



SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE Round 1 Budget Meetings

**Thursday, December 5, 2019 and
Friday, December 6, 2019
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m. (December 5, 2019)

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

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| 3. General Manager, Corporate Services / Chief Financial Officer
Annual Support Service Allocation Policy Review
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| 4. Senior Leadership Team
Departmental Service Plans - Lite Version
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2020 Round 1 Budget Proposal [110] General Government
(Voting – All Directors) | Annex D
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2020 Round 1 Budget Proposal for Finance [113] – Asset
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(Voting – All Directors) | Annex M
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2020 Round 1 Budget Proposal for [365] North Pender Harbour
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COMMUNICATIONS

NEW BUSINESS

IN CAMERA

THAT the public be excluded from attendance at the meeting in accordance with Section 90 (1) (a) and (k) of the *Community Charter* – “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality”, “negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public”.

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Service Committee – December 5, 2019

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

SUBJECT: 2020– 2024 FINANCIAL PLAN OVERVIEW AND UPDATE AT ROUND 1

RECOMMENDATION(S)

THAT the report titled 2020-2024 Financial Plan Overview and Update at Round 1 be received.

BACKGROUND

At the October 24, 2019 Corporate and Administrative Service Committee (CAS) meeting staff presented preliminary budgetary information on changes which may affect the upcoming 2020-2024 Financial Plan and is attached for reference (Attachment A). Impacts of assessment changes will not be available until Round 2 Budget deliberations.

The purpose of this report is to provide an update on the information provided during pre-budget and any other items affecting the 2020-2024 Financial Plan.

DISCUSSION

There are several factors impacting functional area budgets leading into Round 1 Budget which are as follows:

Taxation:

In addition to the items identified at the October 24, 2019 Corporate & Administrative Services meeting, staff have further refined the preliminary taxation amounts for each of the functional budgets. Since that time, the SCRD received its revised benefit and Worksafe BC premiums for 2020, as well as calculated the full implementation of the employer health tax (previously Medical Services premiums-MSP). Staff also included an overall 2% contingency value for bargaining unit wages in anticipation of the renewal of the SCRD/Unifor collective agreement currently under negotiation. This has resulted in an overall decrease of (\$108,989) or (0.54%) over pre-budget values.

Mandatory proposals were not included into Round 1 Budget figures.

Therefore, preliminary overall taxation going into Round 1 of the 2020-2024 Financial Plan has increased \$532,231 or 2.63% from 2019 approved budget. A detailed analysis is attached (Attachment B) “**2020 Round 1 Budget-Tax by Area Function**”.

Area	Overall Increase/ (Decrease)	Overall Change in Dollars
A	1.60%	\$37,791
B	3.15%	\$108,987
D	2.79%	\$72,860
E	2.91%	\$59,112
F	4.19%	\$134,467
SIGD	2.24%	\$6,995
DoS	2.16%	\$82,551
ToG	1.23	\$29,467
Total	2.63%	\$532,231

Projects carried forward from 2019 do not have any financial impact to the 2020 Budget.

Parcel Taxes, User Rates & Frontage Fees:

Amendments to the 2020 Regional [370], North [365] and South Pender [366] Water services parcel taxes (P/T*) and user rates (U/R**) have not yet been proposed and approved through the various bylaws. Included in this agenda is a staff report titled- *Regional Water Service Budget Proposal Funding Implications* which highlights potential impacts to fees and parcel taxes. The purpose of this report is to highlight impacts to user rates and fees for water projects in addition to projects funded through property taxation.

The Rural Areas Refuse Collection rates [355] are also anticipated to increase as a result of the implementation of curbside food waste collection. An award report is scheduled to come forward at the December 12, 2019 Planning & Community Development Committee (PCD). Preliminary rates, as presented at the September 19, 2019 Infrastructure Services Committee (ISC) were as follows:

Residential:

Collection Service	2019 User Fees	2020 Anticipated User Fees	2021 Anticipated User Fees
Garbage	\$154.25	\$117	\$87
Food Waste	-	\$77	\$131
Total	\$154.25	\$194	\$218

Mobile Home:

Collection Service	2019 User Fees	2020 Anticipated User Fees	2021 Anticipated User Fees
Garbage	\$130.04	\$98	\$73
Food Waste	-	\$65	\$110
Total	\$130.04	\$163	\$183

At the November 28, 2019 CAS meeting, staff presented the Wastewater Asset management Plans which will likely result in material increases to user rates and parcel taxes for the local service areas. Proposed rates will be brought forward in January after public engagement with community groups has been completed.

