



## CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, July 27, 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

2. Karen Careless and Len Hartley, Granthams Hall Steering Committee  
Regarding: Renovation of Granthams Hall Funding Request

### REPORTS

- |  |                      |
|--|----------------------|
| 3. General Manager, Planning and Community Development - Granthams Hall Rehabilitation Project Update and Funding Plan<br><b>(Voting – A, B, D, E and F)</b>   | Annex A<br>Pages 1-4 |
| 4. Manager, Information Technology and GIS – Request to Waive Civic Addressing Fee (Bylaw 673)<br><b>(Voting – All Directors)</b>  | Annex B<br>pp. 5-9   |
| 5. General Manager, Corporate Services / Chief Financial Officer and Manager, Information Technology and GIS – Corporate Software Projects Update<br><b>(Voting – All Directors)</b>                   | Annex C<br>pp. 10-18 |
| 6. Manager, Financial Services – Corporate General Ledger Budget Variance Report – 2 <sup>nd</sup> Quarter (Year to Date Variance by Service not included 92 pages)<br><b>(Voting – All Directors)</b> | Annex D<br>pp. 19-23 |
| 7. Manager, Solid Waste Services – Regional Solid Waste Variance Report – 2 <sup>nd</sup> Quarter<br><b>(Voting – All Directors)</b>   | Annex E<br>pp. 24-25 |
| 8. General Manager, Planning and Community Development – Recreation Facilities Variance Report – 2 <sup>nd</sup> Quarter<br><b>(Voting – B, D, E, F, DoS, SIGD, ToG)</b>                               | Annex F<br>pp. 26-27 |

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|---|----------------------|
| 9. General Manager, Planning and Community Development – Building Inspection Variance Report – 2 <sup>nd</sup> Quarter<br><b>(Voting – A, B, D, E, F and SIGD)</b>                          | Annex G<br>pp. 28-29 |
| 10. Manager, Transit and Fleet – Public Transit Variance Report – 2 <sup>nd</sup> Quarter<br><b>(Voting – B, D, E, F, DoS, SIGD, ToG)</b>   | Annex H<br>pp. 30-31 |
| 11. General Manager, Corporate Services / Chief Financial Officer – 2018-2022 Financial Plan Timetable and Process<br><b>(Voting – All Directors)</b>                                       | Annex I<br>pp. 32-35 |
| 12. Financial Analyst – Long Term Debt as at June 30, 2017<br><b>(Voting – All Directors)</b>   | Annex J<br>pp. 36-39 |
| 13. Joint Report – 1st Update for 2017 – Corporate and Administrative Services Department (January to July)<br><b>(Voting – All Directors)</b>  | Annex K<br>pp. 40-47 |
| 14. Senior Manager, Administration and Legislative Services – Delegation Bylaw<br><b>(Voting – All Directors)</b>   | Annex L<br>pp. 48-60 |
| 15. Senior Manager, Administration and Legislative Services – Board Administration Policy<br><b>(Voting – All Directors)</b>  | Annex M<br>pp. 61-64 |
| 16. Policing Priorities for 2017/2018<br>i. Administrative Assistant, Infrastructure - Staff Report<br>ii. Minutes from July 20, 2017 Policing Committee<br><b>(Voting – All Directors)</b> | Annex N<br>pp. 65-69 |
| 17. Manager, Purchasing and Risk Management – Contracts between \$20,000 and \$100,000<br><b>(Voting – All Directors)</b>   | Annex O<br>pp. 70-71 |
| 18. General Manager, Corporate Services / Chief Financial Officer - Elphinstone Electors' Association Rural Areas' Grant-in-Aid Request   | Annex P<br>pp. 72-76 |

## COMMUNICATIONS

## NEW BUSINESS

**IN CAMERA**

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a), (g) and (k) of the *Community Charter* – “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality”, “litigation or potential litigation affecting the municipality” and “negotiations and related discussion 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 – July 27, 2017

**AUTHOR:** Ian Hall, General Manager, Planning and Community Development

**SUBJECT:** **GRANTHAMS HALL REHABILITATION PROJECT UPDATE AND FUNDING PLAN**

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### **RECOMMENDATION(S)**

**THAT the report titled Granthams Hall Rehabilitation Project Update and Funding Plan be received;**

**AND THAT Granthams Hall Rehabilitation project budget be increased by \$338,600 to \$405,000 funded through**

- **Short Term Borrowing of up to \$100,000;**
- **Independent Power Projects (IPP) community benefit funds of up to \$100,000;**
- **Area F Gas Tax Community works funds of up to \$138,600 in addition to the \$66,400 previously committed;**

**AND THAT the 2017-2021 Financial Plan be amended accordingly;**

**AND FURTHER THAT staff report back in November 2017 to confirm the final funding mix pending notification of outstanding grant applications.**

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### **BACKGROUND**

Granthams Landing Community Hall (Granthams Hall) has been closed since March 2015 due to building condition issues. Since the closure, with the involvement and support of a community steering committee, a rehabilitation plan has been developed.

Completed work to date:

- Established community steering committee
- New survey and lot consolidation
- New parking plan confirmed with Ministry of Transportation and Infrastructure
- Community design input gathered
- Design development and preparation of construction drawings by architects
- Several grant applications prepared / submitted
- Community fundraising events
- Preparation of construction tender package

At this time, the rehabilitation plan is complete and ready for implementation.

The purpose of this report is update the Sunshine Coast Regional District (SCRD) Board on the project and to articulate options to proceed with the rehabilitation work.

## **DISCUSSION**

### *Hall History, Context and Management*

The hall was constructed in 1931 as a church. The land, building, and 16 benches were sold to the Granthams Landing Property Owners Association (GLPOA) in or around 1943 for use as a hall.

Throughout its life, the Granthams Hall has been subject to various fundraising efforts intended for the repair and upkeep of the building. Between 1994 and 1997, the *Granthams Hall Resurrection Project* was sponsored by the GLPOA. Extensive community and volunteer support was gathered to renovate the hall.

Ownership and responsibility of the hall was transferred to SCRD in 2009 as part of the dissolution of the Granthams Landing Improvement District. The dissolution/transfer process was largely focused on the transfer of the Granthams Landing water system; the hall was included in the transfer.

SCRD does not have a condition assessment for the hall at the time of acceptance, but records indicate it was in serviceable condition and well used.

Since 2009, the hall has been managed through SCRD Parks and Recreation services. Annual bookings in 2010 (first full year of SCRD management) were 462 events, followed by 400 and 397 in the years following. This is impressive utilization for a small hall primarily serving a small community catchment. Booking numbers have declined more recently, perhaps linked to building condition but also due to the opening of Eric Cardinal Hall.

While SCRD's preventative maintenance and asset management programs have recently been developed, no such programs existed at the time the hall was transferred to SCRD. Consequently, the hall's condition declined; a situation made worse by building components (roof, foundation, etc.) nearing or reaching end-of-useful-life. The building was closed due to safety concerns in March 2015.

### *Overview of Rehabilitation Work*

The work to be completed through this project includes construction of a new foundation, a new roof, levelling of floors, construction of small addition for an accessible washroom, building envelope insulation, kitchen ventilation, electrical system upgrade, and construction of a wheelchair access ramp. External improvements including parking and septic system are also part of the project.

The project is modest and will not increase the capacity or amenities provided by the hall; it is aimed at addressing condition, safety and accessibility issues and seeing the building reopened to the community.

Planned work will not negatively impact the heritage character of the building; heritage value and character defining elements will be protected.

The project is estimated to take 6 months to complete once a construction contract is initiated.

*Timeline for next steps or estimated completion date*

As the rehabilitation planning process and associated work (e.g. parking approval with the Ministry of Transportation and Infrastructure (MoTI) for lot consolidation) has taken some time, the community is interested in seeing the work proceed and the hall reopened as soon as possible.

Market conditions indicate that tendering the work in January 2018 will likely produce the best value for the SCRD. In order to take advantage of this opportunity and see the project proceed and the hall reopen in a timely way, staff can take the following steps, aligned with previous Board direction, in 2017 Q3/Q4:

1. Inventory and store hall contents
2. Secure building permit (6-8 week lead time)
3. Continue work with Community Steering Committee to:
  - a. Identify furniture, fixture and equipment needs and sponsorship/donation opportunities
  - b. Develop an SCRD contract for public bids for caretaking services
4. Build a preventative maintenance plan (to be initiated once hall reopens) into the 2018 Building Maintenance workplan
5. At an appropriate time, begin to build awareness in the construction community about a forthcoming tender opportunity

*Financial Options and Implications*

A budget of \$66,400 for design and engineering funded from Area F Gas Tax Community Works Funds was approved in 2015. It is estimated that \$338,600 in capital funding is required to complete the rehabilitation bringing the total estimated project cost to \$405,000.

Funding options for the \$338,600 include uncommitted Area F Gas Tax Community Works Funds (\$346,000), uncommitted Capital Reserves (\$175,000), Short or Long Term Borrowing, Taxation and Independent Power Project (IPP) community benefit funds.

At principle levels, reflecting that Granthams Hall is a core community social infrastructure and that avoided maintenance / repairs during the closure which would have been funded from taxation; capital reserves, borrowing or taxation should form part of the funding mix for this project. Of these, Short Term Borrowing best suits the planning and financial situation of SCRD and provides a timely and efficient approach.

In addition, there are two pending grant applications (Canada Cultural Spaces Fund (CCSF) – liaised with funder March-June 2017 and Heritage Legacy Fund – June 2017) that if successful, would provide funding of up to \$242,000 towards the project. A prior application to the Rural Dividends Fund was not successful.

Given the uncertainty with these grant applications, staff propose moving forward with a funding mix for the additional amount that is comprised of Short Term Borrowing (\$100,000), IPP

Community Benefit Funds (\$100,000) and Area F Gas Tax Community Works Funds (\$138,600) with the final funding mix to be confirmed pending notification of grant application results.

#### *Communications Strategy*

A Community Steering Committee has been integral to the progress of this project and has supported communications with the community. As well, a project information board has recently (July 2017) been installed at the hall and a handout was distributed at a July 15, 2017 community event. These approaches, can be used to provide further updates to the community going forward.

### **STRATEGIC PLAN AND RELATED POLICIES**

SCRD community halls facilitate Community Development. As a venue for artistic and cultural production and exposition, halls contribute to sustainable economic development and foster our unique coastal culture.

### **CONCLUSION**

Staff, with extensive support from a community steering committee, have developed a rehabilitation plan for Granthams Hall. The rehabilitation plan is now ready for implementation, and several funding pathways are available to advance the work. Tendering in January 2018 is recommended to achieve best value, with a series of steps to be completed prior to ensure seamless and efficient construction and reopening.

Staff recommend a funding plan combining grants, Short Term Borrowing and IPP community benefit funds and Gas Tax Community Works Funds to move this project forward.

Reviewed by:			
Manager		Finance	X-T. Perreault
GM	X-I. Hall	Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee - July 27, 2017

**AUTHOR:** Cheryl Trent – GIS Administrator  
David Nelson – Manager, Information Technology and GIS

**SUBJECT:** REQUEST TO WAIVE CIVIC ADDRESSING FEE (BYLAW 673)

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### RECOMMENDATION(S)

**THAT the report titled Request to Waive Civic Addressing Fee (Bylaw 673) be received;**

**AND THAT the request to waive the civic address fee for the property on Lamb Islets be denied.**

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### BACKGROUND

The Sunshine Coast Regional District (SCRD), as the authority for Civic Addressing for the Sunshine Coast, maintains a formal civic addressing system for all Electoral Areas, the Town of Gibsons, the District of Sechelt and the Sechelt Indian Government District.

When registering an address, the SCRD notifies various agencies who require this number to respond to emergency calls and provide routine services (Police, Fire, Ambulance, BC Hydro, Canada Post, etc.). The consistent numbering of buildings and suites in the SCRD helps these agencies find the specific building they're looking for. Notifications are sent out to register a new address, change an address or confirm an existing address.

Based on SCRD Bylaw 673, there is a fee of \$175 for the issuance of a civic address for a standard residential dwelling.

### DISCUSSION

Recently, Canada Post, in reconciling their records, noticed the following property did not have an address and did have a mail box:

- District Lot 4816, Lamb Islets, Sechelt
- PID: 012-191-639
- Folio: 570.06564.000

Canada Post contacted the property owners, Mr. and Mrs. McInnes, and asked them to either have the SCRD assign an address or pay an annual fee to rent the box (\$162/year). The property owners contacted the GIS Division and were advised they could have an address processed immediately and that there was a \$175 fee. Mr. and Mrs. McInnes asked to have the fee waived due to the fact the house had been constructed prior to 1993 (when they took ownership) and therefore should already have an address.



It was explained that the fee could only be waived by the SCRD Board and not an employee. It was further explained that at the time their house was constructed, building permits for boat access properties like theirs did not require the issuance of a civic address. In the past, there were not any services available to these properties, but today, there are 911, Canada Post and utility services at these locations.

The SCRD received a letter from Mr. and Mrs. McInnes on June 22, 2017 to formally request the SCRD Board waive the civic addressing fee for their property.

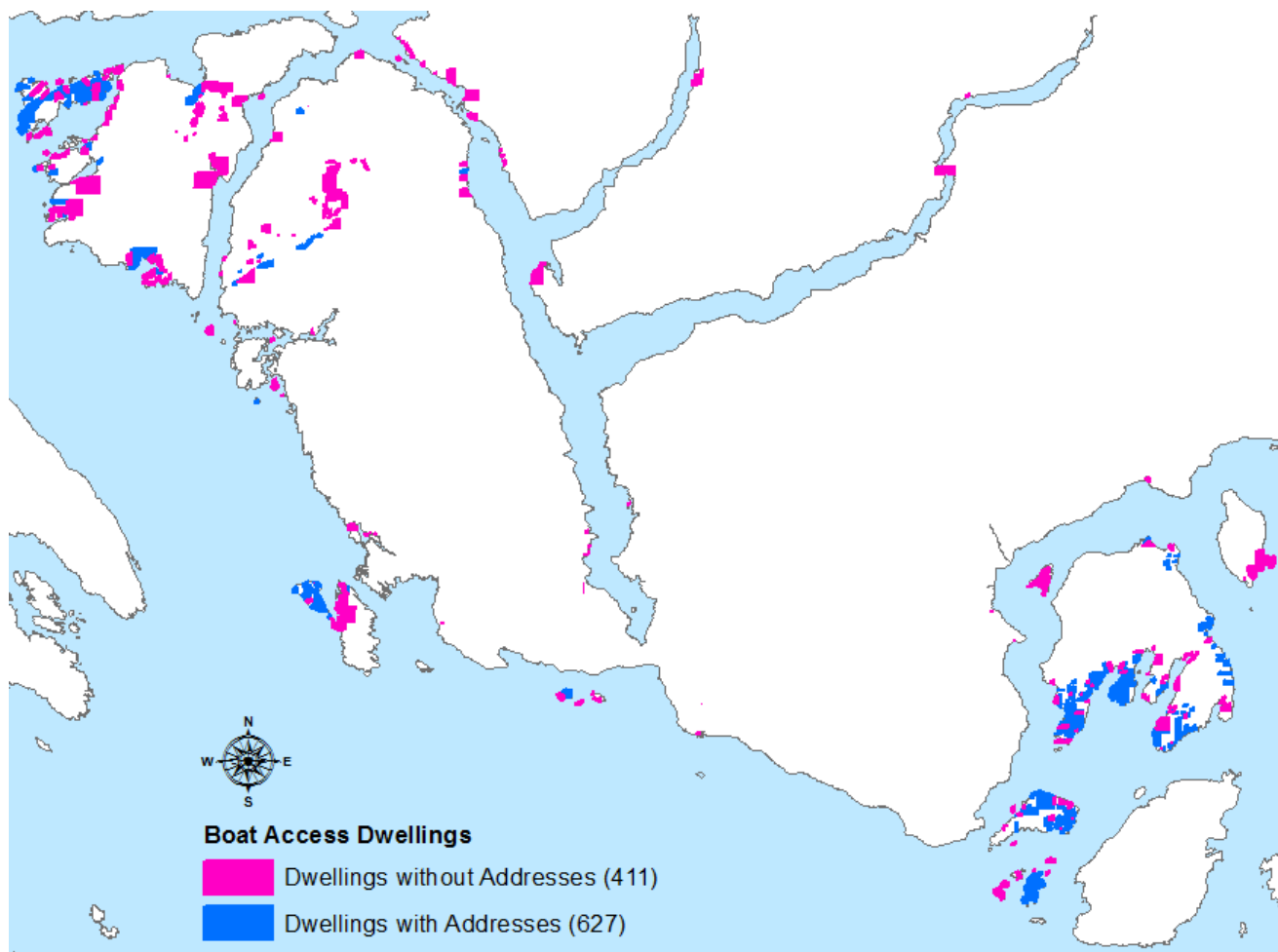
#### *Options and Analysis*

The GIS Division processes properties that have dwellings without addresses one-at-a-time as they are brought to our attention by fire departments, Canada Post, the building department (via a request for a building permit) or a property owner.

