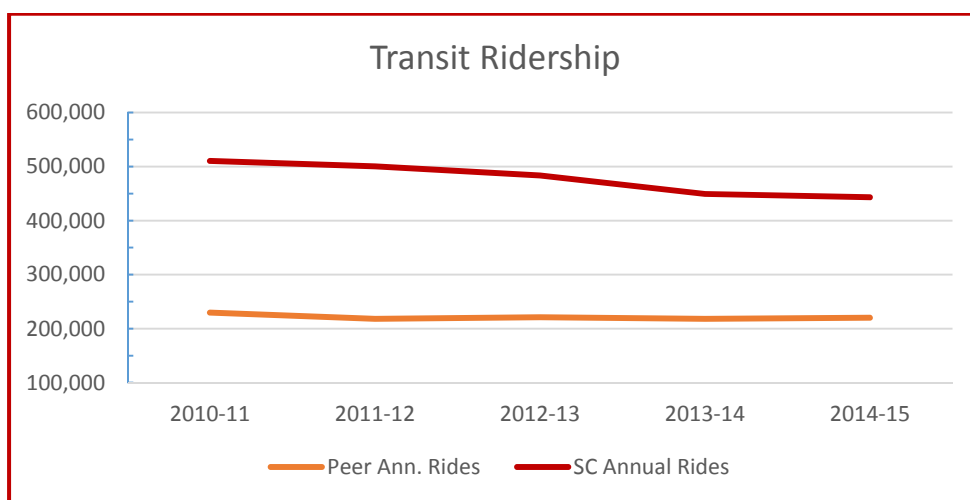
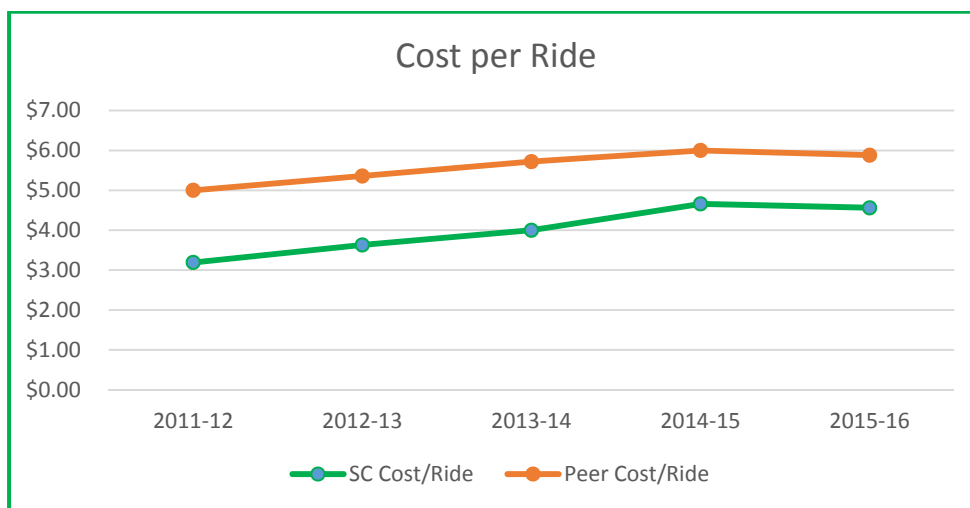
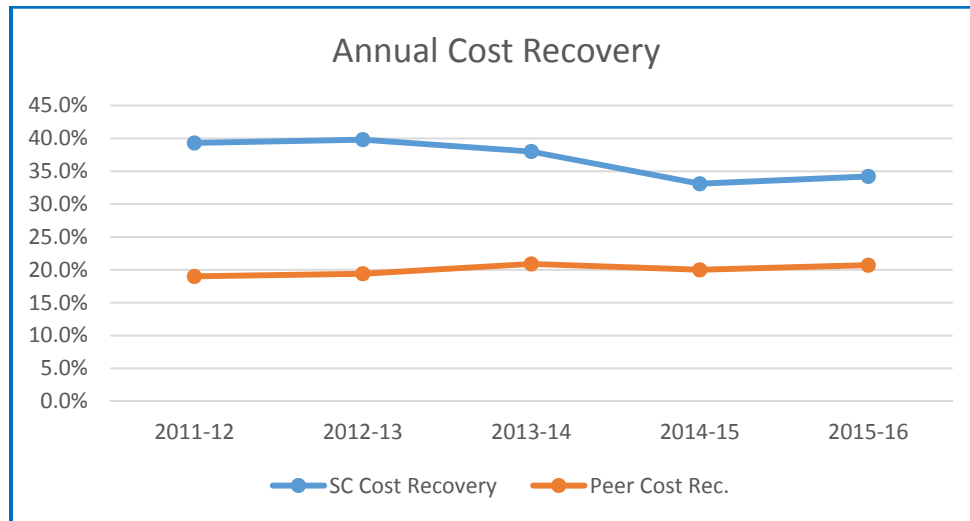
Subsequent to the MOU being approved, BC Transit provided revised cost estimates for 2017/18 expansion increasing total costs by \$29,595 to \$832,295 and the net municipal share by \$24,325 to \$465,029 inclusive of shareable and non-sharable costs.