With preliminary BC Assessment information not yet available, it is anticipated that parcel taxes for Pender Harbour Pool (PH) and Community Recreation will most likely decreased slightly over 2019 as a result of an increase in overall parcel allocation.

Therefore, all proposed user fees and parcel tax amendments, except PH Pool and Community Recreation, are scheduled to be brought forward to the January 16, 2020 ISC with Bylaw adoption scheduled for January 23, 2020 Board.

2018 to 2019 rates and changes were follows:

Type	Actual % Increase	2018 Rate	2019 Rate	Overall Difference
Regional Water	2.0% P/T 5.0% U/R	\$257.84 P/T \$273.63 U/R	\$263.00P/T \$287.31 U/R	\$18.84
North Pender	2.0% P/T 8.5% U/R	\$320.23 P/T \$255.98 U/R	\$326.63 P/T \$277.74 U/R	\$28.16
South Pender	2.0% P/T 5.5% U/R	\$324.38 P/T \$393.37 U/R	\$330.87 P/T \$415.01 U/R	\$28.13
Community Recreation	(-1.68%)	\$114.60 P/T	\$112.67 P/T	(-\$1.93)
PH Recreation	2.16%	\$24.96 P/T	\$25.50 P/T	\$0.54
Refuse Collection (Single Family Dwelling)	5.0%	\$146.90	\$154.25	\$7.35
Waste Water Rates		Various	Various	25%

*P/T-Parcel Tax; **U/R-User Rate

Support Services:

Impacts and proposed changes to Support Services is also included as part of this agenda. Allocation bases used to calculate the distribution of support services amongst functional areas will be updated in advance of Round 2 once final year end values have been confirmed.

Human Resources Plan:

The Human Resources Plan (HR Plan) for 2020 includes 200.13 Full Time Equivalents (FTE) and in 2019, the FTE count was 198.03. The HR Plan summary is attached for reference (Attachment C).

Organizational and Intergovernmental Implications

The SCRD Budget impacts all areas of the region and information is available publically as we as with member municipalities and community stakeholders.

Timeline for next steps or estimated completion date

The first round of the 2020-2024 Financial Plan meetings will conclude December 6, 2019 with Round 2 scheduled for February 10-11, 2020, and final Financial Bylaw adoption scheduled for February 27, 2020.

Communications Strategy

Each year as part of the Budget Process, several public meetings are held as well as public presentations, briefing notes and media releases.

Again for 2020, staff will publish the comprehensive **2020-2024 Financial Plan** or “*Budget Book*”. The inaugural 2019-2023 version was submitted to the Government Financial Officers Association’s (GFOA)-Distinguished Budget Presentation Award and staff were advised in late November 2019 that it was successful in winning its first ever award. GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

Documents submitted to the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting.

The SCRD continues to look for ways to improve communication and engagement with the various communities it serves.

STRATEGIC PLAN AND RELATED POLICIES

All facets of the Financial Planning Process relate to the Board Strategic Plan, Policies, Bylaws, and Master-Plans.

CONCLUSION

The purpose of this report is to provide an update on the information provided during pre-budget and any other items affecting the 2020-2024 Financial Plan.

Each year as part of the Budget Process, several public meetings are held as well as public presentations, briefing notes and media releases.

In addition to the items identified at the October 24, 2019 Corporate & Administrative Services meeting, staff have further refined the preliminary taxation amounts for each of the functional budgets. Preliminary overall taxation going into Round 1 of the 2020-2024 Financial Plan has increased \$532,231 or 2.63% from 2019 approved budget. Mandatory proposals were not included into Round 1 Budget figures and projects carried forward from 2019 do not have any financial impact to the 2020 Budget.

Amendments to the 2020 Regional [370], North [365] and South Pender [366] Water services, Rural Areas Refuse Collection [355], and the Wastewater facility services [380-395] parcel taxes (P/T*) and user rates (U/R**) have not yet been proposed and approved through the various bylaws. All proposed user fees and parcel tax amendments, except PH Pool and Community Recreation, are scheduled to be brought forward to the January 16, 2020 ISC with Bylaw adoption scheduled for January 23, 2020 Board adoption. All these services are anticipated to have higher than average increases over prior years.

Again for 2020, staff will publish the comprehensive **2020-2024 Financial Plan** or “*Budget Book*”. The inaugural 2019-2023 version was submitted to the Government Financial Officers Association’s (GFOA)-Distinguished Budget Presentation Award and staff were advised in late November 2019 that it was successful in winning its first ever award.