Currently, there are over 400 boat access properties that have constructed dwellings without addresses and over 600 boat access properties that already have addresses. Some of these would have been assigned prior to the adoption of Bylaw 673 and many of them would have been assigned after and therefore paid the \$175 fee.

#### ***Boat Access Properties with Dwellings:***

Civic Address Assigned	627
No Civic Address Assigned	411
Total	1,038



To ensure that the SCRD applies consistent and fair procedures when enforcing Addressing Bylaw 673, it is recommended that the request to the SCRD to waive the civic address fee for the property on Lamb Islets be denied. Consideration must be made for all properties with similar circumstance; those with civic addresses who have already paid the fee as well as those without civic addresses that will be required to pay the fee in the future.

### **STRATEGIC PLAN AND RELATED POLICIES**

SCRD's mission is to provide leadership and quality services to our community through effective and responsive government.

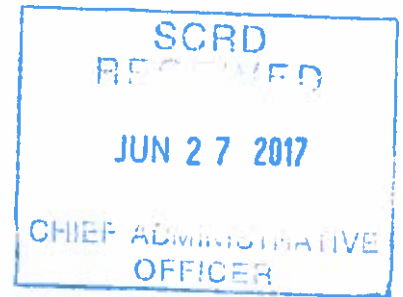
### **CONCLUSION**

Through a Canada Post review, Mr. and Mrs. McInnes were asked to either have the SCRD assign an address or pay an annual fee to rent a post-box. The property owners have asked for the SCRD's civic addressing fee to be waived. Staff are recommending the request be denied to ensure the SCRD applies consistent and fair procedures with its Bylaws and consideration for all properties with similar circumstance be taken.

Attachment A – Correspondence from Lynn and Ashley McInnes dated June 22, 2017

Reviewed by:			
Manager	X-D. Nelson	Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	X-C. Trent

Lynn & Ashley McInnes  
P.O. Box 7000  
Sechelt, B.C.  
V0N 3A0  
604-230-7621



June 22, 2017

Attention: Mr. Ian Hall,  
Acting Chief Administrative Officer  
General Manager, Planning and Community Development

Sunshine Coast Regional District,  
1975 Field Road,  
Sechelt, B.C. V0N 3A1

Would you please include our letter on the agenda of the upcoming Board meeting.

Regarding: Civic Addressing Regulations and Fees

To Whom It May Concern

We are writing to request the civic address fee of \$175.00 be waived, as we feel it is not justified in our case.

The property has been owned by us since 1993, and we have been paying for services through the following agencies including the S.C.R.D. since that time. The fee should be waived as the S.C.R.D. has had ample time to assign a civic address to us prior to the bylaw fee being introduced in June 2002. It is their responsibility and their records only reflect **who does and does not have a civic address**, why were we not assigned an address previously?

In all cases, the **District of Sechelt, B.C. Assessment Authority and the S.C.R.D.**, have used "Lamb Islets" as our civic address and have had no trouble billing us for their services. We don't object to a change of address, we object to paying for a service which is free elsewhere.

Canada Post Customer Service advise that they receive their address information from cities, municipalities regional districts etc.; and that the assignment of civic addresses is a **service provided "free of charge" by these bodies**. The only time a charge would/should be incurred is if the property owner chooses to change an address or for development purposes.

Our "water access" neighbours received a statement from the B.C. Assessment Authority in 1990/91 advising them of their civic address, this change was then reflected in their

District of Sechelt Property Tax Notice in 1996. This information could only come from the S.C.R.D.; we are also “water access” and our property is shown on their maps. Why were we not included at that time?

Ecomm/911 Corporate Communications Manager also advises it is the responsibility of the S.C.R.D. to assign civic addresses, and upload them to a “data set” program on a ongoing basis. In the case of Ecomm, they receive their information from this upload, and create a “Digital Road Atlas” to provide addresses and mapping for their 911 operators/agencies, specifically police, fire and ambulance. The Sechelt area adopted their 911 program in 1995/96; here was another opportunity for us to be included. As many of us now use cell phones only, this omission could now influence our public safety, specifically the time it takes for help to arrive.

In the Pemberton area, and also the Powell River Regional District, specifically Savary Island, property owners were recently advised by mail of their civic address, again at no charge.

One would assume that prior to 1990/91 and again 1995/96, that the district’s own data base should/would have been reviewed to reflect who was not included. Other opportunities for review were prior to the Board writing the original bylaw in 1997 (#1028) and again the fee amendment being signed in June 2002 (#1028.2).

It is for these reasons that we look forward to a positive response to this situation.

Regards

Lynn & Ashley McInnes

c.c.

Cheryl Trent – GIS Administrator – S.C.R.D. – [cheryl.trent@scrd.ca](mailto:cheryl.trent@scrd.ca)

David Nelson – Manager Info Technology & GIS – S.C.R.D. – [david.nelson@scrd.ca](mailto:david.nelson@scrd.ca)

Nicholas Simons, M.L.A. Powell River – Sunshine Coast  
#5 – 4720 Sunshine Coast Highway,  
Sechelt, B.C. V0N 3A2

- [Nicholas.Simons.MLA@leg.bc.ca](mailto:Nicholas.Simons.MLA@leg.bc.ca)

Darren Inkster , Sechelt Council Member  
Director – SCRD - [Inkster@sechelt.ca](mailto:Inkster@sechelt.ca)

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

**AUTHOR:** Tina Perreault, GM Corporate Services/Chief Financial Officer  
David Nelson, Manager, Information Technology and GIS

**SUBJECT:** CORPORATE SOFTWARE PROJECTS UPDATE

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### RECOMMENDATION(S)

**THAT** the report titled **Corporate Software Projects Update** be received;

**AND THAT** the **Consulting Services for the Corporate Software Replacement (Project OO100 SP100364)** be reallocated for Information Technology overtime in the amount of \$13,418.

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### BACKGROUND

The Sunshine Coast Regional District (SCRD) recently replaced its core business systems. At the September 22, 2016 Corporate and Administrative Services Committee staff provided background on the various corporate software replacement projects which is attached as background (Attachment A).

The purpose of this report is to provide a final update on the status of projects and also to seek approval to move funding, originally allocated for implementation consultants, to internal resources through the Information Technology (IT) budget.

### DISCUSSION

Working with internal staff and external system-vendor consultants the implementation projects were completed for the following new business systems:

Business System	Business Functions	Implemented	Budget	Spent	Remaining
Tempest	Utility Billing, Land, Development Permits, Dog Licenses, Bylaw Ticketing, POS	May 2016	\$365,000	\$280,000	\$85,000
Agresso	Financials, AP/AR, Procurement, HR, and Payroll	January 2017	\$997,000	\$846,000	\$151,000
Cityworks	Work Management, Asset Management and Mapping	January 2017	\$412,000	\$215,000	\$198,000

While the three core business systems are now live in production, the implementation projects and sustainment plans were under-staffed. Rather than delaying the Go-Live dates or adding additional resources, the projects de-scoped functionality and took an incremental approach. We opted to defer several deliverables, focusing on essential Go-Live functionality. This incremental approach, while successful in meeting our Go-Live deadlines and contract budgets, left many configuration and process improvement opportunities to be implemented by staff after Go-Live.

### *Organizational Implications*

With the implementation projects complete, the priority has shifted to address the deferred system development. No additional resources were allocated to these projects, therefore, the ongoing system development is being completed within existing resources. These systems also require ongoing maintenance, care and feeding. Continuous Improvement (CI) teams have been formed to prioritize and action the backlog of system development opportunities and business process improvements. There are over 120 items to be addressed through the backlog. These items are prioritized by the CI teams which are collaborations of business process owners, department managers, key-user staff, and IT staff.

It is now known that the IT and Finance responsibilities have expanded considerably with the migration to sophisticated enterprise-level business systems. The previous systems' functionality was set, offering limited configurability and required limited involvement from the IT and Finance departments. The new systems allow for more functionality and customization to improve business processes, however, this also requires a considerable amount of resources to maximize the utilization of the various systems.

### *Financial Implications*

The Tempest and Agresso projects were budgeted by a combination of reserves (\$1,049,426) and debt (\$312,574). To date, only \$76,274 of debt will be required to fund the projects as prior year surpluses for 2015 and 2016 have gone toward funding those functions. The Cityworks project (\$412,000) is entirely funded by the Gas Tax-Strategic Priorities Fund and any unspent funds will be returned to UBCM. Staff are working toward some options to spend the funds to help enhance the system.

In 2015, IT received budget approval of \$13,418 for additional implementation consultants for the projects. To date, this has not been used and staff have determined using internal resources is a better use of the funds. Therefore, it is recommended these funds be transferred as a one-time increase toward IT wages in the form of overtime, since the tasks will be done using existing resources. This additional work is required to support the recent Go-Lives, integration development, business process improvements, as well as meet the backlog of development and sustainment needs.

## **STRATEGIC PLAN AND RELATED POLICIES**

SCRD's mission is to provide leadership and quality services to our community through effective and responsive government. This update report supports our priority to ensure fiscal sustainability, which includes sustainability of our new corporate business systems.

## **CONCLUSION**

Staff have completed the implementation projects for our new corporate software systems but much work remains to develop remaining functionality; as well as, improve and sustain these solutions. Staff recommend a one-time reallocation of funding originally planned for consulting services to the IT Overtime plan for 2017.

Attachment A – September 22, 2016 CAS Staff Report – Corporate Software Projects Update

Reviewed by:			
Manager	X-D. Nelson	Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee- September 22, 2016

**AUTHOR:** Tina Perreault, General Manager, Corporate Services / Chief Financial Officer  
Sharon Heppner, Manager, Information Technology & Geographical Information Systems

**SUBJECT:** CORPORATE SOFTWARE PROJECTS UPDATE

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### RECOMMENDATION(S)

**THAT the report titled Corporate Software Projects Update be received;**

**AND THAT an increase of \$50,000 be added to the Financial Systems-Agresso / Unit 4 Business World Software budget, to be funded from the Financial Services [Function 113] Operating Reserves;**

**AND FURTHER THAT the 2016 Financial Plan be amended accordingly.**

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### BACKGROUND

In 2012 the Sunshine Coast Regional District (SCRD) began the process of conducting a review of the software in use across the organization. An independent contractor was hired to make some broad recommendations to improve our efficiency and ability to provide services that our constituents expect.

On March 28, 2013, the consultant's final report was presented to the Corporate and Administrative Services Committee where the conclusion was that "there is a compelling case for abandoning the entire suite of applications for standardized and more inclusive software" and it was recommended that a "proposal to proceed with replacement of the existing suite of corporate software beginning in 2013, as budget and resources allow, be approved in principle".

The consultant provided a table of estimated (2012) costs for replacement and acquisition of software:

Software	Estimated Cost (2012)
Financial Management & Reporting System	\$550,000
Maintenance/Asset Management System	\$150,000
Property/Land Management System	\$100,000
Electronic Document Management System	\$150,000
Cemetery Management System	\$10,000
Staff Scheduling System	\$15,000
Risk Management Registry	\$10,000
Project Management System	\$15,000
<b>TOTAL</b>	<b>\$1,000,000</b>

Since that time, the following resolutions pertinent to the project have been adopted by the Board, with partial excerpts below:

**Resolution 079/12 - February 23, 2012 Board - Recommendation No. 22**

THAT the Package 1 in the amount of \$25,000, funded from 2011 surplus, for the Consultant's fees to review the corporate software systems be approved and incorporated into the Round 3 budget;

**Resolution 023/13 - January 24, 2013 Board - Recommendation No. 13**

AND THAT the following budget proposals be approved and incorporated into the 2013 Round 2 Budget:

- Budget Proposal 2 – Stone Orchard Software Package, \$8,000 funded from 2012 Surplus;

**Resolution 109/13 - March 14, 2013 Board - Recommendation No. 11**

AND THAT the 2012 Surplus be transferred to Reserves pending the Corporate Software Review;

**Resolution 168/13 - April 25, 2013 Board - Recommendation No. 1 & 2**

THAT the Delegation Presentation "Corporate Computer Software Review for the Sunshine Coast Regional District" be received.

AND THAT the proposal to proceed with replacement of the existing suite of corporate software beginning in 2013, as budget and resources allow, be approved in principle;

AND THAT staff prepare a subsequent proposal with a holistic view of the implementation of the entire project;

AND FURTHER THAT the proposal includes strategies for the roll out of each package detailing such items as costs, resources, potential contractors, risk management, timelines and definitions.

**Resolution 577/13 - December 12, 2013 Board - Recommendation No. 1**

AND THAT staff bring forward budget proposals to address the 2014 components of the plan to Round 1 Budget Meetings.

**Resolution 095/14 - February 13, 2014 Board - Recommendation No. 30**

AND THAT the following budget proposal be approved and incorporated into the 2014 Budget:

- Budget Proposal 1 – Corporate Software System – Financials, \$25,000 funded from 2013 Surplus and the balance from a reduction to 2014 contribution to reserves;

AND THAT staff be authorized to proceed with the Corporate Software System – Financials prior to 2014 Budget adoption;



**Resolution 497/14 - October 2, 2014 Board**

THAT funds in reserve be committed to the Corporate Software project;

AND THAT staff continue with the process of researching vendor solutions with a final recommendation and report to be brought forward later in 2014.

**Resolution 049/15 – January 22, 2015 Board**

THAT staff be authorized to enter into final negotiations with the preferred vendors for Enterprise Resource Planning (ERP) / Financials and Land Management software.

**Resolution 049/15 – January 22, 2015 Board**

THAT the Chair and the Corporate Officer be authorized to sign contracts with Agresso up to the amount of \$892,901 (plus applicable taxes) for Financial Software and Tempest up to the amount of \$341,478 (plus applicable taxes) for the Land Management Software;

AND THAT the 2015-2019 Financial Plan be amended as presented in Table 1 and Appendix A.

The purpose of this report is to provide the Committee with and update on the various projects as requested by the following motion at the September 8, 2016 Regular Board meeting:

**Recommendation No. 5**      *Computer Software Project Update*

The Corporate and Administrative Services Committee recommended that staff report to the September 2016 Corporate and Administrative Services Committee meeting with an update on the various Corporate Software projects, progress to date and next steps.

**DISCUSSION**

To date, the Cemetery System and Electronic Document and Records Management System (EDRMS) projects are complete and Staff continue to improve the functionality and efficiency of the systems as we move ahead with the other projects.

A high level project summary has been attached for reference (Attachment A). The projects that are currently under way are the Land Management System (Tempest), the Financial System (Agresso / Unit 4), and the Enterprise Asset / Maintenance Management System-Cityworks.

Since 2013, all SCRD departments have been documenting their current business processes. This is required for all systems solution design and implementation. The goal is to improve efficiency, reduce redundancies, and increase customer service both externally and internally. This is also a continuous process to add any improvements.