### Historical Ridership and Revenue

Annual transit ridership peaked in 2011-12 at 510,412 trips and has declined approximately 13% since that time, with 2015-16 ridership at approximately 443,000 trips.

As of 2016 the ridership decline appears to have levelled out, seeing fare product sales within 1% of the 2015 sales figure and 3% of the budget forecast.

Over this 5-year period, annual hours of service have increased 17%, from 19,000 in 2011-12 to 23,000 in 2015-16, driving service cost increases.



(Source: Ridership, Cost/Ride and Cost Recovery data supplied by BC Transit in their Annual Transit Performance Report. Note: "Peers" figures are the average of thirteen Tier 3 systems; Tier 3 systems have average populations around 20,000.)

*Transit Performance Benchmarking*

A number of measures are used within the transit industry to assess system performance. Two common measures are trips per hour and cost recovery ratio (or “revenue to cost ratio”) as seen in the above chart. The cost recovery ratio is a common industry metric that encompasses both a quantity measure (cost of service provided) and quality measure (ridership served based on revenue collected).

Measure	2013/14	2015/16
Average Trips per Hour	21.0	19.6
Operating Cost Recovery	33.1%	34.2%
Operating Cost per hour	\$97.75	\$89.56
Operating Cost per trip	\$4.66	\$4.56

Other common transit performance benchmarks include operating cost per passenger trip, operating cost per capita, subsidy per-trip, or passenger trips per hour/KM of revenue service, each of which have industry average ranges by population of the service area.

Performance targets allow an agency to identify what is important, provide information on current conditions and performance, evaluate the success of programs, communicate effectively, and provide information to evaluated funding decision.

It is common for larger local governments to establish a policy targeting the relationship between transit fares and the cost of providing service, or determining the level of ridership per hour required to justify maintaining a given level of service frequency. Developing such a policy would support the strategic objective of Fiscal Sustainability while over time providing a gauge for the direct cost of Environmental Leadership in supporting transit use. Performance targets provide a means of public transparency and communication.

It appears the Sunshine Coast Transit performs adequately given the amount of service provided, it has also not yet seen the lift in ridership that often accompanies service increases. Possible factors could be service frequency, increased ferry delays, the absence of a “clock face” schedule, and frequent schedule adjustments to accommodate ferry changes. BC Ferries is currently working on schedule improvements.



### *Financial Implications*

The table below lists the transit deficit vs budget and the deficit as a percentage of budget since 2010. A deficit of approximately \$60,000 is projected for 2016.

### **Historical Transit Budget Deficit/Surplus**

Year	Budget	Deficit	Rationale/Cause
2010	\$2,617,865	(\$93,318)	New vehicle lease fees
2011	\$2,760,881	\$99,800	Provincial funding increase, lower maintenance
2012	\$2,743,634	\$18,219	BC Transit funding increase, lower maintenance
2013	\$2,857,246	(\$46,000)	New community bus lease fees, mandatory safety corrosion work
2014	\$3,470,519	(\$68,373)	Overestimated fare revenue, new fare boxes, increased maintenance
2015	\$3,812,610	(\$128,477)	Reserve fund created, unusable inventory, fare revenue is lower than budgeted.
2016	\$3,955,144	(\$60,000)	Change in BC Transit funding structure Higher wage expenditures for drivers (OT/not enough drivers) Higher fleet maintenance expenditures Fare revenue is lower than budgeted

The AOA budget for shareable costs is set by BC Transit. In reality, the SCRD has very little control in determining the budgeted shareable costs of the Transit service and is subject to cost increases at the discretion of BC Transit. Typically, increases for operating expenditures are in line with inflation while fuel costs are based on a conservative estimate of current trends. The biggest fluctuations historically have been with lease fees for buses and equipment.

Ultimately, BC Transit determines the cost of providing the service for a given service level and the level of funding required from the Regional District is determined per the cost sharing formula. The difference between the Regional District share and fare revenue, defined as the 'net municipal share', is funded through taxation. The net municipal share required to maintain the existing service level is projected to increase by \$79,000 in 2017, mainly as a result of higher lease fees and lower projected fare revenue.