The first round of the 2020-2024 Financial Plan meetings will conclude December 6, 2019 with Round 2 scheduled for February 10-11, 2020, and final Financial Bylaw adoption scheduled for February 27, 2020.

The information provided is preliminary data before any impacts of decisions for the 2020 Budget are included such as Budget Proposals and stakeholder requests. This information will be updated daily and reported to Committee on a “real time” basis.

Attachments:

1. A-October 24, 2019-Staff Report to CAS- 2020-2024 Financial Plan Outlook
2. B-2020 Preliminary Budget Taxation by Area and Function
3. C-2020 Human Resources Plan Summary

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – October 24, 2019

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

SUBJECT: 2020-2024 FINANCIAL PLAN OUTLOOK

RECOMMENDATION(S)

THAT the report titled 2020-2024 Financial Plan Outlook be received.

BACKGROUND

Sections 374 and 375 of the *Local Government Act* requires Regional Districts to complete a five-year Financial Plan and institute a public participation process to explain the plan. The process for development of the Sunshine Coast Regional District's (SCRD) Financial Plan was presented at the September 19, 2019 Corporate and Administrative Services Committee (*2020-2024 Financial Plan Timetable and Process*) and is attached for reference (Attachment A).

The purpose of this report is to present preliminary budgetary information on changes which may affect the upcoming budget, taxation, user rates, staff resourcing as well as items identified in the SCRD Board newly adopted 2019-2023 Strategic Plan. This information does not contain any impacts of assessment changes as the information is not available from BC Assessment until January 1, 2020 and will be presented as part of the Round 2 Budget deliberations.

All values are preliminary and are subject to change as base budgets, human resource allocations, support service recoveries, contractual obligations and timing of new debt issuances are refined leading into Round 1 budget.

DISCUSSION

External Scan

The Vancouver Consumer Price Indices (CPI) at the end of September 2019, 12-month average percent change is up 2.5% over 2018, with the Canadian average up 1.9% (Source: Statistics Canada - September 2019). Although CPI is one external economic indicator, generally local government spending does not align with consumer goods, therefore, other considerations such as fuel, labour, construction, energy, and commodities are segments which are more relevant.

Non-residential construction values in Vancouver are up an average of 4.85% over Q2 2018 (source: Stats Can- table 18-10-0135-01). This increase has been reflected in recent tenders for SCRD projects.

Short term borrowing interest rates have decreased over the past year with the daily floating rate decreasing from 2.72% in December 2018 to the current rate of 2.45%. Rates are not anticipated to fluctuate significantly in 2020. Staff will monitor and update the budgeted interest payments to reflect current rates prior to budget adoption. Based on current trends, budgeted

interest payments in 2020 for short term borrowing will decrease slightly in the 2020-2024 Financial Plan.

Interest earned on investments for SCRD funds range from 2.32% for short term placements up to 3.10% for longer term deposits.

BC Assessment releases preliminary non-market change to the assessment base in mid-November. This figure is mainly attributable to growth but does include other items such as changes in use/zoning or change in exemption status. Updated non-market change values for 2020 assessment roll impacting 2020 budget will be presented at Round 1.

SCRD Current Situation

There were several one-time projects in 2019 which were funded through taxation totaling \$70,000 which will drop off in the 2019 budget.

The current four year collective agreement with UNIFOR expires at the end of 2019. An allowance for wage increases has been factored into the preliminary budget based on the increase in the final year of the current agreement. The impact of this allowance on taxation in the 2020 preliminary budget is approximately \$203,000.

In addition, there are items which were previously approved by the Board which will impact the 2020-2024 Financial Plan as summarized below:

- The full year impact of new hires in 2019 and additional capital funding for Information Technology (IT) Hardware are included in the support services budget and allocated to services based on the support services allocation policy. Funding from taxation for support services increases by approximately \$81,000 in the preliminary budget.
- Contract increases for ongoing services totaling \$43,000 have been included in the preliminary base budget. These include renewed contracts for green waste hauling and Sechelt Aquatic Centre janitorial.
- An inflationary increase to recreation capital plan funding of \$14,800 (2%) has been included in the preliminary budget and is funded from taxation. Total annual recreation capital plan funding is budgeted at \$754,800 for 2020.
- In 2017, the Board approved an annual increase of \$125,000 to the landfill closure reserve contribution, funded from taxation, over a four year period beginning in 2018. The budgeted contribution in 2020 is \$675,000 and will increase to \$800,000 annually in 2021.
- Debt servicing costs in the preliminary budget increase by approximately \$81,000 mainly as a result of planned borrowing for the Vaucroft Dock Capital Works. In addition, \$85,000 in maintenance expenditures for Ports was approved in July 2019, to be funded from taxation in 2020.