To date, all the projects have been executed using existing resources mostly within the Information Technology (IT) and Finance Departments, which has resulted in other operational impacts such as projects being delayed. When the corporate software project was initially proposed, it was not clearly understood the significant operational impacts it would have to the organization. However, the projects have progressed considerably well based on some of the challenges that have been encountered and the extensive amount of change associated with all the system and business process changes in such a short amount of time.

### Tempest

The Land Management System is operational and services dog licensing, utility billing, building permits, land use management, integration to GIS, civic addressing and development permits (planning), and bylaw ticketing, all with public interfacing on the SCRD website through MySCRD ([www.scrd.ca/myscrd](http://www.scrd.ca/myscrd)). The project is on budget and will be complete before year end. The last item to implement is the calls for service module, which will further improve customer service.

### Agresso / Unit 4 Business World

Agresso / Unit 4 Business World project is the largest for the organization and required a complete overhaul of the general ledger structure, procurement, budgeting, and all other financial processes. It also includes project management, human resource management, contract/risk management, and several other systems that are new for the organization.

The project was initially scheduled to go-live July 1, 2016, however, due to resource constraints and initial project implementation model, this was not possible. The original build was designed where internal resources custom built the system. It was soon realized this was not a realistic option for the SCRD. Staff did not have the time or the technical capacity to accomplish this within a reasonable timeframe. This required a signed change order in early 2016 and could be financially absorbed within the existing budget.

Staff have been working on securing the resource plan for several months, and as a result of the organizational restructure and recruitment, the resources required to complete the project have been obtained. The revised go-live date is now scheduled for January 1, 2017 and Staff are reasonably confident that this is achievable. The project plan details are below:

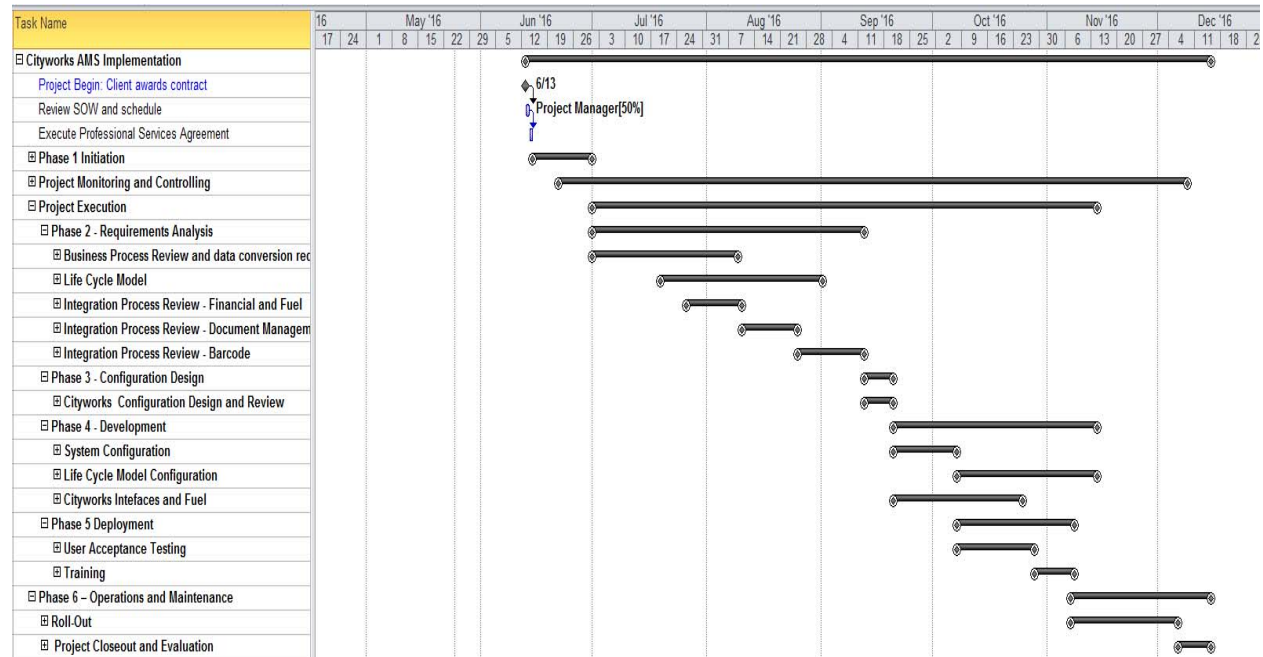
Key Project Milestone	Project Plan End Date	Project Plan Actual/Forecast End Date
<b>Project Planning</b>	June 8, 2015	June 8, 2015
<b>Project Planning Gateway Review</b>	June 19, 2015	June 19, 2015
<b>Stream 1 – Finance &amp; Projects</b>		
<b>Business Requirements Gateway</b>	July 31, 2015	July 31, 2015
<b>Solution Design Gateway</b>	Sept. 30, 2015	Oct. 9, 2015
<b>Build the Solution Gateway</b>	Mar. 15, 2016	Aug. 26, 2016
<b>Integrated System Testing Gateway</b>	May 30, 2016	Oct. 20, 2016
<b>User Acceptance Testing Gateway</b>	June 15, 2016	Dec. 20, 2016
<b>Deploy – Go Live</b>	June 30, 2016	Jan. 3, 2017
<b>Deploy / Close Gateway</b>	June 30, 2016	Feb. 24, 2017
<b>Stream 2 – HR/Payroll</b>		
<b>Business Requirements Gateway</b>	Oct. 30, 2015	Dec. 15, 2015
<b>Solution Design Gateway</b>	Dec. 30, 2015	Jan. 30, 2016
<b>Build the Solution Gateway</b>	Feb. 28, 2016	Sept. 23, 2016
<b>Integrated System Testing Gateway</b>	April 30, 2016	Nov. 14, 2016
<b>User Acceptance Testing Gateway</b>	June 30, 2016	Dec. 20, 2016
<b>Deploy – Go Live</b>	July 2016	Jan. 3, 2017
<b>Deploy / Close Gateway</b>	Sept. 2016	Feb. 24, 2017

### Cityworks

Cityworks will work as the Enterprise Asset / Maintenance Management system. The project kick-off occurred in mid-August and has been re-deployed as a “quick-start” approach to allow for the impending Agresso go-live. Phase 1 has been completed and Phase 2 is well under way. The SCRD’s Asset Management Coordinator is fully dedicated to this project with extensive resource involvement from the IT, Geographical Information Systems (GIS), Water, Fleet, Transit and Building Maintenance departments. The scheduled go-live is February 2017, with continued deployment of some of the more complex functionality over the following few months.

The SCRD was also successful in receiving a Strategic Priorities Gas Tax Grant in the amount of over \$412,000 toward this project, which was not anticipated.

Project Phase	Esri Canada and Sunshine Coast Regional District Project Tasks
<b>Phase 1 – Project Initiation</b>	<ul style="list-style-type: none"> <li>Task 1 - Project planning</li> <li>Task 2 – Project kick-off</li> <li>Task 3 – Software installation</li> <li>Task 4 - Project team software overview training</li> </ul>
<b>Phase 2 – Requirements Analysis</b>	<ul style="list-style-type: none"> <li>Task 5 - Business Process Review and data conversion requirements</li> <li>Task 6 – Asset Life Cycle Workshop and Documentation</li> <li>Task 7 – Interface Process Review to Unit4 Business World and Computrol ProFuel2</li> <li>Task 8 – Integration Requirements for OpenText</li> <li>Task 9 – Integration Requirements for Barcoding</li> </ul>
<b>Phase 3 – Configuration Design</b>	<ul style="list-style-type: none"> <li>Task 10 - Cityworks Configuration Design and Review</li> </ul>
<b>Phase 4 – Development</b>	<ul style="list-style-type: none"> <li>Task 11 - System Configuration</li> <li>Task 12 – Asset Life Cycle Model Configuration</li> <li>Task 13 – Unit4 Business World Interfaces and Computrol interfaces for Cityworks</li> </ul>
<b>Phase 5 - Deployment</b>	<ul style="list-style-type: none"> <li>Task 14 - User Acceptance Testing</li> <li>Task 15 - End-user &amp; Administration training</li> </ul>
<b>Phase 6 – Operations and Maintenance</b>	<ul style="list-style-type: none"> <li>Task 16 - Go-Live Support</li> <li>Task 17 – Project Closure</li> </ul>



### Other Software Projects

In addition to the core system upgrades, the SCRD is upgrading the Landfill scale program- Pacweigh / Weightronics and implementing both the regional water metering and software integration. Pacweigh was approved during the 2016 Budget and is scheduled for September/October, with the metering project scheduled to continue on until the last phase- Sechelt. Both of these systems were not part of the initial corporate software review but are taking considerable time and resources to implement.

### Financial Implications

The projects to date have kept on budget, however, the delay with Agresso / Unit 4 will require additional funding. This project didn't have a "contingency" built into the approved budget. A cost summary has been included below:

Software	Budgeted Cost	Revised Budget	Actual	Total	Variance
Stone Orchard-Cemetery System	\$8,000		\$3,800	\$3,800	(\$4,200)
Electronic Document Records Management System-(EDMS)	\$225,000		\$230,028	\$230,028	\$5,028
Tempest-Land Management	\$341,478		TBD	\$341,478	\$0
Agresso/Unit 4 (Financial System)					
-Project Management, Risk Management Registry, HR, & Payroll	\$892,901	\$942,901	TBD	\$942,901	\$50,000
Cityworks-Enterprise Asset Management	\$285,111		TBD	\$285,111	\$0
<b>Total</b>	<b>\$1,752,490</b>			<b>\$1,803,318</b>	<b>\$50,828</b>

At this time, a 2016 Budget amendment is required for the Agresso / Unit 4 Business World project in the amount of \$50,000 to accommodate the change in project scope, extended timeline and additional resources required to complete the project.

### **STRATEGIC PLAN AND RELATED POLICIES**

The Corporate Software Projects directly align with the Boards Strategic Priority to “Ensure Fiscal Sustainability” where a Success Indicator was “Specific Results are reported using new software and technology.”

### **CONCLUSION**

In 2012 the SCRD embarked on a project to replace all of the software in use across the organization to improve our efficiency, reduce redundancies, and increase customer service both externally and internally. As operational impacts and the extensive amount of change associated with the systems and business processes are realized, timelines and existing resources have be adapted to allow for confidence in the go-live dates. Staff anticipate all the Corporate Software projects will be complete by mid-2017 as resources and budget are secured.

Attachment: Corporate Software Project – High Level Summary.

Reviewed by:			
Manager	X-SH	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 – July 27, 2017

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

**SUBJECT:** **CORPORATE GENERAL LEDGER BUDGET VARIANCE REPORT FOR PERIOD ENDING JUNE 30, 2017**

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### RECOMMENDATION

**THAT the report titled Corporate General Ledger Budget Variance Report For Period Ending June 30, 2017 be received for information.**

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### BACKGROUND

As part of the Sunshine Coast Regional District (SCRD) budget process, quarterly variance reports are provided to the Committee for the second and third quarters, with the fourth quarter provided as part of the year end process. This budget variance report provides a high level overview for the organization, focusing on line items that make up the larger dollar impacts in the Financial Plan.

The Year to Date Variance, by Service report provides the Committee with a Statement of Revenues and Expenses by Service for the period ending June 30, 2017. This report was previously sent to the Committee for reference. Please note the 'Budget YTD (\$)' column represents the budget from January to June 2017. The anticipated percentage for this period is 100%.

With the implementation of our new financial software and as approved part of the 2017 Budget De-Brief, the variance reports now align with the revenue and expense groupings found in the SCRD's Annual Financial Statements. This report includes expenses relating to operations and one-time operating projects but excludes capital projects at this time. Capital project is currently reported as part of the Budget Project Status Report, which is reported on every two months.

Accrual estimates were necessary in some functions as actual information was not available at the time of the report. Actual results could differ from these estimates. Adjustments, if any, will be reflected in the 3<sup>rd</sup> quarter variance report.

### DISCUSSION

#### *Function Review*

Finance and Budget Managers conduct variance analysis monthly in conjunction with a more detailed process quarterly. If there are material variances within a function or the status of a project, as per the Budget Policy, it is the expectation that the Budget Managers will bring this information to the attention of the Chief Financial Officer (CFO) and the Chief Administrative

Officer (CAO). Further action may include a report to the appropriate Committee to request approval of the recommended change/solution.

Per prior Board direction, there are four functions that provide separate quarterly variance reports. These include Building Inspection [520], Transit [310], Regional Solid Waste [350-352] and Community Recreation [615]. The variance reports specific to these functions are included on the agenda.

#### *Timing Differences*

Normal variations to revenues and expenses are affected by timing. These include debt payments, grants to organizations, grants from organizations, contract fees, dues, insurance and project costs that occur during specific times of the year or as contracts are awarded. Debt payments occur at specified dates throughout the year, depending on the terms; as a result, the percentage of debt charges realized varies by function. Investment income is recorded at specified dates throughout the year, depending on the terms; as a result, the percentage of investment income realized varies by function.

#### *Overall Revenue and Expenditure Position*

Revenues for operations in most functions are within the anticipated range for this time period and overall are at 92%. Internal recoveries have been estimated conservatively at this time and are expected to change. Revenue from parcel tax and ad valorem requisitions is recognized equally across the 12 months of the year. This approach is taken when feasible to ensure revenue is matched with applicable expenses.

The overall expenses for operations are less than the anticipated range for this time period and overall are at 91% spent. This is consistent with previous years.

#### *Line Item Review*

The anticipated Administration expenses percentage should be 100% for this period; actual expenses incurred overall total 100%.

The anticipated Wages and Benefits expense percentage should be 91.2% for this period (to June 17); actual expenses incurred overall total 90%.

The anticipated Operating expense percentage should be 100% for this period; actual expenses incurred overall total 80%. This total is impacted by the following:

- Natural gas and hydro costs as invoices received to date may not cover the full six months of costs.
- Natural gas and hydro costs were higher than expected due to an abnormally cold winter resulting in higher usage.
- Bank charges were higher than expected as the fees changed January 1, 2017.
- Grants are recognized when paid to Community Organizations. This causes variances depending on timing of payments.

*Surplus/Deficit Positions*

The majority of functions are in a surplus position. The surplus/deficit position on the variance report is located under the 'Variance (\$)' column. Deficits are indicated in brackets (). Additional information regarding deficit positions is as follows:

- [121] Grants in Aid – Area A deficit of (\$1,659) is due to timing. 60% of the Sechelt Public Library grant was paid in the first two quarters of the year per the MOU; whereas 50% of the budget is shown and 50% of the revenues for the function are recognized.
- [136] Regional Sustainability Services deficit of (\$11,636) is due to wages and benefits. Staff are investigating if it's an issue among coding between functions.
- [204] Halfmoon Bay Smoke Control deficit will be offset once the transfer from Operating Reserve is complete.
- [206] Roberts Creek Smoke Control deficit will be offset once the transfer from Operating Reserve is complete.
- [312] Maintenance Facility deficit of (\$82,228) is due to internal recoveries being based on estimates from the prior year. The actual results may differ from the estimates.
- [313] Building Maintenance Services deficit of (\$17,542) is due to less more being completed than anticipated in the first two quarters of the year.
- [320] Regional Street Lighting deficit will be partially offset once the transfer from Operating Reserve is complete. The remaining deficit of (\$445) is due to the rising costs of electricity.
- [332] Fircrest Street Lighting deficit will be offset once the transfer from Operating Reserve is complete.
- [346] Langdale Dock deficit will be partially offset once the transfer from Operating Reserve is complete. The remaining deficit of (\$15,813) is due to the BC Ferry Annual Dock Lease Agreement fee for the year being recognized in the first two quarters of the year; whereas 50% of the budget is shown and 50% of the revenues for the function are recognized.
- [387] Square Bay Waste Water Plant, [388] Langdale Waste Water Plant, [389] Canoe Rd Waste Water Plant, [391] Curran Rd Waste Water Plant deficits are due to the coding of wages to capital projects as incurred. The time spent on capital projects differs from the budget; however, the expense reflects the actual time spent on the service. This will be taken into consideration for the 2018 budget year.
- [531] Economic Development Area A, [532] Economic Development Area B, [533] Economic Development Area D, [534] Economic Development Area E, [535] Economic Development Area F deficits are due to the full payment of Economic Development funds occurring in the first two quarters of the year; whereas 50% of the budget is shown and 50% of the revenues for the functions are recognized.