The expansion costs presented at the time the MOU was approved in May 2016 were high level estimates and thus, the actual costs of expansion may vary significantly. For example, the estimated net municipal share of 2017/18 expansion proposal increased by \$24,325 between April and October 2016 as a result of updated BC Transit calculations. A firmer estimate won't be known until such time as a draft expansion AOA is received from BC Transit.

Based on the most recent estimate, the taxation increase to fund expansion would be \$153,460 in 2017 (based on September implementation) and a further \$311,569 in 2017 for a total annualized cost of \$465,029. This figure is net of projected additional fare revenue of \$98,400. Should the additional fare revenue not meet expectations, a deficit would result which would require funding from taxation.



Options available to mitigate the risk of lower than anticipated fare revenue are to budget either for the lower than anticipated fare revenue or implement an annual contribution to operating reserves for rate stabilization. Either option would need to be funded from taxation.

*Timeline for next steps or estimated completion date*

Round 2 budget meetings are scheduled for March 7-8, and final approval of the 2017 SCRD Budget occurs on March 23<sup>rd</sup>.

**STRATEGIC PLAN AND RELATED POLICIES**

Transit expansion supports the SCRD Key Strategic Priorities of “Embed Environmental Leadership”, “Facilitate Community Development” and “Support Sustainable Economic Development”, and is aligned with the We Envision goal of doubling transit ridership over 2010 levels by 2020. Expansion also implements key focus areas for transit identified in the Integrated Transportation Study.

**CONCLUSION**

The purpose of this report is to provide an overview to Committee with respect to the history, current status and funding for transit services on the Sunshine Coast.

Staff felt it was important for the Committee to have a fulsome understanding of the service prior to making any 2017 budget decisions. .

Staff recommend forwarding on transit and fleet budgets and 2017 budget proposals to Round 2 For consideration.

Reviewed by:			
Manager	X- GD	Finance	X- TP
GM		Legislative	
CAO	X- JL	Other	X- BWing

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 23, 2017

**AUTHOR:** Ian Hall, General Manager, Planning and Community Development  
Tina Perreault, General Manager, Corporate Services / Chief Financial Officer

**SUBJECT:** YOUTH PROGRAMS, RECREATION PROGRAMS AND YOUTH CENTRES

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### RECOMMENDATION(S)

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

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### BACKGROUND

The goal of this report is provide a historical overview and current update of the youth related services that the Sunshine Coast Regional District (SCRD) has and continues to support through various means based on a recommendation made at 2017 Round 1 budget on January 24, 2017, as follows:

**Recommendation No. 22**     *Youth Focussed Programs on the Sunshine Coast*

The Corporate and Administrative Services Committee recommended that prior to 2017 Round 2 Budget staff report regarding Sunshine Coast Regional District (SCRD) funding and support of youth focussed programing including but not limited to, youth centres, community schools and youth outreach and that the report reference specific funding functions and provide the total of all SCRD funds spent annually for these programs.

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), to provide programs for youth benefit (excerpts).

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.

## DISCUSSION

### *Overview of SCRD Functions and Participation: Youth Programs*

<u>Function</u>	<u>Purpose and Scope</u>	<u>Participants</u>	<u>Not Included</u>
Regional Recreation Programs [670]		A, B, D, E, F, DoS, ToG, SIGD	Area F Islands
Rural Areas' Grant-in-Aid – Community Schools [125]	Discretionary Funding Specific to Community School Programs	A, B, D, E, F, Islands, DoS, ToG,	SIGD
Gibsons and Area Community Centre [617]	Programs and Costs associated with GACC	B, D, E, F, DoS, ToG, SIGD	A and Area F Islands
Rural Areas' Grant-in-Aid – Area A [121]	Discretionary Funding Specific to Area A Grants	A	B, D, E, F, Islands, DoS, ToG, SIGD
Rural Areas' Grant-in-Aid – Area B [122]	Discretionary Funding Specific to Area B Grants	B and B Islands	A, D, E, F, F Islands, DoS, ToG, SIGD
Rural Areas' Grant-in-Aid – Area D [127]	Discretionary Funding Specific to Area D Grants	D	A, B, E, F, Islands, DoS, ToG, SIGD
Rural Areas' Grant-in-Aid – Area E [128]	Discretionary Funding Specific to Area E Grants	E	A, B, D, F, Islands, DoS, ToG, SIGD
Rural Areas' Grant-in-Aid – Area F [129]	Discretionary Funding Specific to Area F Grants	F and F Islands	A, B, B Islands, D, E, DoS, ToG, SIGD

### *Overview of Current SCRD Support to Youth Programs*

This section is grouped into 5 areas

- Youth Centres
- Childminding
- Youth Drop-in and / or Restorative Justice Programs
- Youth Outreach Worker Programs
- Recreation Programs.