- [630] School Facilities – Joint Use deficit of (\$272) is due to a timing difference.
- [645] Halfmoon Bay Library Service deficit of (\$11,443) is due to timing. 60% of the Sechelt Public Library grant was paid in the first two quarters of the year as per the MOU; whereas 50% of the budget is shown and 50% of the revenues for the function are recognized.

## **STRATEGIC PLAN AND RELATED POLICIES**

The variance review process aligns with the Board's Strategic Value of "Transparency".

## **CONCLUSION**

Staff recommend that this report be received for information and approved by the Corporate and Administrative Services Committee.

Reviewed by:			
Manager	X-S. Zacharias	Finance	X.T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

Attachment A - Year to Date Operating Variance (Summary)



From Period: 201700

To Period: 201706

Revenue	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	1,235	30,941	29,706	4%
Tax Requisitions	9,099,721	9,099,720	(1)	100%
Frontage & Parcel Taxes	2,626,608	2,618,726	(7,882)	100%
Government Transfers	1,165,910	3,206,402	2,040,492	36%
User Fees & Service Charges	5,462,218	5,423,774	(38,444)	101%
Member Municipality Debt	961,151	926,738	(34,413)	104%
Investment Income	11,447	29,000	17,553	39%
Internal Recoveries	2,771,073	3,043,512	272,439	91%
Other Revenue	500,612	204,179	(296,433)	245%
<b>Total Revenue</b>	<b>22,599,980</b>	<b>24,583,002</b>	<b>(1,983,022)</b>	<b>92%</b>
Expenses	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Administration	2,107,313	2,107,313	0	100%
Wages and Benefits	7,623,738	8,447,007	823,269	90%
Operating	6,108,913	7,594,278	1,485,365	80%
Debt Charges Member Municipalities	663,970	0	(663,970)	
Debt Charges - Interest	977,072	973,466	(3,606)	100%
<b>Total Expenses</b>	<b>17,481,014</b>	<b>19,122,096</b>	<b>(1,641,082)</b>	<b>91%</b>
<b>Operating Suplus/(Deficit)</b>	<b>5,118,966</b>	<b>5,460,906</b>	<b>(341,940)</b>	<b>94%</b>

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

**AUTHOR:** Robyn Cooper, Manager, Solid Waste Services

**SUBJECT:** REGIONAL SOLID WASTE [350-352] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2017

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### RECOMMENDATION

**THAT** the report titled Regional Solid Waste [350-352] Variance Reporting for Period Ending June 30, 2017 be received for information.

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### BACKGROUND

The Board requested that the Solid Waste Division provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 350-352 - Regional Solid Waste. The following information is for the six month period ending June 30, 2017.

### DISCUSSION

*Year to Date Operating Budget vs Actual*

#### Service 350 - Regional Solid Waste/Recycling

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	491,136	486,411	(4,725)	(1.0%)
Expenditures	530,812	477,116	(53,696)	(10.1%)
<b>YTD Operating Surplus/(Deficit)</b>	<b>(39,676)</b>	<b>9,295</b>		

#### Service 351/352 - Landfills

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	1,516,104	1,552,419	36,315	2.4%
Expenditures	1,377,106	1,223,756	(153,350)	(11.1%)
<b>YTD Operating Surplus/(Deficit)</b>	<b>138,998</b>	<b>328,663</b>		

**Staff Report to Corporate and Administrative Services Committee – July 27, 2017**  
**Regional Solid Waste [350-352] Variance Reporting**  
**For Period Ending June 30, 2017**

**Page 2 of 2**

*Line Item Variance*

- 350 Regional Solid Waste Expenditures: some budgeted expenditures will occur during Q3
- 351/352 Landfill and Transfer Station: tipping fee revenue higher than budget based on annual revenue patterns

*Projected Year End Surplus/(Deficit)*

<b>Service Name and Number</b>	Regional Solid Waste [350]
<b>Projected Year End Surplus/(Deficit)</b>	Balanced Budget
<b>Explanation</b>	Revenues and expenditures are projected to be balanced.

<b>Service Name and Number</b>	Landfill & Transfer Station [351/352]
<b>Projected Year End Surplus/(Deficit)</b>	\$50,000 surplus
<b>Explanation</b>	Higher than budgeted tipping fee revenue mitigate higher contracted services expenditures.  Note: There is a projected \$65,000 Green Waste deficit.

*Mitigation/Options (if deficit projected)*

Report to be brought forward to a future Infrastructure Services Committee regarding projected year end Green Waste deficit with options to mitigate.

**STRATEGIC PLAN AND RELATED POLICIES**

Managing Solid Waste and Regional Recycling Facilities contributes to the strategic priority of Ensuring Fiscal Sustainability and Embed Environmental Leadership.

The variance review process aligns with the Board's Strategic Value of "Transparency".

**CONCLUSION**

The report is to provide a second quarter update to the Board as to the current and projected financial position of the Solid Waste service. While Regional Solid Waste is showing a balanced budget and landfill and transfer station a surplus, green waste is trending for a deficit. The next scheduled variance up to the 3<sup>rd</sup> quarter is scheduled for October.

Reviewed by:			
Manager	X-R. Cooper	Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

**AUTHOR:** Karen Preston, Manager, Recreation and Community Partnerships  
Ian Hall, General Manager, Planning and Community Development

**SUBJECT:** RECREATION FACILITIES [615] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2017

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### RECOMMENDATION

**THAT the report titled Recreation Facilities [615] Variance Reporting for Period Ending June 30, 2017 be received for information.**

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### BACKGROUND

The Board requested that the Recreation Services Division provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 615 – Community Recreation Facilities. The following information is for the six month period ending June 30, 2017.

### DISCUSSION

*Year to Date Operating Budget vs Actual*

#### **Service 615 - Community Recreation Facilities**

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	4,003,014	3,999,942	(3,072)	(0.1%)
Expenditures	3,261,804	3,065,252	(196,552)	(6.0%)
<b>YTD Operating Surplus/(Deficit)</b>	<b>741,210</b>	<b>934,690</b>		

**Staff Report to Corporate and Administrative Services Committee – July 27, 2017**  
**Community Recreation Facilities [615] Variance Reporting**  
**For Period Ending June 30, 2017**

**Page 2 of 2**

*Projected Year End Surplus/(Deficit)*

<b>Service Name &amp; Number</b>	Community Recreation Facilities [615]
<b>Projected Year End Surplus/(Deficit)</b>	Balanced Budget
<b>Explanation</b>	<p>For the period ending June 30, 2017, Recreation has a current overall surplus in all facilities.</p> <p>Staff are continuing to work diligently to maximize revenues with careful expenditures for the remainder of 2017 to achieve a balanced budget.</p> <p>The Recreation Facilities budget is seasonal, with a high expenditure period in Q3/early Q4 when major maintenance activities are completed.</p>

*Mitigation/Options (if deficit projected)*

**STRATEGIC PLAN AND RELATED POLICIES**

Managing Recreation Facilities contributes to the strategic priority of Ensuring Fiscal Sustainability.

The variance review process aligns with the Board's Strategic Value of "Transparency".

**CONCLUSION**

Staff recommend that this report be received for information and approved by the Corporate and Administrative Services Committee.

Reviewed by:			
Manager	X–K. Preston	Finance	X.T-Perreault
GM	X–I. Hall	Legislative	
CAO	X-J. Loveys	Other	X–K. Robinson

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Corporate and Administrative Services Committee – July 27, 2017

**AUTHOR:** Ian Hall, General Manager, Planning and Community Development

**SUBJECT:** **BUILDING INSPECTION [520] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2017**

### RECOMMENDATION

**THAT the report titled Building Inspection [520] Variance Reporting For Period Ending June 30, 2017 be received for information.**

### BACKGROUND

The Board requested that the Building Division provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 520 - Building Inspection. The following information is for the six month period ending June 30, 2017.

### DISCUSSION

*Year to Date Operating Budget vs Actual*

#### Service 520 - Building Inspection

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	376,182	463,577	87,395	23.2%
Expenditures	385,686	313,075	(72,611)	(18.8%)
<b>YTD Operating Surplus/(Deficit)</b>	<b>(9,504)</b>	<b>150,502</b>		

*Line Item Variance*

N/A

*Projected Year End Surplus/(Deficit)*

<b>Service Name and Number</b>	Building Inspection [520]
<b>Projected Year End Surplus/(Deficit)</b>	At this time we are expecting to meet or exceed our projected budget for the year.
<b>Explanation</b>	Permit numbers and revenue are consistent and strong. It is anticipated that construction in the Regional District will continue to grow throughout the remainder of the year. As well, salary expenses are lagging due to Building Division vacancies. Recruitment is actively underway.

*Mitigation/Options (if deficit projected)*

N/A

### **STRATEGIC PLAN AND RELATED POLICIES**

Managing Building Inspection contributes to the strategic priority of Ensuring Fiscal Sustainability.

The variance review process aligns with the Board's Strategic Value of "Transparency".

### **CONCLUSION**

Staff recommend that this report be received for information and approved by the Corporate and Administrative Services Committee.

Reviewed by:			
Manager	X-A. Whittleton	Finance	X-T. Perreault
GM	X-I. Hall	Legislative	
CAO	X-J. Loveys	Other	



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate Administrative Services Committee – July 27, 2017

**AUTHOR:** Gordon Dykstra, Manager, Transit and Fleet

**SUBJECT:** PUBLIC TRANSIT [310] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2017

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### RECOMMENDATION

**THAT** the report titled Public Transit [310] Variance Reporting For Period Ending June 30, 2017 be received for information.

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### BACKGROUND

The Board has requested that the Transportation and Fleet Department provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 310 – Public Transit. The following information is for the six month period ending June 30, 2017.

### DISCUSSION

*Year to Date Operating Budget vs Actual*

#### Service 310 - Public Transit

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	2,198,190	1,906,753	(291,437)	(13.3%)
Expenditures	2,162,412	1,737,144	(425,268)	(19.7%)
<b>YTD Operating Surplus/(Deficit)</b>	<b>35,778</b>	<b>169,609</b>		

#### *Line Item Variances*

Transit fare revenue is approximating 2016 values at this point in the year, with a slight increase in cash fare sales alongside a similar decrease in monthly pass sales.

#### *Expenditures*

Operational costs are slightly behind schedule with increases anticipated over the summer due to additional service as well as some overtime due to a driver shortage. Expenses are also under budget for a number of areas, but this is expected to correct as the year progresses.

*Projected Year End Surplus / (Deficit)*

<b>Service Name and Number</b>	Public Transit [310]
<b>Projected Year End Surplus/(Deficit)</b>	
<b>Explanation</b>	Given the upcoming expansion changes and some reporting delays, it is somewhat early to draw firm conclusions.

*Mitigation Options (if deficit projected)*

**STRATEGIC PLAN AND RELATED POLICIES**

Managing transit fare revenue and preventive fleet maintenance contribute to the strategic priority of Ensuring Fiscal Sustainability. Reasonable transit fares support transit use, and as a consequence support “Sustainable Economic Development”, “Embed Environmental Leadership” and “Facilitate Community Development.”

The variance review process aligns with the Board’s Strategic Value of “Transparency”.

**CONCLUSION**

The report is to provide a second quarter update to the Board as to the current and projected financial position of the Public Transit service. The next scheduled variance up to the 3<sup>rd</sup> quarter is scheduled for October.

Reviewed by:			
Manager	X-G. Dykstra	Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

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

**SUBJECT:** 2018-2022 FINANCIAL PLAN TIMETABLE AND PROCESS

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### RECOMMENDATION(S)

**THAT the report titled 2018-2022 Financial Plan Timetable and Process be received;**

**AND THAT the proposed 2018 Financial Plan process and timetable be approved as presented.**

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### BACKGROUND

Section 374(1) of the Local Government Act stipulates that a Regional District must adopt a Financial Plan Bylaw, annually, by March 31.

The purpose of this report is to establish the process and timetable for development and adoption of the 2018-2022 Financial Plan Bylaw.

### DISCUSSION

#### 1. Pre-Budget

Staff review and refine existing base budgets and resource allocations, identify projects to be carried forward, and identify and prioritize new proposed initiatives for inclusion in the 2018 budget. The information is presented at a Special Corporate and Administrative Services Committee meeting in late November / December along with any projected impacts to taxation and service levels. The intent of the pre-budget meeting is to inform the Committee and public of the key items that will be coming forward for consideration during budget deliberations.

The proposed date for this year's pre-budget meeting is November 30 and December 1, 2017.

#### 2. Budget Stakeholders

Budget stakeholders are community organizations that receive funding from the Sunshine Coast Regional District (SCRD) in support of libraries, museums, youth programs / community schools, and economic development entities. These groups will follow the SCRD related functions as part of pre-budget deliberations agenda to allow Stakeholders to present their requests for funding to the Board for consideration. New

for 2018, the SCRD will provide Stakeholders a standard template which to submit their proposals.

The proposed date for this year's pre-budget Stakeholder meeting is December 1, 2017.

3. Public Consultation

The timing and format of this year's public consultation process is currently under review. Section 375 of the Local Government Act specifies that a Board must undertake a process of public consultation regarding the proposed financial plan before it is adopted. Historically, the SCRD's public consultation process takes place between Rounds 1 and 2, when the budget has "matured", to provide a realistic representation of taxation and service impacts.

Part of the plan will include Community Dialogues and presentations to member municipalities. In addition and as part of the Boards Strategic Goal of facilitating "*Community Development*", it has been identified that capacity building with community groups is also very important. This will be incorporated as part of the pre-budget meetings with Stakeholders and other community groups.

4. Round One Deliberations

Budget proposals for proposed initiatives are presented for consideration at a Special Corporate and Administrative Services Committee meeting over two to three days in late January. The Committee has the opportunity to consider each proposal for inclusion in the financial plan. At this stage, proposals can be approved and included in the financial plan, referred to round two, deferred or abandoned.

Prior year surpluses will automatically be transferred to reserves per the Financial Sustainability Policy.

The proposed dates for round one public meetings are January 22 and 23, 2018.

5. Round Two Deliberations

Any budget proposals referred from round one as well as any new items that have arisen through the financial plan process are presented for final consideration at a Special Corporate and Administrative Services Committee meeting over two days in early March. At this stage, all remaining budget proposals can be approved and included in the financial plan, deferred or abandoned.

In addition, reports will be presented that detail final project carryforwards included in the 2018 budget as well as a summary of prior year surpluses.

The proposed dates for round two public meetings are March 5 and 6, 2017.

6. Adoption

At the conclusion of round two, staff prepare the annual financial plan Bylaw which must be adopted no later than March 31.

It is proposed that the 2018-2021 Financial Plan Bylaw be brought forward for three readings and adoption at the regular Board meeting on March 22, 2018.

*Financial Implications*

There are no additional financial implications anticipated over and above the allocation of existing resources within the base budget.

The Financial Services base budget includes \$5,000 annually for 'budget communications and engagement' which is sufficient to cover any planned communication or events.

*Timeline for next steps or estimated completion date*

The proposed date for adopting the 2018-2022 Financial Plan Bylaw is March 22, 2018.

*Communications Strategy*

Once the Board has approved the Financial Plan Timetable, it will be distributed to member municipalities and community stakeholders for information. Information will also be distributed through the various internal and external media channels.

**STRATEGIC PLAN AND RELATED POLICIES**

Establishing a clear process and timeline for development and adoption of the 2018-2022 Financial Plan Bylaw meets the strategic plan objective of enhancing Board structure and processes.

**CONCLUSION**

The Board must adopt a financial plan Bylaw annually by March 31 and undertake a process of public consultation prior to adoption. The proposed process for development of the 2018-2022 Financial Plan consists of six distinct segments which are: pre-budget, budget stakeholders, public consultation, round one deliberations, round two deliberations and adoption. The process will take place between December 2017 and March 2018.

Reviewed by:			
Manager		Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

## 2018-2022 FINANCIAL PLAN TIMETABLE

Activity	Responsible Party / Assigned	2017		2018		
		November	December	January	February	March
<b>PRE-BUDGET</b>						
SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE MEETING (2017 Carry-Forwards, 2018 Proposed Initiatives, Categorized Mandatory Projects)	SCRD Board / SCRD Staff	30	1			
<b>BUDGET STAKEHOLDERS</b>						
SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE MEETING (Libraries, Museums, PHHC, Community Group Grants and Economic Development)	Library Staff / Museum Staff / Community Groups / SCRD Board / SCRD Staff		1			
<b>COMMUNICATION AND ENGAGEMENT</b>						
Community Dialogues / Public Engagement/ Capacity Building	SCRD Board / SCRD Staff / Community Stakeholders		TBD	TBD	TBD	
<b>ROUND ONE</b>						
R1 Agenda Packages Distributed	Administrative Assistant			15		
SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE MEETING (Libraries / Museums / PHHC / Community Groups / Economic Development Presentations and R1 Budget)	Library Staff / Museum Staff / Community Groups / SCRD Board / SCRD Staff			22		
SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE MEETING (R1 Budget)	SCRD Board / SCRD Staff			23		
<b>ROUND TWO</b>						
PUBLIC AND MUNICIPAL PRESENTATIONS (ToG Council Meeting)	SCRD Board / Senior Leadership Team					6
PUBLIC AND MUNICIPAL PRESENTATIONS (SIGD)	SCRD Board / Senior Leadership Team					TBD
PUBLIC AND MUNICIPAL PRESENTATIONS (DoS Council Meeting)	SCRD Board / Senior Leadership Team					7
PUBLIC AND MUNICIPAL PRESENTATIONS (SCRD Filmed)	SCRD Board / Senior Leadership Team					1
Local Government Show (Coast Cable)	SCRD Board / CAO					8
R2 Agenda Packages Distributed	Administrative Assistant				26	
SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE MEETING (Final Carry-Forward List and Surplus / Deficit Position and R2 Budget)	SCRD Board / SCRD Staff					5
SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE MEETING (R2 Budget)	SCRD Board / SCRD Staff					6
<b>ADOPTION</b>						
Financial Plan Bylaw Produced	SCRD Staff					15
Adoption of Financial Plan at REGULAR BOARD	SCRD Board / SCRD Staff					22

## **SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT**

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**TO:** Corporate and Administrative Services Committee – July 27, 2017  
**AUTHOR:** Brad Wing, Financial Analyst  
**SUBJECT:** LONG TERM DEBT AS AT JUNE 30, 2017

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### **RECOMMENDATION(S)**

**THAT the report titled Long Term Debt as at June 30, 2017 be received for information.**

---

### **BACKGROUND**

The purpose of this semi-annual report is to provide the Committee with current information regarding the Sunshine Coast Regional District's (SCRD) long term debt obligations.

### **DISCUSSION**

A summary of the SCRD's long term debt obligations as at June 30, 2017 is provided in Attachment A.

Specifics of new debt issues, budgeted unissued debt and expiring debt affecting the 2017 Financial Plan are detailed below along with information on member municipality debt and historical debt levels.

#### *New Debt Issued*

No new SCRD debt has been issued during the first six months of 2017.

#### *Budgeted Unissued Debt*

The 2017-2021 Financial Plan includes funding from borrowing proceeds for five capital projects and three equipment purchases totaling \$5,994,793 as detailed in the table on the following page.

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

Summary of Budgeted Unissued Debt				
Project	Budgeted Proceeds	Proposed Term	Estimated Issuance	Authorization
Gibsons Library Capital Repairs	\$ 110,837	5 years	End of 2017	154/16 No. 3 & 350/16
Gibsons Library HVAC Replacement	\$ 75,000	5 years	End of 2017	Resolution required
Corporate ERP Software	65,956	5 years	End of 2017	Resolution required
Chapman Lake Supply Expansion	5,000,000	30 years	Fall 2018	Loan Authorization Bylaw No. 704
Gibsons Fire Ladder Truck	340,000	5 years	End of 2017	075/17
Square Bay Waste Water Plant	280,000	20 years	Spring 2018	Loan Authorization Bylaw No. 707
Information Technology Hardware	70,000	3 years	End of 2017	Resolution required
Vehicle Replacement	53,000	5 years	End of 2017	110/17 No. 14

### *Expiring Debt*

An equipment financing loan for [117] Information Technology was fully repaid in April 2017. The annual debt servicing cost for this loan of \$18,560 was reduced to \$6,187 in the 2017 Financial Plan based on timing of the final payout.

An equipment financing loan for [650] Community Parks expires in November 2017. The annual debt servicing cost for this loan of \$11,060 has been reduced to \$10,138 in the 2017 Financial Plan based on timing of the final payout.

Long term borrowing through Municipal Finance Authority (MFA) Issue 102 for 911 Emergency Telephone Upgrades will be fully repaid in December 2017. Annual debt servicing costs for this loan of \$87,441 are reduced to \$84,807 in the 2017 Financial Plan to reflect interest expenses to the date of maturity.

The Liability Under Agreement (LUA) for Community Recreation Facility (CRF) Capital Projects is scheduled to be fully repaid in August 2017. The current funding for debt servicing of this loan is being transferred to increase the annual funding contribution to CRF capital maintenance for critical asset renewal by \$48,856 in 2017 and \$225,000 in 2018, per Board resolution 452/16 No. 6.

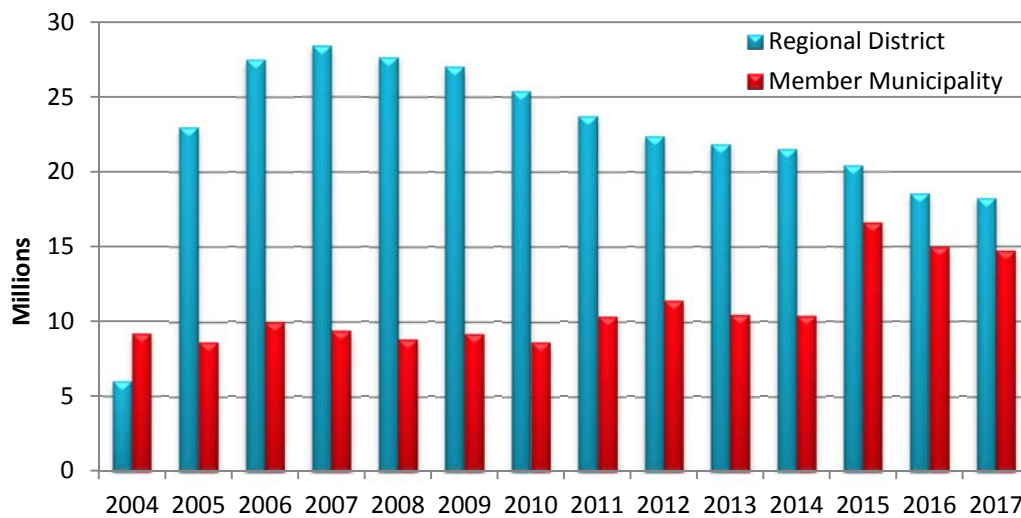
### *Member Municipality Debt*

Municipal financing under loan authorization bylaws (other than temporary borrowing) must be undertaken by the applicable Regional District. As at June 30, 2017, the outstanding principal balance of debt recoverable from Member Municipalities by the SCRD was as follows:

Sechelt	\$ 8,161,504
Gibsons	6,549,745
<b>Total</b>	<b>\$ 14,711,249</b>

Security Issuing Bylaw No. 706 was adopted by the SCRD Board on November 24, 2016. The Bylaw authorized the SCRD to undertake borrowing of \$392,000 on behalf of the Town of Gibsons for a term of 10 years. This borrowing was issued on April 7, 2017 and is included in the figures presented in this report.



*Historical Debt Balances**Financial Implications*

All debt servicing costs are included in the Financial Plan and are updated annually to reflect actual repayment schedules and interest rates. Funding for expiring debt is automatically removed from the Financial Plan as a loan expires. Debt servicing costs for budgeted unissued borrowings are estimated based on current interest rates and are included in the Financial Plan no sooner than when the borrowing is expected to occur.

**STRATEGIC PLAN AND RELATED POLICIES**

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

**CONCLUSION**

There was no new SCRD debt issued during the first six months of 2017.

Budgeted unissued debt funding for capital projects and equipment purchases totals \$5,994,793. This debt will be issued in accordance with project timelines and funding requirements, subject to any required authorizations.

An equipment financing loan for [117] Information Technology was fully repaid in April. Other debt scheduled to expire in 2017 includes an equipment financing loan for [650] Community Parks, long term borrowing for 911 Emergency Telephone Upgrades and the LUA for CRF Capital Projects.

Member municipality debt totaled \$14,711,749 as at June 30, inclusive of \$392,000 issued to the Town of Gibsons on April 7 under Security Issuing Bylaw No. 706.

Reviewed by:			
Manager		Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

# Sunshine Coast Regional District

Attachment A

## Schedule of Long Term Debt

As at June 30, 2017

Purpose	Interest Rate	Annual Servicing Costs	Principal Balance Remaining	Maturity	Rate Reset / Early Payout
Borrowing Under Loan Authorization Bylaw					
911 Emergency Communications Upgrades	4.82%	87,441	78,835	2017	N/A
Parks Master Plan	4.82%	119,869	575,870	2022	2017
Community Recreation Facilities Construction	4.77%	1,461,424	9,446,302	2025	N/A
Chapman Water Treatment Plant	1.80%	175,018	1,744,826	2025	2020
Field Road Administration Building	4.88%	243,191	1,662,661	2026	N/A
Community Recreation Facilities	4.88%	167,664	1,146,290	2026	N/A
Fleet Maintenance Building Expansion	4.88%	33,530	229,236	2026	N/A
Egmont & District Fire Department Equipment	4.88%	8,238	56,323	2026	N/A
Pender Harbour Pool	4.90%	71,445	606,619	2029	2019
South Pender Water Treatment Plant	3.00%	82,479	1,208,340	2034	2024
North Pender Harbour Water UV & Metering	3.00%	31,100	370,000	2035	N/A
South Pender Harbour Water Metering	3.00%	46,650	555,000	2035	N/A
		\$ 2,528,049	\$ 17,680,302		
Liabilities Under Agreement					
Community Recreation Facilities Capital Projects	1.40%	\$ 225,000	\$ 176,777	2017	Open
Equipment Financing					
Community Parks - Vehicle	1.40%	11,060	4,593	2017	Open
Information Technology Hardware (2013)	1.40%	-	-	2017	Open
Information Technology Hardware (2015)	1.40%	31,176	46,307	2018	Open
Gibsons & District Fire - Pumper Truck	1.40%	26,243	21,734	2018	Open
Community Parks - Equipment (Mower)	1.40%	4,587	4,930	2018	Open
Pender Harbour Aquatic - Fitness Equipment	1.40%	3,786	5,000	2018	Open
Community Parks - Equipment (Tractor)	1.40%	2,588	3,206	2018	Open
Dakota Ridge - Ski-Doo	1.40%	2,395	3,750	2019	Open
Communiuty Parks - Vehicle (2014)	1.40%	6,592	15,661	2019	Open
Information Technology Hardware (2016)	1.40%	23,837	58,535	2019	Open
Information Technology - Storage Area Network	1.40%	26,707	75,923	2020	Open
Community Parks - Vehicle (2015)	1.40%	8,921	28,481	2020	Open
Community Parks - Equipment (Tractor)	1.40%	10,657	21,749	2020	Open
Regional Water - Vehicle (2016)	1.40%	14,341	62,521	2021	Open
		\$ 172,890	\$ 352,389		
Budgeted Unissued Borrowing					
Gibsons Library Capital Repairs (Carry Forward)	TBD	23,107	110,837		
Gibsons Library HVAC Replacement	TBD	15,540	75,000		
Corporate ERP Software (Carry Forward)	TBD	13,666	65,956		
Chapman Lake Supply Expansion	TBD	246,857	5,000,000		
Gibsons Fire Ladder Truck	TBD	70,882	340,000		
Square Bay Waste Water Plant	TBD	58,340	280,000		
Information Technology Hardware	TBD	23,990	70,000		
Vehicle Replacement	TBD	18,164	53,000		
		\$ 470,546	\$ 5,994,793		
SCRD Long Term Debt Totals		\$ 3,396,485	\$ 24,204,261		

\*annual debt servicing cost/recurring revenue

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

**AUTHOR:** Angie Legault, Senior Manager, Administration and Legislative Services  
Tina Perreault, General Manager, Corporate Services and Chief Financial Officer  
Gerry Parker, Senior Manager, Human Resources

**SUBJECT:** **CORPORATE AND ADMINISTRATIVE SERVICES – SEMI ANNUAL REPORT FOR 2017**

---

### RECOMMENDATION(S)

**THAT the report titled Corporate and Administrative Services – Semi Annual Report for 2017 be received for information.**

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### BACKGROUND

The purpose of this report is to provide an update on activity in the Corporate Services and Administration Departments for the first half of 2017.

***Administration [110], Bylaw Compliance [200], Dog Control [290]***

### PROJECTS

- a. EDRMS software – work related to training new staff, advanced training for existing staff, refinement of the folder structure, staff support on creation of folders and location for filing documents, and setting permissions in Dr. Know is ongoing. Staff will be investigating the implications of a major software version release.
- b. Microfiche scanning project – scope of work researched and prepared.
- c. Communications Projects – updated Emergency Information Response Plan, 2016 Annual Report production, insert for Property Tax mail-out, 50th Anniversary projects, Community Dialogues communications materials, Short-Term Rentals communications plan, Well Protection Plan Open House communications plan, corporate newsletter, employee newsletter.
- d. Bylaw Compliance and Dog Control – development of operational procedures is underway.
- e. Square Bay and Pender Harbour Library Alternative Approval Processes completed.
- f. Board Procedures Bylaw – a proposed outline has been prepared and content is being developed to update procedures, and ensure alignment with current legislation, policies and practices within the organization.
- g. Delegation Bylaw and Signing Authority – a review of the Delegation Bylaw and signing authority has been completed.