1) Youth Centres:

There are two main youth centres on the Sunshine Coast who have received SCRD support funding over the years, the Gibsons Youth Centre and the Sechelt Youth Centre.

**Gibsons Youth Centre**

Operation of the youth centre in the Gibsons and Area Community Centre is now an ongoing service with the operational professionals contracted originally through the Gibsons and Elphinstone Community School and since 2015 through a tendered contract with the YMCA. Historical budget values and actuals are as follows and the 2017 value is per contract with the YMCA:

Function	2013	2014	2015	2016	2017
GACC [617] budgeted	\$43,250 by resolution				
Reg. Recreation Programs [670] budgeted		\$56,000 by resolution	\$56,000 became base budget	\$39,984 changed with tender price only	\$40,776 per contract
Actuals Paid	\$43,683.47	\$46,568.06	\$43,494.83	\$26,656	
	Paid to Gibsons Landing Community Society (GLCS) (aka Gibsons and Elphinstone Community School)		Paid part to GLCS and partial contracted value to YMCA	Paid to YMCA	YMCA to invoice

**Sechelt Youth Centre**

The Sechelt Youth Centre continues to provide service under the SCRD grant funding of \$30,000. This year the Sechelt Community School Society presented their 2017 budget to the SCRD Board with a \$4,000 requested increase to cover staffing costs.

Function	2013	2014	2015	2016	2017
RAGIA – Community Schools [125]	\$30,000				
Regional Recreation Programs [670]		\$30,000	\$33,900*	\$30,000	\$34,000

\*Requested additional funding and base budget increase to \$36,000 starting in 2016 but the additional funding was only approved for one year.

2) Childminding

Childminding, a service currently provided by the YMCA at Gibsons and Area Community Centre was not part of the awarded contract between the YMCA and SCR D for the Gibsons Youth Centre.

The following is a summary of revenues, expenditures and participation for this program 2011 through 2016:

<b>Gibsons and Area Community Centre</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Totals</b>
<b>Revenue</b>	(\$6,110)	(\$4,840)	(\$4,320)	(\$2,762)	(\$1,405)	(\$3,531)	(\$22,968)
<b>Expenditure</b>	\$16,958	\$26,883	\$17,978	\$30,654	\$20,113	\$16,265	\$128,851
<b>Loss</b>	<b>\$10,848</b>	<b>\$22,043</b>	<b>\$13,658</b>	<b>\$27,892</b>	<b>\$18,708</b>	<b>\$12,734</b>	<b>\$105,883</b>
<b>Participants</b>	1,440	1,063	979	562	345	1176	5,565

<b>Sechelt Aquatic Centre</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Totals</b>
<b>Revenue</b>	(\$1,237)	(\$1,194)	(\$1,041)	(\$265)	(\$43)	(\$4)	(\$3,784)
<b>Expenditure</b>	\$12,972	\$18,777	\$7,138	\$12,302	\$3,842	\$0	\$55,031
<b>Loss</b>	<b>\$11,735</b>	<b>\$17,583</b>	<b>\$6,097</b>	<b>\$12,037</b>	<b>\$3,799</b>	<b>(\$4)</b>	<b>\$51,247</b>
<b>Participants</b>	460	201	215	51	9	0	936

The cumulative loss and participation totals during this period is as follows:

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Totals</b>
<b>Cumulative Annual Loss</b>	\$22,583	\$39,626	\$19,755	\$39,929	\$22,507	\$12,730	\$157,130
<b>Cumulative Participation</b>	1,900	1,264	1,194	613	354	1176	6,501

3) Youth Drop-in / Restorative Justice Programs

Youth restorative justice does not qualify as recreation, therefore historically as the programs offered at the Community Schools were “restorative justice” programs, they were funded through Rural Areas’ Grant-in-Aid – Community Schools [125]. In 2014, 4 of the 5 Community Schools (Pender Harbour, Roberts Creek, Sechelt and Gibsons) modified the restorative justice programs to “youth drop-in” programs, and it was resolved that these programs be funded from Regional Recreation Programs [670].

Community Schools provide youth drop-in programs such as Nights Alive in Roberts Creek targeting responses to interests expressed by youth in their respective communities.

Halfmoon Bay Community School Association has specialized in youth restorative justice, offering education and facilitation beyond its immediate community. This is the only Community School still funded through Rural Areas’ Grant-in-Aid Community Schools [125] for this purpose.

Each of the Community Schools signs an agreement with the SCRD with requirement to report annual on goals and objectives, program progress and attendance.

Function	2011	2012	2013	2014	2015	2016	2017
RAGIA – Community Schools [125]	\$50,000	\$50,000	\$52,500*	\$10,000	\$10,000	\$10,000	\$10,000
Regional Recreation Programs [670]				\$40,000	\$40,000	\$40,000	\$40,000

\*Roberts Creek was granted a one-time additional \$2,500 for the Nights Alive Program.