## OPERATIONS

### Statistics

#### Inactive Record Centre Retrievals

	Q1	Q2	Q3	Q4	Total
2017	146	84			230
2016	133	159	110	237	639
2015	142	75	94	69	380
2014	99	99	114	164	476
2013	138	122	142	213	615
2012	132	136	104	119	491

#### Records Management Help Desk requests

	Q1	Q2	Q3	Q4	Total
2017	260	255			515
2016	398	337	227	296	1258
2015	226	763	419	352	1760
2014	180	170	167	175	692

*2015 Q2 = EDRMS Go Live*

#### Twitter account maintenance

"Followers"	Q1	Q2	Q3	Q4
2017	1245	1293		
2016	1051	1108	1169	1204
2015	752	est. 811	972	1003
2014	510	573	637	685
2013	349	395	432	475
2012	168	204	254	304

#### Facebook account maintenance

"Likes"	Q1	Q2	Q3	Q4
2017	1142	1235		
2016	737	875	949	1038
2015	180	227	650*	695
2014	-	-	-	103

*\*Old Sechelt Mine Fire and Stage 4 Water Restrictions contributed to unusual increase in social media followers in 2015 Q3.*

#### Coast Currents e-newsletter.

"Subscribers"	Q1	Q2	Q3	Q4
2017	260	281		
2016	227	246	263	270
2015	163	180	191	207

News Releases

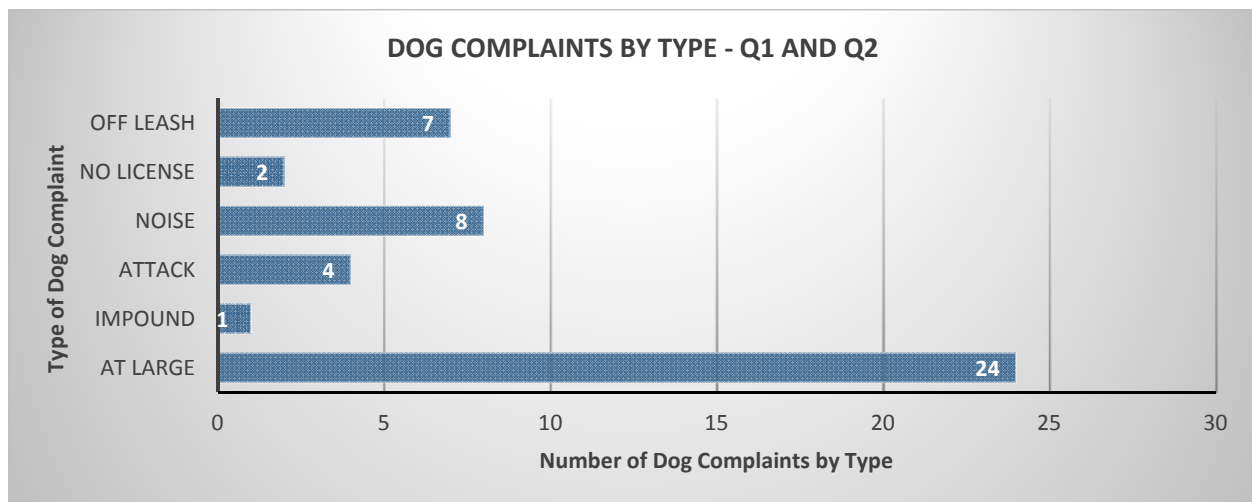
	Q1	Q2	Q3	Q4	Total
2017	8	4			
2016	8	11	8	2	29
2015	6	3	10	10	29

FOI Requests

	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Total Rec'd
	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	
2017	9	6	10	8					
2016	11	9	7	7	6	6	5	5	29
2015	7	6	4	3	7	6	7	8	25
2014	4	3	8	9	8	6	4	6	24
2013	0	1	6	5	7	7	7	7	20
2012	9	9	5	4	6	5	7	8	27

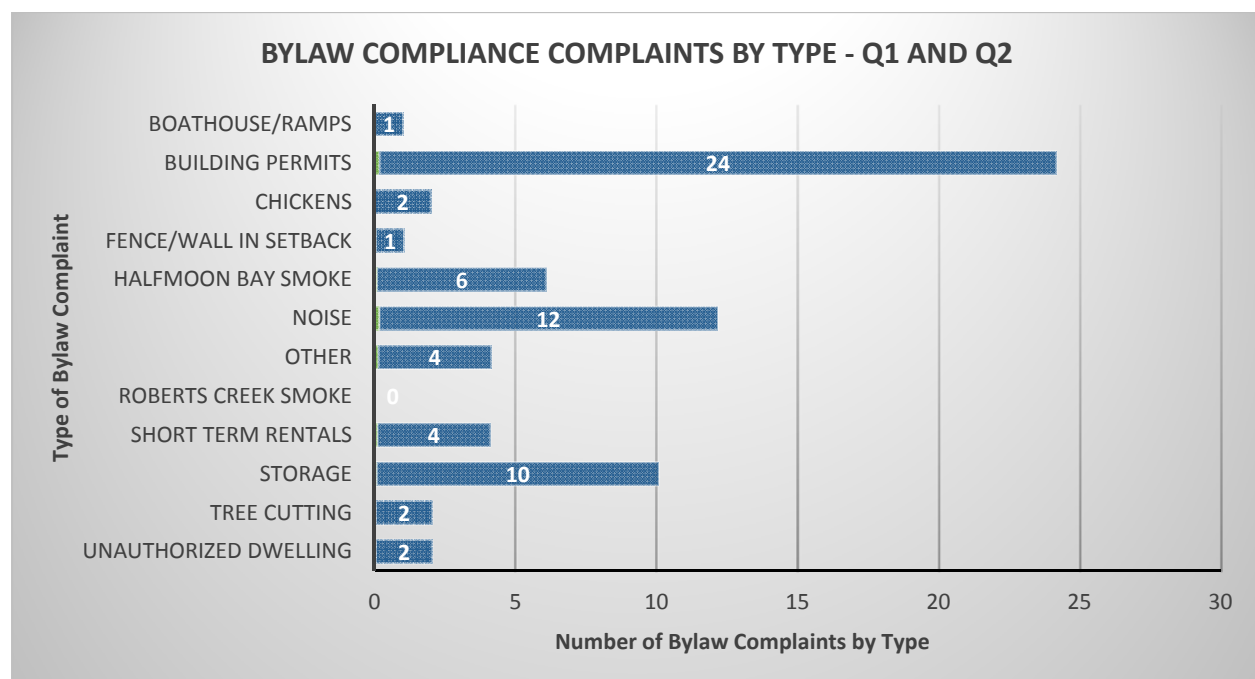
Dog Control

New Dog Control Complaints by Area					
Area	Q1	Q2	Q3	Q4	Total
B	4	4			8
D	10	3			13
E	8	6			14
F	3	1			4
SIGD	3	0			3
Total	28	14			42



## Bylaw Compliance

New Bylaw Compliance Files by Area			
Area	Q1	Q2	Total
A	9	3	12
B	7	10	17
D	7	4	11
E	9	4	13
F	4	5	9
SIGD	0	0	0
Total	36	26	62



## Other (Education and Training)

- a. The Records Management Technician attended the ARMA Canada Conference and co-presented a session on change management when implementing new software. The main themes at the conference were improving RIM programs, impact of technologies such as 'wearables', and the duty to document.
- b. The Communications Officer participated in media training at the SCRD.
- c. The Corporate Officer attended a workshop on prosecuting tickets in court.
- d. The Corporate Officer attended the annual Local Government Management Association conference in Penticton. Sessions included Legal Updates, Public Disclosure and Social Media, Uncivil Civic Engagement, Negotiation Skills, Transgender Inclusion, Managing Public Expectations in the Event of a Claim, and Performance Audits.

**Corporate Services - Human Resources [115]**

**PROJECTS**

- a. Joint Health and Safety Committee (JHS) – Former structure of one (1) Committee now redefined as eight (8) Committees. One Committee each for Field Road, Mason Road (including Landfills), Aquatics, Arenas/Facilities, and our 4 Fire Departments (GDVFD, RCVFD, HMBVFD, and EDVFD). Terms of Reference updated and structure proposal finalized with WorkSafeBC awaiting further review with Unifor Local 466.
- b. Job Evaluation Committee – The JEC process redesign project has just been completed with revised criteria and evaluation material and is now slated for review by Unifor Local 466 with its members for ratification as per the Collective Agreement.
- c. BEST Training – Building Essential Skills for Tomorrow – A new online learning platform has been launched enabling greater access for all staff to a wide variety of training programs. Content is Canadian-based and also offers a variety of templates, access to live and taped webinars, articles, and a Canadian-hosted survey tool.
- d. NAOSH Week – The Committee was led by Lindsay Stoker, HR Advisor, and chaired by George Williams, Training Officer, GDVFD. Various activities were presented throughout the week and were well attended and captured on film and produced in video format by Reagan Lovig, Recreation Program Coordinator and submitted to CSSE.

**OPERATIONS**

*Statistics*

**First Aid and WorkSafeBC Reports.** HR receives and investigates all reports of injury for review by the Joint Health and Safety Committee. Time loss and/or medical attention result in creation of WSBC documentation.

	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Total Rec'd
	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	
2017	8	8	3	8					
2016	8	1	11	4	6	4	14	6	54

**Job Postings and Applications** – HR posts jobs, receives applications, reviews, shortlists, and liaises with managers to conduct interviews, make selection decisions, check references, and process job offers.

	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Total Posts	Total Appl
	Posts	Applicants.	Posts	Appl	Posts	Appl	Posts	Appl		
2017	16	105	15	81						
2016	10	96	14	271	27	226	14	235	65	828

**Training and Development** (BEST - Building Essential Skills for Tomorrow). Numerous sessions held throughout the year that include skill development and safety training.

	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		3 <sup>rd</sup> Quarter		4 <sup>th</sup> Quarter		Total Sess.	Total Att.
	Sessions	Attendees	Sess.	Att.	Sess.	Att.	Sess.	Att.		
2017	0	0	8	108						
2016	4	55	5	79	3	49	5	59	17	242

**Corporate Services [113, 114, 117, 118, 121-129, 410, 506, 510, 640]**

## **PROJECTS**

- a. Financial Planning Process- 2017 Budget Process concluded in Q1-March 2017. Budget de-brief was provided to Staff and the Board in Q2 (April). Staff are currently working on developing the 2018-2022 Financial Planning process and changes as approved. Report to come on July CAS on process & timeline.
- b. 2017 Annual Requisition – Funds were requisitioned April 2017 for Ad Valorem and February 2017 for Parcel Tax. Funds will be received from the Town of Gibsons, District of Sechelt, Sechelt Indian Government District and Province of BC on August 1, 2017.
- c. 2016 Audit – BDO LLP- In April 2017 completed the year-end audit.
- d. Canadian Award for Financial Reporting (CANFOR) – 2016 CANFOR was applied for in June 2017.
- e. Rural Grant-in-Aids-The GIA process and awards were completed in Q2-May. Over 45 applications were received and \$79,570 was awarded to non-profit community groups for the purposes of benefitting the community.
- f. Statutory Filings – Local Government Data Entry (LGDE), Climate Action Revenue Incentive Program (CARIP), Statement of Financial Information (SOFI) and Annual Report completed by end of June 2017.
- g. Corporate Software Replacements – the three implementation projects for Tempest (local government functions), Agresso (financial functions) and Cityworks (work and asset management functions) have now been completed. Significant scope remains to be developed. Details in July CAS report: Corporate Software Projects Update.
- h. Corporate Space Planning- Project Charter drafted along with staff engagement and communication plan. Target to go to RFP by end of August. This plan encompasses the Field Road, Mason road works-yard and South Pender Harbour Satellite Office.
- i. Gibsons Library
  - New Lease, Maintenance and Service Agreement were executed.
  - The preventative maintenance plan is well under way and SCRD has begun taking over the new maintenance items from the revised lease agreement such as landscaping for the site, which is going well.
  - The parking garage anti-slip project was completed in June and the wild-life deterrent is wrapping up. Staff are starting to plan for the HVAC replacement project for 3<sup>rd</sup>/4<sup>th</sup> Quarter.



j. Asset Management

- Continued to work on the Corporate Asset Management Plan with the focus on the implementation of Cityworks, the Asset and Maintenance Management ERP System.
- Continued work on inventory and condition assessments with the focus of creating more long-term financial/capital plans. Q2 has focused on facilities and parks.
- Staff attended an asset management-local government working group session in Q2/May 5th in Gibsons. It had several local government reps, software vendors, as well as Asset Management BC provided presentations.

## OPERATIONS

### Finance Statistics

#### *# of Invoices and Payments Issued*

Year	January to June		July to December		Totals	
	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Cheques	Accounts Receivable Invoices	Accounts Payable Cheques
2017	944	2,385	n/a	n/a	944	2,385
2016	674	2,873	669	2,860	1,343	5,733
2015	617	2,738	677	2,834	1,294	5,572
2014	708	2,881	652	2,857	1,360	5,738

#### *# of Purchase Orders Issued*

	January to June	July to December	Total
	Processed	Processed	
2017	559	n/a	559
2016	484	247	731
2015	523	314	837
2014	374	322	696

#### *# of RFP's Tendered and Awarded*

	January to June		July to December		Total Awarded
	Tendered	Awarded	Tendered	Awarded	
2017	19	18	n/a	n/a	18
2016	12	6	17	12	18
2015	9	9	11	10	19
2014	9	8	9	8	16

### Information Technology (IT) Statistics

#### *# of Addresses Assigned*

	January to June	July to December	Total
2017	185	n/a	185
2016	236	172	408
2015	111	177	288
2014	231 (including 104 unit numbers for the Watermark)	151	382

*# of Public Enquiries regarding Property Information and Mapping Section (PIMS)*

	January to June	July to December	Total
2017	387	n/a	387
2016	402	344	746
2015	224	187	411
2014	155	139	294

*# of IT Help Request Tickets*

	January to June	July to December	Total
2017	1715	n/a	1715
2016	2706		2706
2015	2660		2660
2014	3011		3011

*Other (Education and Training)*

- a. Manager, Financial Services and Chief Financial Officer - attended the Government Finance Officers Association of BC Pre-Conference and Conference in Victoria in June 2017.
- b. Chief Financial Officer and Manager of Purchasing & Risk attended the annual Municipal Insurance Association (MIA) Risk Management Conference in Vancouver in Q2-April.
- c. Senior IT Coordinator – Amazon Web Services Innovation Roadshow in Vancouver – Q2 2017.
- d. GIS Administrator - MISA BC Spring Conference in Vancouver - Q2 2017.
- e. Business Analyst – Intermediate Crystal Reporting for Asset Management System teleconference – Q1 2017
- f. Business Analyst – Advanced MS Excel Training in Vancouver – for business intelligence reporting – Q2 2017
- g. Assistant IT Technician – Administering Microsoft Exchange Server 2016 online - Q2 2017.

Reviewed by:			
Manager	X-D. Nelson X-S. Zacharias X-B. Wong	Finance	
GM	X-T. Perreault X-A. Legault X-G. Parker	Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

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

**SUBJECT:** DELEGATION BYLAW

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### RECOMMENDATION(S)

**THAT the report titled Delegation Bylaw be received;**

**AND THAT *Sunshine Coast Regional District Delegation Bylaw No. 710, 2017* be forwarded to the Board for readings.**

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### BACKGROUND

The *Local Government Act* (LGA) provides for the delegation of certain powers to specified employees in order that the regular business of the Regional District can be carried out in an efficient and effective manner. The Sunshine Coast Regional District (SCRD) has had a Delegation Bylaw in effect since 2003 (Attachment 1). While many options exist for delegation, the existing bylaw only addresses purchasing / contracting for goods and services and permit approvals.

As part of ongoing efforts to refine processes, staff have identified a number of changes that would enhance operations and reduce risk by ensuring that authority is clearly defined. The recent software system changes have also prompted a review of the bylaw.

A revised Bylaw has been prepared for consideration (Attachment 2).

### DISCUSSION

The proposed bylaw updates the Regional District's business practices relating to the purchase and binding contractual authority for works and services acquired within the budget mandate provided by the Board. This means that even though various staff may be tasked with ordering goods/services, the budget manager (or upstream General Manager/CAO) are the only individuals that can ultimately bind the organization financially (within established limits).

The new software has also provided the need to revisit the Delegation Bylaw and ensure the workflow and business systems are appropriately delegated and transparent.

Staff have also identified the need to clarify signing authority and redistribute responsibilities with parties other than the Chair and Corporate Officer. The proposed signing authority is more reflective of senior staff departmental responsibilities.

In addition to signing authority, the bylaw authorizes the CAO and Corporate Officer to accept and execute land and land use agreements such as restrictive covenants, statutory rights-of-way, etc. It also provides authority for the CAO to authorize the defense of legal claims filed against the SCRD.

The proposed bylaw formalizes delegated authority for the Manager of Planning and Development to approve strata conversions of previously occupied lawful dwelling units in accordance with Board policy. The authority was previously delegated by Board resolution (032/09) consistent with the *Strata Property Act*; however the *Local Government Act* requires that the delegation be done by bylaw.