#### 4) Youth Outreach Programs

Youth Outreach Programs have been funded historically to the SCCSS as follows:

Function	2011	2012	2013	2014	2015	2016
*RAGIA EA A [121]	\$6,265	\$6,390	\$7,598	\$7,742	\$7,889	\$7,889
RAGIA EA B [122]	\$6,107	\$6,229	\$6,437	\$6,559	\$6,683	\$6,683
RAGIA EA D [127]	\$7,895	\$8,052	\$6,470	\$6,593	\$6,718	\$6,718
RAGIA EA E [128]	\$8,481	\$8,650	\$6,043	\$6,157	\$6,274	\$6,274
RAGIA EA F [129]	\$5,336	\$5,442	\$7,283	\$7,442	\$7,562	\$7,562
District of Sechelt	\$20,185	\$20,588	\$22,301	\$22,725	\$23,157	\$23,157
Town of Gibsons	\$9,986	\$10,185	\$10,690	\$10,863	\$11,059	\$11,059
<b>TOTAL</b>	<b>\$64,255</b>	<b>\$65,536</b>	<b>\$66,822</b>	<b>\$68,081</b>	<b>\$69,342</b>	<b>\$69,342</b>

\*RAGIA EA – Rural Areas' Grant-in-Aid Electoral Area

For 2017 to 2021 the grant request from the Sunshine Coast Community Services Society for the Youth Outreach Worker Program are as follows (excerpted from SCCSC submitted budget request to pre-budget 2017):

Funder	2017	2018	2019	2020	2021
51% SCRD	\$38,713	\$41,439	\$44,179	\$44,400	\$44,622
16% Town of Gibsons	\$12,188	\$13,047	\$13,909	\$13,979	\$14,049
33% District of Sechelt	\$25,521	\$27,319	\$29,125	\$29,271	\$29,417
<b>TOTAL</b>	<b>\$76,422</b>	<b>\$81,804</b>	<b>\$87,213</b>	<b>\$87,649</b>	<b>\$88,088</b>

## 5) Recreation Programs

Pender Harbour Community School has received various grants over the years to provide Recreation Programming for Youth in Pender Harbour. Currently this program is funded partially through Area A Rural Areas' Grant-in-Aid [121] \$8,000 and Regional Recreation Programs [670] \$32,000 and is funded bi-annually based on the school year requirements.

Function	2010	2011	2012	2013	2014	2015	2016	2017
RAGIA EA A [121]		\$40,000	\$40,000	\$40,000	\$8,000	\$8,000	\$8,000	\$8,000
Regional Recreation Programs [670]	\$40,000				\$32,000	\$32,000	\$32,000	\$32,000

Summary – See Appendix A

### *Options and Analysis of SCRD's Continued Support of Youth Programs*

The pre-budget partners and stakeholders Special Corporate and Administrative Services Committee meetings allowed the SCRD Board to hear from the Community groups and highlight the various youth programs that have been supported by the SCRD over the years, mainly through grant allocations. There are opportunities to review the current processes and funding mechanisms to provide greater predictability and stability for program partners and stakeholders. Consideration and planning of resources and funding functions and a review of the funding agreements, would contributed to providing transparency and clarity in the decision making process going forward.

## **STRATEGIC PLAN AND RELATED POLICIES**

The SCRD's objectives of facilitating community development and recruiting, retaining and acknowledging staff and volunteers relate directly to the SCRD's willingness and dedication to supporting organizations whose mandate is to make the Sunshine Coast a safe, healthy and enjoyable place to live and grow, finding viable options and support mechanisms to ensure the continuity of valuable youth programs.

## **CONCLUSION**

Funding Youth Centres and Programs reaches key community segment and is part of an overall strategy to involve youth in recreation pursuits to improve their quality of life. As a facilitator and supporter of these programs, the SCRD has historically approved grant funding to various youth related organizations on the Sunshine Coast.

To assist in the decision making processes for budget requests presented at pre-budget and Round 1 budget this report serves to provide information for the youth related organizations in five categories: Youth Centres, Youth Drop-in and / or Restorative Justice Programs, Recreation Programs, Youth Outreach Programs and Childminding.

Reviewed by:			
Manager		Finance	X-TP
GM	X-IH	Legislative	
CAO	X-JL	Other	

## Appendix A - Youth Programs Funding Staff Report February 23, 2017 2012-2017

#	Type	Program Function		\$					Requested \$
				2012	2013	2014	2015	2016	2017
1	Youth Centres	Sechelt	125		\$ 30,000				n/a
			670			\$ 30,000	\$ 33,900	\$ 30,000	\$ 34,000
		Gibsons	617		\$ 43,250				n/a
			670			\$ 56,000	\$ 56,000	\$ 39,984	\$ 40,776
2	Childminding	Sechelt	621	\$ 18,777	\$ 7,138	\$ 12,302	\$ 3,842	\$ -	n/a
		Gibsons	617	\$ 26,883	\$ 17,978	\$ 30,654	\$ 20,113	\$ 16,265	n/a
3	Youth Drop-in / Restorative Justice	PH, HMB, RC, GIB, SEC	125	\$ 50,000	\$ 52,500				n/a
		HMB	125			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
		PH, RC, GIB, SEC	670			\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
4	Youth Outreach Program		121	\$ 6,390	\$ 7,598	\$ 7,742	\$ 7,889	\$ 7,889	\$ 8,390
			122	\$ 6,229	\$ 6,437	\$ 6,559	\$ 6,683	\$ 6,683	\$ 7,932
			127	\$ 8,052	\$ 6,470	\$ 6,593	\$ 6,718	\$ 6,718	\$ 7,708
			128	\$ 8,650	\$ 6,043	\$ 6,157	\$ 6,274	\$ 6,274	\$ 7,310
			129	\$ 5,442	\$ 7,283	\$ 7,442	\$ 7,562	\$ 7,562	\$ 7,374
5	Pender Harbour Recreation Program		121	\$ 40,000	\$ 40,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
			670			\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
TOTAL BY YEAR				\$ 170,423	\$ 224,697	\$ 253,449	\$ 238,981	\$ 211,375	\$ 203,490
TOTAL NOT INCLUDING CHILDMINDING				\$ 124,763	\$ 199,581	\$ 210,493	\$ 215,026	\$ 195,110	\$ 203,490



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 23, 2017

**AUTHOR:** Angie Legault, Senior Manager, Administration and Legislative Services

**SUBJECT:** EGMONT/PENDER HARBOUR LIBRARY SERVICE

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### RECOMMENDATION(S)

**THAT** the report titled Egmont/Pender Harbour Library Service be received;

**AND THAT** the service area be defined as the boundaries of Electoral Area A – Egmont / Pender Harbour excluding that part of the Sechelt Indian Government District within the geographic boundaries of Electoral Area A;

**AND THAT** funding for the Pender Harbour Reading Room and Sechelt Public Library be included as part of the proposed Egmont/Pender Harbour Library Service;

**AND THAT** the cost of the proposed Egmont/Pender Harbour Library Service be recovered by a property value tax based on land and improvements, with provisions included for the use of fees and charges, revenues raised by other means authorized, or received by way of agreement, enterprises, gift, grant or otherwise;

**AND THAT** the requisition limit for the Egmont/Pender Harbour Library Service be set at \$0.03/\$1000 applied to the net taxable value of land and improvements in the service area.

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### BACKGROUND

The Board adopted the following recommendation at the meeting held October 13, 2016:

388/16      **Recommendation No. 6**      *Library Service in Area A*

THAT the report titled Feasibility of Establishing a Library Service in Area A be received;

AND THAT staff implement an Alternative Approval Process (AAP) to establish a Library Funding Service in Area A in the first quarter of 2017;

AND FURTHER THAT the 2017 Financial Plan include \$2,500 in Area A Feasibility [151] to cover the costs of the AAP.

## DISCUSSION

In order to proceed with a library funding bylaw and Alternative Approval Process, staff require direction from the Board with regard to defining the service area, which facilities will be funded through the service, the method of cost recovery and the requisition limit.

As the Sechelt Indian Government District (SIGD) is a signatory to the Funding and Service Agreement with the Sechelt Public Library, staff recommend that SIGD land within Area A be excluded from the service area.

Traditionally, Area A provides an annual grant to the Pender Harbour Reading Room and the Sechelt Public Library. Staff recommend that both of these facilities be included for the purposes of the proposed new service.

Section 378 of the *Local Government Act* allows for the annual cost of providing the service to be recovered by one or more of the following:

- (a) property value tax imposed in accordance with Division 3 of the *Local Government Act*;
- (b) parcel taxes imposed in accordance with Division 3 of the *Local Government Act*;
- (c) fees and charges imposed under section 397 of the *Local Government Act*;
- (d) revenues raised by other means authorized by the *Local Government Act* or another Act;
- (e) revenues received by way of agreement, enterprises, gift, grant or otherwise.

Staff recommend that the cost of the service be recovered by a property value tax. Staff further recommend that for flexibility and the potential to offset taxes, the bylaw also include the ability to use fees and charges, revenues raised by other means or received by way of agreements, enterprises, gift, grant or otherwise.