The bylaw retains provisions for reporting to the Board on high-value expenditures; staff recommend that reporting be done quarterly (currently monthly) on all contracts entered into between \$50,000 and \$100,000 (currently \$20,000-\$100,000).

In accordance with section 230(1) of the LGA, a delegation bylaw must receive an affirmative vote of at least 2/3 of the votes cast.

#### *Organizational and Intergovernmental Implications*

The proposed bylaw has been reviewed by legal counsel and will provide greater clarity of authority.

The Purchasing Policy will be reviewed to ensure consistency with the bylaw and is currently on the work plan.

#### *Financial Implications*

Not applicable. Expenditure limits remain consistent with existing authority.

#### *Communications Strategy*

Administration and Finance staff will collaborate to ensure staff are apprised of changes.

### **STRATEGIC PLAN AND RELATED POLICIES**

This report and revised bylaw are consistent with the Strategic Priority to Enhance Board Structure and Processes; as well as the Value of Transparency.

### **CONCLUSION**

The proposed bylaw will update the Regional District's business practices relating to the purchase of works and services; signing authority; and defense of legal proceedings brought against the SCRD. Staff recommend forwarding Bylaw No. 710 to the Board for readings.

Attachment 1: Existing Bylaw - Delegation Bylaw No. 532

Attachment 2: Proposed Bylaw – Delegation Bylaw No. 710

Reviewed by:			
Manager		Finance	X-T. Perreault
GM	X-I. Hall X-M. Day	Legislative	X- A. Legault
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT

### BYLAW NO. 532

*Consolidated for convenience only to include 532.9*

#### **A Bylaw to delegate powers, duties and functions to Regional District officers and employees**

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**WHEREAS** under sections 176(1)(e) and 192(1) of the *Local Government Act* the Board may, by bylaw, adopted by at least two thirds of the votes cast, delegate its powers, duties and functions, including those specifically established by an enactment, to its officers and employees;

**AND WHEREAS** the Board of the Regional District wishes to delegate to its officers and employees certain powers, duties and functions;

**NOW, THEREFORE**, the Board of the Regional District in open meeting assembled hereby enacts as follows:

#### **PART I - GENERAL**

1. Citation

This Bylaw may be cited as the “Sunshine Coast Regional District Delegation Bylaw No. 532, 2003”.

2. Definitions

In this bylaw

- (a) “Act” means the *Local Government Act*;
- (b) “Board” means the Board of the Regional District; and
- (c) “Regional District ” means the Sunshine Coast Regional District.
- (d) “Senior Managers” means the General Manager of Community Services, the General Manager of Infrastructure Services, the General Manager of Planning and Development, the Corporate Officer and the Treasurer.

3. Scope of Bylaw

For clarity, subject to the Act, unless a power, duty or function of the Board has been expressly delegated by this Bylaw or another Regional District bylaw, all of the powers, duties and functions of the Board remain with the Board.

4. Delegation Includes Deputy

A delegation of a power, duty or function under this bylaw includes a delegation to a person who is from time to time the deputy of the delegate.

5. No Delegation by a Delegate

Except as otherwise provided, a person to whom a power, duty or function has been delegated under this Bylaw has no authority to further delegate to another person any power duty or function that has been delegated by this Bylaw.

## **PART II – CONTRACTS**

6. Purchasing Authority for Goods and Services

The Board hereby delegates to the positions listed in Schedule “A”, the power, duty and function of the Regional District under S176(1)(a)(i) of *the Local Government Act* to purchase or acquire goods or services on behalf of and for the benefit of the Regional District in accordance with the expenditure limitations and restrictions contained in Schedule “A”, and the Purchasing Policy which may be in effect from time to time.

## **PART III – PERMITS**

7. Permit Approval Delegation

The Board hereby delegates to the “Manager of Planning and Development and, as an alternate, the General Manager of Community Services or Senior Planner” all of the powers, duties and functions of the Board in respect of:

- a) development permits under S. 920 of the Act that deal with the protection of development from hazardous conditions pursuant to S. 919 (1) (b) of the Act that involve no zoning bylaw variances;
- b) Development permits under S. 920 of the Act that deal with protection of the natural environment, its ecosystems and biological diversity pursuant to S. 919.1 (1)(a) of the Act where the *Riparian Areas Regulations* are being implemented.

- c) amendments to development variance permits involving non-substantive design modifications, having no bearing or impact on the permitted location, setback, height, shape, size, floor area or parcel coverage of a building or structure;
- d) tree cutting permits pursuant to S. 923 of the Act.
- e) amendments to development permits that deal with form and character involving non-substantive design modifications, having no bearing or impact on the permitted location, setback, height, shape, size, floor area or parcel coverage of a building or structure.

**Sunshine Coast Regional District Delegation Bylaw No. 532**  
**Schedule “A”**  
**Expenditure limits by position**

<b>A. Position</b>	<b>B. Expenditure Limit</b>
Chief Administrative Officer	\$100,000
Senior Managers	\$50,000
Managers	\$25,000
Purchasing Officer and Utilities Superintendent	\$25,000
Fleet Maintenance Supervisor, Parks Supervisor, Solid Waste Coordinator, Recreation Program (Facility) Coordinator – Arena & Sports, Recreation Program Coordinator – Aquatic & Fitness	\$5,000
Recreation Program Coordinator, Recreation Office Coordinator, Emergency Program Coordinator, Fire Hall Assistants, Human Resources Officer, Sustainability & Education Coordinator, Zero Waste Coordinator, Asset Management Coordinator, Transportation Assistant	\$2000
Administrative Assistants (Includes Executive Assistant and Deputy Corporate Officer)	\$2,000
Transit Office Support & Dispatch, Receptionist/General Office Clerk	\$1,000

1. The authority delegated to a person to acquire or contract for goods or services on behalf of the Regional District shall be to the maximum amount outlined in column “B” per contract or transaction.
2. All components of a particular contract for goods or service to be provided to the Regional District shall be considered together in determining the value of an expenditure. A series of contracts or transactions must not be used to avoid an expenditure limit with respect to a particular contract for goods or service to be provided to the Regional District.



3. All expenditures must be made in accordance with the Act and subject to the availability of funds contained within the financial plan.
4. The Chief Administrative Officer, Treasurer, Deputy Treasurer and the Purchasing Officer will have the delegated authority to purchase goods or services for all Regional District Budgets, subject to the limits contained herein.
5. All staff, except as provided in 4, have authority to purchase goods or services within their respective departmental budgets.
6. Staff will prepare a monthly report for the Corporate and Administrative Services Committee, which outlines all contracts, entered into between \$20,000 and \$100,000.

## SUNSHINE COAST REGIONAL DISTRICT

### BYLAW NO. 710

#### A Bylaw to delegate powers, duties and functions to Regional District officers and employees

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**WHEREAS** under sections 263(1)(e) and 230(1) of the *Local Government Act* the Board may, by bylaw, adopted by at least two thirds of the votes cast, delegate its powers, duties and functions, including those specifically established by an enactment, to its officers and employees;

**AND WHEREAS** the Board of the Sunshine Coast Regional District wishes to delegate to its officers and employees certain powers, duties and functions;

**NOW THEREFORE**, the Board of the Sunshine Coast Regional District in open meeting assembled enacts as follows:

1. Citation

This Bylaw may be cited as “Sunshine Coast Regional District Delegation Bylaw No. 710, 2017”.

2. Definitions

In this bylaw

- (a) “Act” means the *Local Government Act*;
- (b) “Board” means the Board of the Regional District;
- (c) “Chair” means the Chair of the Regional District Board;
- (d) “Regional District” means the Sunshine Coast Regional District.

3. Scope of Bylaw

For clarity, subject to the Act, unless a power, duty or function of the Board has been expressly delegated by this Bylaw or another Regional District bylaw, all of the powers, duties and functions of the Board remain with the Board.

4. Delegation Includes Deputy

- 4.1 A delegation of a power, duty or function under this bylaw includes a delegation to a person who is from time to time, acting on behalf of the delegate.
- 4.2 For certainty, a delegation of authority under subsection 4.1 includes a delegation to a person appointed to a position held on an interim basis.

5. No Delegation by a Delegate

Except as otherwise provided, a person to whom a power, duty or function has been delegated under this Bylaw has no authority to further delegate to another person any power, duty or function that has been delegated by this Bylaw.

6. Authority for Goods and Services

6.1 Persons holding the positions listed in Column 1 of Schedule “A” may, on behalf of and for the benefit of the Regional District, approve expenditures to acquire goods or services, and negotiate, enter into and execute agreements for that purpose, subject to:

(a) expenditure limits set out in Column 2 of Schedule “A”;

(b) expenditure limits for their respective departmental budgets;

(c) availability of funds pursuant to the current financial plan; and

(d) restrictions and requirements established in the Act, this Bylaw or another enactment.

6.2 All components of a particular contract for goods or services to be provided to the Regional District, including any series of contracts or transactions pertaining to the same subject matter, will be considered together in determining the value of an expenditure.

6.3 All expenditures must be consistent with current purchasing policies of the Regional District.

6.4 In the absence of the budget manager or where operationally required, the Chief Administrative Officer, the Chief Financial Officer and the Deputy Financial Officer are delegated the authority to purchase goods or services for any department of the Regional District, subject to the limits contained in Subsection 6.1.

6.5 A report outlining all contracts entered into between \$50,000 and \$100,000 will be provided to the Corporate and Administrative Services Committee quarterly.

7. Planning Approval Delegation

7.1 The Board hereby delegates to the Manager, Planning and Development and, as an alternate, the General Manager, Planning and Community Development, the following powers and related duties and functions:

(a) to issue development permits under Section 489 of the Act that deal with the protection of development from hazardous conditions pursuant to Section 488 (1) (b) of the Act, except any permit that involves a zoning bylaw variance;

- (b) to issue development permits under Section 489 of the Act that deal with protection of the natural environment, its ecosystems and biological diversity pursuant to Section 488.1 (1)(a) of the Act;
  - (c) to amend development permits that deal with form and character involving non-substantive design modifications, having no bearing or impact on the permitted location, setback, height, shape size, floor area or parcel coverage of a building or structure
  - (d) to amend development variance permits to allow for minor, non-substantive design modifications, that would have no bearing or impact on the permitted location, setback, height, shape, size, floor area or parcel coverage of a building or structure;
  - (e) to issue tree cutting permits for areas designated by bylaw as tree cutting permit areas pursuant to Section 500 of the Act; and
  - (f) to approve strata conversions of previously occupied buildings under Section 242(10) of the *Strata Property Act* consistent with Board policies.
- 7.2 A decision under Subsection 7.1 is subject to a right of the land owner to reconsideration by the Board.
- 7.3 A report outlining all permits issues will be provided to the Planning and Community Development Committee on a quarterly basis.

8. Land and Land Use Agreement Delegation

- 8.1 The Board hereby delegates the following powers, and related duties and functions to the Chief Administrative Officer and the Corporate Officer acting jointly on behalf of the Regional District:
- (a) to accept and execute for registration in the Land Title Office a restrictive covenant under section 56 of the *Community Charter* or section 219 of the *Land Title Act*;
  - (b) to execute a discharge of a restrictive covenant referred to in subsection (a) which is no longer required or is to be modified or replaced;
  - (c) to acquire and execute for registration in the Land Title Office a statutory right of way or easement in connection with the operation of sewer, water or drainage works;
  - (d) to execute a discharge of a statutory right of way or easement referred to in subsection (c) which is no longer required by the Regional District or is to be modified or replaced; and
  - (e) to accept and execute servicing and latecomer agreements.

9. Defending Legal Proceedings

The Chief Administrative Officer may instruct legal counsel to defend any action or proceeding in any court of law, or before any tribunal, arbitrator or any other person, for or on behalf of the Regional District.

10. Signing Authority

10.1 Despite any other provision of this Bylaw, the following types of documents must be executed by the Chair and Corporate Officer:

- (a) any agreement for the purchase of goods or services having a value in excess of \$100,000;
- (b) any agreement between the Regional District and the federal government, provincial government, or any local government or school district, other than a Memorandum of Understanding;
- (c) any agreement specifically approved by a resolution of the Board; and
- (d) all Bylaws and Board meeting minutes.

10.2 The Corporate Officer may enter into and sign agreements respecting the Regional District's activities, works or services consistently with Board policies, delegated expenditure limits and the approved annual financial plan, including but not limited to:

- (a) agreements, minutes or other documents relating to functions within the area or responsibility of the Corporate Officer;
- (b) any agreement or other document of the Regional District, including all those types of agreements and other documents for which signing authority is granted to other Officers and Employees under this Bylaw.

10.3 The Chief Administrative Officer may enter into and sign agreements respecting the Regional District's activities, works or services consistently with Board policies, delegated expenditure limits and the approved annual financial plan, including but not limited to:

- (a) Collective agreements between the Regional District and its Employee Group and Union(s);
- (b) Memoranda of Agreement or Memoranda of Understanding between the Regional District and its Employee Group, Union, or the Labour Relations Board;
- (c) Agreements or other documents relating to functions within the area of responsibility of the Chief Administrative Officer;

- (d) any agreement or other document of the Regional District, including all those types of agreements and other documents for which signing authority is granted to other Officers and Employees under this Bylaw.
- 10.4 The Chief Financial Officer may enter into and sign agreements respecting the Regional District's activities, works or services consistently with Board policies, delegated expenditure limits and the approved annual financial plan, including but not limited to:
- (a) borrowing, raising money, banking, taxation, assessment, damage claims, consulting contracts and the Municipal Finance Authority;
  - (b) grant applications and agreements respecting the receipt and use of grants; and
  - (c) functions under the responsibility of the Corporate Services Department.
- 10.5 All other documents to which the Regional District is a party will be signed by the Chair and Corporate Officer and sealed with the corporate seal once the Board has approved the document by bylaw or resolution, unless by law the signatures and seal are not required.

11. Repeal

*“Sunshine Coast Regional District Delegation Bylaw No. 532, 2003” and amendments thereto are hereby repealed.*

READ A FIRST TIME                      this                      day of

READ A SECOND TIME                      this                      day of

READ A THIRD TIME                      this                      day of

ADOPTED BY TWO THIRDS OF  
THE VOTES CAST                      this                      day of

CORPORATE OFFICER

CHAIR

**Sunshine Coast Regional District Delegation Bylaw No. 710****Schedule “A”****Expenditure limits by position**

<b>1. Position with Regional District</b>	<b>2. Expenditure Limit</b>
Chief Administrative Officer	\$100,000
General Managers and Senior Managers	\$50,000
Managers	\$25,000

\*Amounts in Column 2 are exclusive of taxes.

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

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

**SUBJECT:** BOARD ADMINISTRATION POLICY

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### RECOMMENDATION(S)

**THAT the report titled Board Administration Policy be received;**

**AND THAT the Board Administration Policy be approved.**

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### BACKGROUND

As part of ongoing efforts to review, refine and document processes, staff have developed a policy on Board Administration (Attachment 1) for consideration.

### DISCUSSION

Over time, various items related to meeting attendance and/or Board processes have been queried. Staff have referenced organizational custom and corporate memory in providing advice; however it is important to review practices to ensure common understanding and transparency, and to document decisions and processes for future reference and consistent application.

The Policy addresses items such as communication around changes in the appointment of Directors (or Alternates), absences from meetings, attendance at In-Camera meetings and electronic devices for Alternate Directors. Related legislation (*Local Government Act* and *Community Charter*) is provided for reference in Attachment 2.

### STRATEGIC PLAN AND RELATED POLICIES

This report and the related policy are consistent with the Strategic Priority to Enhance Board Structure and Processes and the Value of Transparency.

### CONCLUSION

As part of ongoing efforts to review and document processes, Staff have prepared a draft policy on Board Administration. Staff recommend that the Policy be approved.