Area A has been providing a \$500 annual grant to the Pender Harbour Reading Room. Area A is also a signatory to the 2013-2018 Funding and Service Agreement with the Sechelt Public Library. Staff recommend that the requisition limit reflect these commitments with a modest allowance for potential funding increases in the future.

### *Financial Implications*

Funding committed by each of the participants in the Sechelt Public Library Funding and Service Agreement is shown in Table 1 below.

TABLE 1

	Base Amount	2013	2014	2015	2016	2017	2018
Area A	\$ 22,338	\$ 25,103	\$ 23,679	\$ 25,099	\$ 26,605	\$ 28,202	\$ 29,894
Area B	\$ 90,695	\$ 105,664	\$ 96,136	\$ 101,905	\$ 108,019	\$ 114,500	\$ 121,370
Area D	\$ 51,886	\$ 58,439	\$ 54,999	\$ 58,299	\$ 61,797	\$ 65,505	\$ 69,435
SIGD	\$ 8,395	\$ 10,095	\$ 8,899	\$ 9,433	\$ 9,999	\$ 10,599	\$ 11,234
DOS	\$ 296,317	\$ 305,257	\$ 314,096	\$ 332,942	\$ 352,918	\$ 374,093	\$ 396,539
<b>Total</b>	<b>\$ 469,631</b>	<b>\$ 504,558</b>	<b>\$ 497,809</b>	<b>\$ 527,677</b>	<b>\$ 559,338</b>	<b>\$ 592,898</b>	<b>\$ 628,472</b>

Based on 2017 assessed values, Table 2 below shows the amount that could be raised using requisition limits ranging from \$0.02/\$1000 to \$0.05/\$1000 for the proposed service area. In order to meet current commitments under the funding MOU for the Sechelt Library, historical contributions to the Pender Harbour Reading Room and to allow modest flexibility for future changes, staff recommend the requisition limit be set to \$0.03/\$1000.

TABLE 2

Requisition Limit	Amount Raised
\$0.05	\$83,346
\$0.04	\$66,677
\$0.03	\$50,008
\$0.02	\$33,338

*Timeline for next steps or estimated completion date*

A service establishing bylaw can be available for the March 9, 2017 Board meeting.

*Communications Strategy*

Information will be provided to the public through the AAP information package.

**STRATEGIC PLAN AND RELATED POLICIES**

This report is supported by the strategic values of collaboration, respect and equality and transparency. It also supports the Strategic Priorities to Facilitate Community Development and Enhance Board Structure and Processes.

**CONCLUSION**

In order to proceed with a library funding bylaw and Alternative Approval Process, staff require direction from the Board with regard to the service area, which facilities will be funded through the service, the method of cost recovery and the requisition limit.

Staff recommend that the service area exclude SIGD land in Area A, that funding for the Pender Harbour Reading Room and Sechelt Public Library be included as part of the proposed Egmont/Pender Harbour Library Service; that the cost of the proposed service be recovered by a property value tax based on land and improvements, with provisions included for the use of fees and charges, revenues raised by other means authorized, or received by way of agreement, enterprises, gift, grant or otherwise; and that the requisition limit be set at \$0.03/\$1000 applied to the net taxable value of land and improvements in the service area.

Reviewed by:			
Manager		Finance	X-TP
GM		Legislative	X-AL
CAO	X-JL	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 23, 2017

**AUTHOR:** Bess Wong, Manager, Purchasing and Risk Management

**SUBJECT:** Contracts between \$20,000 and \$100,000 – to February 5 2017

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### RECOMMENDATION

**THAT** the report titled **Contracts between \$20,000 and \$100,000 - to February 5, 2017** be received for information.

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### BACKGROUND

Sunshine Coast Regional District (SCRD) Delegation Bylaw No. 532, 2003 directs staff to provide the Committee with a monthly report on all new contracts entered into that fall between \$20,000 and \$100,000. Reports include purpose, function and vendor information.

### DISCUSSION

There were 99 contracts/purchase orders entered into in the time period January 2, 2017 to February 5, 2017 with 5 of which fall between \$20,000 and \$100,000 value. Amounts noted include applicable taxes.

	Supplier	Account Code	Awarded:	Budget
1	In Situ Consulting – Roberts Creek BC	370 – Water	\$23,375	\$5,761,935
	Archaeology Services for Monitoring of Water Meter Installation 02-6-378-474			
2	Sechelt Indian Band – Sechelt	370 – Water	\$71,211.25	\$5,761,935
	Archaeology Services for Monitoring of Water Meter Installation			

### STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Contract Award aligns with the Board's Strategic Value of "Transparency".

### CONCLUSION

SCRD Delegation Bylaw No. 532, 2003 directs staff to provide the Committee with a monthly report on all new contracts therefore this report is provided for information.

Reviewed by:			
Manager	X-BW	Finance	X-TP
GM		Legislative	
CAO	X-JL	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – February 23, 2017

**AUTHOR:** Sara Zacharias, Manager, Financial Services

**SUBJECT:** PARCEL TAX ROLL REVIEW PANEL

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### RECOMMENDATION

**THAT the report titled “Parcel Tax Roll Review Panel” be received;**

**AND THAT the:**

- **Board or a portion of the Board be appointed to the Parcel Tax Roll Review Panel;**
  - **Parcel Tax Roll Review Panel sitting be scheduled for March 7, 2017 at 9:00 am in the SCRD Field Road Office Board Room;**
  - **Chief Financial Officer be appointed Collector for the SCRD.**
- 

### BACKGROUND

The purpose of the Parcel Tax Roll review is to ensure that the billing information is correct for the 2017 parcel tax, and to authenticate the Parcel Tax Roll.

As authorized under the Pender Harbour Pool Parcel Tax Roll Bylaw No. 612, Community Recreation Facilities Parcel Tax Roll Bylaw No. 577, and the Water Rates Bylaw No. 422, parcel taxes will be assessed on all eligible parcels listed on the Parcel Tax Roll.

### DISCUSSION

The *Community Charter* requires that a Parcel Tax Roll Review Panel (PTRRP) process be held to hear any matters referred to in *Community Charter Section 205 (1) [complaints to the parcel tax roll review panel]* and to authenticate the assessment roll.

Complaints to the review panel are to be in writing and are to make corrections only with respect to the following:

- there is an error or omission respecting a name or address on the parcel tax roll;
- there is an error or omission respecting the inclusion of a parcel;
- there is an error or omission respecting taxable area or the taxable frontage of a parcel;
- an exemption has been improperly allowed or disallowed.

The Parcel Tax Roll will be made available to the public for inspection commencing Wednesday, February 15, 2017, with notice that corrections will be accepted up to Thursday, March 2, 2017. Information regarding requests for correction will be provided to the Parcel Tax Roll Review Panel on March 7, 2017.

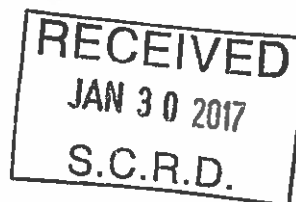
## STRATEGIC PLAN AND RELATED POLICIES

The Parcel Tax Roll Review aligns with the Boards Strategic Value of “*Transparency*” and is also a statutory requirement.

## CONCLUSION

The purpose of this report is to appoint a portion of the Board to the Parcel Tax Roll Review Panel which will meet on March 7, 2017 at 9:00 am in the SCRD Field Road Office Board Room, and to appoint the Chief Financial Officer as Collector for the SCRD.

Reviewed by:			
Manager	X-SZ	Finance	X-TP
GM		Legislative	X-AL
CAO	X-JL	Other	



January 27, 2017

Please join us for our **2017 Centre for Civic Governance Forum** for progressive governance. You are welcome to share this invitation with others looking for information, inspiration and connection.

The conference is designed for local government leaders, with a stream for K-12, a leadership skill development stream (check out the MEDIA INTENSIVE workshop in the pre-conference offerings), best practices and sessions on social issues. If you are someone who loves Harrison, don't worry, we'll be back there next year! We are alternating venues to make travel easier.

**HIGH GROUND: Leadership in Transitioning Times****Inform. Inspire. Connect**

Friday, March 31 (starting at 1:00 pm) to Saturday, April 1 (ending at 3:30 pm)

Coast Plaza Hotel, 1763 Comox Street, Vancouver, BC

**Pre-Conference Workshops (Friday morning, March 31)**

North Vancouver Sustainability Tour (8 am to noon)

Media Intensive - Communication Workshop (9 am to noon)

**High Ground: Leadership in Transitioning Times** is about big picture challenges and on-the-ground solutions. We are a world in transition towards a low-carbon economy – investment in clean energy globally now outstrips investment in fossil fuel energy and nations remain committed to the Paris Agreement, regardless of the US change of leadership. Meanwhile, surprising wide-spread electoral results reflect an equally wide-spread upset about economic and social inclusion. Local leaders are feeling these pressures with housing, poverty and local economy concerns to name a few.

There are many excellent leadership initiatives happening in our communities. Local leaders have some great solutions on housing, social inclusion and good public services.

Last year, High Ground participants made a call for climate action during the final plenary, supporting a statement calling for the Province to:

- Strengthen the regulation and programs for climate action to ensure that BC plays its part to meet the Paris agreement commitment to "pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.
- Increase the price on carbon pollution.