Attachment 1 – Draft Policy  
Attachment 2 – Related legislation

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

**Attachment 1**



**Sunshine Coast Regional District****BOARD POLICY MANUAL**

Section:	Administration	1
Subsection:	Board – General	0530
Title:	Board Administration	

**1.0 POLICY**

- 1.1 Member municipalities will be requested to convey the appointment of a new municipal director (or alternate) in writing to the Corporate Officer following the adoption of the relevant Council resolution and prior to the new member actively taking part in SCRD meetings.
- 1.2 Directors who are unable to attend a Board or Committee meeting will notify the Chief Administrative Officer of their impending absence and advise whether the Alternate Director will be in attendance.
- 1.3 Alternate Directors will only attend In Camera meetings in the absence of the Director.
- 1.4 Despite Section 1.3, the Board or Committee may authorize the attendance of an Alternate Director at an In Camera meeting by passing a resolution which includes the rationale for the approval.
- 1.5 Alternate Directors will not be provided with corporate cell phones, other electronic devices or access to In Camera files.

**2.0 REASON FOR POLICY**

- 2.1 The purpose of the Policy is to outline Board expectations surrounding certain administrative matters.

**3.0 AUTHORITY TO ACT**

- 3.1 Retained by the Board.

Attachment 2

**Local Government Act**

Appointment and term of office for municipal directors

**198** (1) After the first appointment under section 41 (2) (e) [*first board for regional district*], each municipal director is to be appointed at pleasure by the council from among its members.

(2) The term of office of a municipal director

(a) begins when the person takes office in accordance with section 202 (3) [*oath or affirmation of office*], and

(b) continues until the earliest of the following:

(i) another director taking office in the original director's place;

(ii) the director ceasing to be a member of the council before the next general local election;

(iii) November 30 in the year of a general local election.

Alternate directors: municipalities

**200** (1) The council of a municipality may appoint a council member as an alternate director.

(2) The alternate director may take the place of, vote and generally act in all matters for an absent municipal director, including a matter delegated to that director by the board.

(3) If there is more than one municipal director, the authority under subsection (1) may be exercised either

(a) by specifying, for each municipal director, the council member who is the alternate director for that municipal director, or

(b) by appointing a number of alternate directors and establishing a system to determine which alternate director is to act in the place of any absent municipal director.

(4) As a restriction on subsection (3) (b), at any one time, an alternate director may act in place of only a single municipal director.

(5) If the council appoints an alternate director, the municipal corporate officer must notify the regional district corporate officer of the appointment in writing.

(6) An alternate director holds office as alternate director until another council member is appointed as a replacement and the regional district corporate officer has been notified of the new appointment.

(7) If the seat of a municipal director becomes vacant through resignation, disqualification or death, the alternate director appointed under subsection (1) becomes the municipal director in place of the director whose seat became vacant until a new director is appointed.

### **Community Charter**

#### Other persons attending closed meetings

**91** (1) If all or part of a meeting is closed to the public, the council may allow one or more municipal officers and employees to attend or exclude them from attending, as it considers appropriate.

(2) If all or part of a meeting is closed to the public, the council may allow a person other than municipal officers and employees to attend,

(a) in the case of a meeting that must be closed under section 90 (2), if the council considers this necessary and the person

(i) already has knowledge of the confidential information, or

(ii) is a lawyer attending to provide legal advice in relation to the matter, and

(b) in other cases, if the council considers this necessary.

(3) The minutes of a meeting or part of a meeting that is closed to the public must record the names of all persons in attendance.

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

**AUTHOR:** Tracey Hincks, Administrative Assistant

**SUBJECT:** POLICING PRIORITIES FOR 2017/2018

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### RECOMMENDATION(S)

**THAT** the report titled Policing Priorities for 2017/2018 be received;

**AND THAT** the Sunshine Coast Regional District Board confirm the following policing priorities for the fiscal year 2017/2018:

- Road safety (including speeding and prank driving)
- Marijuana grow operations – (including odor)
- Police visibility
- Property theft
- Fentanyl
- Youth outreach

**AND THAT** this recommendation be forwarded to the July 27, 2017 Board meeting for adoption;

**AND FURTHER THAT** correspondence with respect to the 2017/2018 Policing Priorities be sent to the RCMP.

---

### BACKGROUND

The following recommendation was made at the July 20, 2017 Policing Committee meeting:

#### **Recommendation No. 2**

#### *Policing Priorities for 2017/2018*

The Sunshine Coast Policing Committee recommended that the letter from Staff Sergeant Vishal Mathura, Detachment Commander, and RCMP, dated May 9, 2017 regarding Policing Priorities for Fiscal Year 2017/2018 be received;

**AND THAT** the Sunshine Coast Regional District Board send a letter to the RCMP identifying the following policing priorities for the fiscal year 2017/2018:

- Road safety (including speeding and prank driving)
- Marijuana grow operations – (including odor)
- Police visibility
- Property theft
- Fentanyl
- Youth outreach

**CONCLUSION**

At the Policing Committee of July 20, 2017, the Committee considered and made recommendations for the 2017/2018 RCMP priorities.

Staff recommend approval of the report.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

**SUNSHINE COAST REGIONAL DISTRICT  
POLICING COMMITTEE  
July 20, 2017**

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MINUTES OF THE SUNSHINE COAST POLICING COMMITTEE MEETING HELD IN THE CEDAR ROOM OF THE SUNSHINE COAST REGIONAL DISTRICT 1975 FIELD ROAD, SECHELT, BC.

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**PRESENT:**

(Voting Members)

Director, Electoral Area E, Chair  
Director, Electoral Area A  
Director, Electoral Area D  
Alternate Director, Electoral Area B,  
Director, Electoral Area F  
Councillor, District of Sechelt  
Councillor, Town of Gibsons  
School District #46 Trustee

Lorne Lewis  
Frank Mauro  
Mark Lebbell  
Brian Smith  
Ian Winn  
Darren Inkster  
Jeremy Valeriote  
Greg Russell

**ALSO PRESENT:**

(Non-Voting)

RCMP  
RCMP  
Area E Community Association  
SCRD Chief Administrative Officer  
SCRD, Admin. Assist. Infrastructure Services  
Media – Coast Reporter  
Media – The Local Weekly

S/Sgt. Vishal Mathura  
C/O Mike Hacker  
Clint Budd  
Janette Loveys  
Tracey Hincks  
Sean Eckford  
Donna McMahon

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**CALL TO ORDER**

1:37 p.m.

**AGENDA**

The agenda was adopted as presented.

**PETITIONS AND DELEGATION**

**MINUTES**

**Recommendation No. 1**

*Minutes*

The Sunshine Coast Policing Committee recommended that the minutes of April 20, 2017 be received.

**COMMUNICATIONS**

**Recommendation No. 2**

*Policing Priorities for 2017/2018*

The Sunshine Coast Policing Committee recommended that the letter from Staff Sergeant Vishal Mathura, Detachment Commander, RCMP, dated May 9, 2017 regarding Policing Priorities for Fiscal Year 2017/2018 be received;

AND THAT the Sunshine Coast Regional District Board send a letter to the RCMP identifying the following policing priorities for the fiscal year 2017/2018:

- Road safety (including speeding and prank driving)
- Marijuana grow operations – (including odor)
- Police visibility
- Property theft
- Fentanyl
- Youth outreach

**Recommendation No. 3**      *Marijuana Regulation Update*

The Sunshine Coast Policing Committee recommended that the RCMP provide an update on federal marijuana regulations at the January 2018 Policing Committee meeting.

**REPORTS**

**Recommendation No. 4**      *Monthly Crime Statistics – April 2017*

The Sunshine Coast Policing Committee recommended that the RCMP Monthly Crime Statistics for April 2017 be received.

**Recommendation No. 5**      *Monthly Crime Statistics – May 2017*

The Sunshine Coast Policing Committee recommended that the RCMP Monthly Crime Statistics for May 2017 be received.

**Recommendation No. 6**      *Monthly Crime Statistics – June 2017*

The Sunshine Coast Policing Committee recommended that the RCMP Monthly Crime Statistics for June 2017 be received.

**Recommendation No. 7**      *RCMP Monthly Report*

The Sunshine Coast Policing Committee recommended that RCMP Monthly Report for the period 2017-04-01 to 2017-06-30 be received.

*Staff Sergeant Mathura gave a verbal report on crime on the Sunshine Coast.*

*Highlights of Reporting Period:*

- *Davis Bay business break in – two suspects were arrested.*
- *Impaired driver arrested in Madeira Park.*
- *New RCMP patrol boat. The vessel has been named The Orca.*
- *A number of CRA scams are circulating. Be vigilant of any suspicious communications and contact CRA directly.*
- *A former movie prop plane was mounted in a tree in Middlepoint. The plane caused traffic jams and a 911 call. It was removed after two hours.*
- *A cargo van was searched and over 100 marijuana plants were seized. The driver was arrested for possession for the purpose of trafficking a controlled substance.*

- *Police were called to a Gibsons residence after a structure fire. The building was destroyed. There were no injuries however evidence was found indicating the fire may have been intentionally set.*
- *A distressed dog call was attended in Sechelt after a dog was left in a vehicle in the sun.*
- *There was a motor vehicle accident on Garden Bay Road. The driver had allegedly consumed alcohol earlier in the day.*
- *A soccer game was held with the RCMP and the Sunshine Coast Special Olympics team.*
- *An SUV broke the gates at the Langdale Ferry Terminal and sped up the loading ramp, then launched off a raised loading ramp and landed on the upper deck of the ferry. The driver was uninjured and proceeded to break into two cars before being arrested. The suspect is facing 13 charges.*

**Short-Term Rentals Noise Complaints**

*The Committee discussed short-term rentals and noise complaints. The RCMP explained that noise complaints can either be handled as a Noise Complaint - bylaw file or Cause a Disturbance – police file.*

**NEW BUSINESS / ROUNDTABLE****Traffic Safety on Marine Drive**

*Citizens are taking speed enforcement into their own hands along Marine Drive. Residents are asking for police enforcement.*

**ADJOURNMENT**      2:50 p.m.

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Committee Chair



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

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

**SUBJECT:** CONTRACTS BETWEEN \$20,000 AND \$100,000 – TO JULY 9, 2017

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### RECOMMENDATION

**THAT the report titled Contracts between \$20,000 and \$100,000 – to July 9, 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 of all new contracts entered into that fall between \$20,000 and \$100,000. Report includes vendor, purpose, function, amount and the authoritative budget.

### DISCUSSION

61 contracts/purchase orders were issued during the time period June 5, 2017 to July 9, 2017 with six valued between \$20,000 and \$100,000. Amounts noted do not include applicable taxes.

	Supplier	Account Code	Awarded	Budget
1	Univar Canada Ltd / Richmond, BC	370 – Water	\$41,828	Operating
	Standing Purchase Order: Soda Ash for the Chapman Creek Water Treatment Plant			
2	Waterhouse Environ Services Corp / Vancouver BC	370 – Water	\$91,469	Operating
	Standing Purchase Order: Isopac Coagulant & W-HydroFloc for the Chapman Creek Water Treatment Plant			
3	Corix Utilities Ltd / Langley BC	370 – Water	\$93,898	\$133,800
	RFP 16 278 Selma Park Pump Station Energy Efficiency Upgrades			
4	Mercury Transport Inc. / West Vancouver	351/352 Solid Waste	\$71,842	Operating
	RFP 17 293 Island Clean Up – excluding Nelson Island – Flag Shop			

5	Onsite Engineering Ltd / Salmon Arm, BC	365/366 – Water	\$38,805	\$1,650,00 + \$ 1,369,500
	RFP 17 303 North & South Pender Harbour Water Main Replacement – Site Survey			
6	Onsite Engineering Ltd / Salmon Arm, BC	365/366 – Water	\$84,450	Same budget value as 17 303
	RFP 17 304 North & South Pender Harbour Water Main Replacement – Engineering Design			

## **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-B. Wong	Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Corporate and Administrative Services Committee – July 27, 2017

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

**SUBJECT:** REQUEST FOR RURAL AREAS' GRANT-IN-AID FROM ELPHINSTONE ELECTORS' ASSOCIATION FOR CELEBRATION BLOCK PARTY

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### RECOMMENDATION(S)

**THAT the report titled Request for Rural Areas' Grant-in-Aid from Elphinstone Electors' Association for Celebration Block Party be received;**

**AND THAT the Committee provide direction regarding this request.**

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### DISCUSSION

The Elphinstone Electors' Association have submitted the attached Rural Areas' Grant-in-Aid Request (Attachment A) for support of \$650 towards a "Happy 50<sup>th</sup> Birthday Elphinstone and the SCRD" Party to be held in early September 2017.

### STRATEGIC PLAN AND RELATED POLICIES

Working with Community Groups in the Regional District provides opportunity to further the SCRD's Vision and Mission by fostering relationships and partnerships and aligns with the Strategic Priority of Facilitating Community Development.

### CONCLUSION

Due to the timing of this event and a request from the Elphinstone Electors' Association, this application is presented for Board consideration.

Attachment A – Rural Areas' Grant-in-Aid Request

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	

**Note: 1) The funding of Rural Area Grant-in-Aid is provided by the unincorporated areas of Egmont/Pender Harbour (Area A), Halfmoon Bay (Area B), Roberts Creek (Area D), Elphinstone (Area E), and West Howe Sound & Islands (Area F). 2) All project applications that have a measureable benefit to communities outside of these areas are required to apply to the appropriate municipal grants-of assistance programs (Town of Gibsons, District of Sechelt or Sechelt Indian Government District).**

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Describe your organization's purpose and goals (add pages where required).
Explain how your project, program, service or special event will benefit either the "Local" or "Regional" Community and promote volunteering, participation and citizen involvement (add pages where required).
Describe how the requested grant money will be used and how the SCRD contribution will be recognized (add pages where required).
Does your organization own it's own facility or rent / lease space? <span style="float: right;"><input type="checkbox"/> Own <input type="checkbox"/> Rent / Lease</span>
How many members does your organization currently have? <span style="float: right;">_____</span>
Do you charge a membership fee? <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span> If yes, what is your annual fee? <span style="float: right;">\$ _____</span>
Did you have a surplus last year? <span style="float: right;"><input type="checkbox"/> Yes <input type="checkbox"/> No</span> If yes, briefly explain:

**ATTACHMENTS:** Before forwarding, please ensure all requested documentation is included:

- ☐ Detailed **project, program, service or special event** budget *(including all funding sources for the project) or see attached template*
- ☐ Latest Financial Statement *(Balance Sheet and Revenue / Expense Statement)*
- ☐ **Organizational** budget for current year *(including anticipated grant)*
- ☐ Proof of Society's registration number *(front page of tax return is sufficient)*
- ☐ Letter of support from society *(if application is made on behalf of a second organization)*
- ☐ Annual Report (if available)

## **Elphinstone Electors Association**

May 1<sup>st</sup> 2016

From May 1, 2016 to April 30, 2017

Bank Balance	Chequing	1,974.17
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	Savings	2,730.65
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### **Expenses**

Administration	25.00
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Donations	50.00
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Rent	<u>128.00</u>
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Total	\$203.00
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### **Income**

Member Dues	240.00
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Interest	<u>1.20</u>
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Total	241.20
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I expect our administration costs to increase due to the changes in the Societies Act.

## **BIRTHDAY PARTY BUDGET ESTIMATE**

### **BUDGET**

Estimate 45 attendees X \$10 = \$450.00

Advertising & Live entertainment = \$200.00

= \$650.00

*[Note: this estimate is dependent on "pot-luck" supplies and volunteer contributions.]*

### **ADVERTISING:**

Facebook; Website

free announcements

paid ads

postering target neighbourhoods

word-of-mouth

### **FOOD & SUPPLIES**

Hamburger; Hot dogs; Onions, condiments

Coffee; Tea; Beverages

Barbecue/Propane

cutlery; napkins; plates

chairs; Garbage can(s)/ bags(s)

### **VOLUNTEERS:**

(2) Chefs

(4-5) Set-up / tear-down crew