The following table summarizes the preliminary overall Ad Valorem Tax for 2020 (increase over the 2019 Approved Budget) with all the above related items included.

Area	Base Budget	Change in Dollars
A	1.97%	\$46,475
B	3.51%	\$121,368
D	3.27%	\$85,265
E	3.56%	\$72,506
F	4.79%	\$153,796
SIGD	2.96%	\$9,268
DoS	2.82%	\$107,864
ToG	1.86%	\$44,678
Total	3.17%	\$641,220

2020 user rates and parcel taxes have yet to be approved for Regional Water Service [370], North Pender Harbour Water Service [365], South Pender Harbour Water Service [366], the Waste Water Facilities Services [380-395], and Rural Refuse Collection Service [355], and are scheduled to be presented through Committee meetings prior to budget adoption. These are typically approved in December, however, some items related to these services are still in-progress like the results of the curbside Request for Proposal which will most likely impact fees for the Rural Refuse Collection Service [355] as well as the recommended implementation items as part of the Waste Water Facilities Asset Management Plan which is to be presented in November. The Community Recreation Facilities [615] and Pender Harbour Pool [625] parcel taxes for debt servicing are expected to remain the same or decrease slightly for 2020.

5 Year Historical Budget Data

Below is an updated five year summary of taxes, full time employee counts and inflation data.

Historical Budget Details	2016	2017	2018	2019	Change 2016-2019	Preliminary 2020
Ad Valorem Taxation	17,599,897	18,199,440	18,990,440	20,218,598	2,618,701	20,859,818
% Change Over Prior Year		3.41%	4.35%	6.47%	14.88%	3.17%
FTE Count	187.50	190.77	195.65	198.03	10.53	200.13
% Change Over Prior Year		1.75%	1.75%	1.22%	5.62%	1.06%
Inflation*	1.1%	2.2%	2.4%	2.9%	8.6%	2.5%

Other potential budget impacts for 2020

The following items are currently in progress and have the potential to significantly impact the budget in 2020:

- Curbside organics and organics drop off locations
- Green waste processing and South Coast drop off site

- Water Supply Expansion Projects
- Utility Rate Reviews – water, wastewater and curbside collection rate reviews and Bylaw amendments;
- Transit Annual Operating Agreement (AOA) – summary of proposed AOA will be presented prior to R1 Budget; final AOA is not executed until after budget adoption.
- Corporate Space Plan- Implementation items
- Waste Water Facilities Asset Management Plan- Implementation items
- Remuneration- Renewal of Unionized Collective Agreement, SCRD Board and exempt staff remuneration reviews
- Strategic Plan Implementation- Resourcing and structural implications

Timeline for next steps or estimated completion date

Round 1 Budget meetings are scheduled for December 4-6, 2019 with Round 2 Budget meetings scheduled for February 10 and 11, 2020.

Final adoption of the 2020-2024 Financial Plan Bylaw is scheduled for the February 27, 2020 Regular SCRD Board meeting.

STRATEGIC PLAN AND RELATED POLICIES

The financial planning process is directly linked to the Board's Strategic Plan, Corporate Plans, and Financial Substantiality Policy.

CONCLUSION

Preliminary budgetary information shows an overall increase of taxation of 3.17% over 2019. Factors such as assessments, year-end results and future proposals may have significant impacts to the actual budget results.

This report summarizes the preliminary status of the 2020-2024 Financial Plan.

Attachment:

A - September 19, 2019 Corporate and Administrative Services Committee Staff Report (2020-2024 Financial Plan Timetable and Process)

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO	X – M. Brown	Other	

2020 Round 1 Budget Values Taxation by Area and Function

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	2020 Taxation	2019 Taxation	\$ Change 19 to 20	% Change 19 to 20
General Government												
110 General Government	\$ 182,805	\$ 176,298	\$ 127,421	\$ 98,026	\$ 165,500	\$ 26,471	\$ 362,151	\$ 165,031	\$ 1,303,703	\$ 1,295,515	\$ 8,188	0.6%
121 Grant in Aid - Area A	39,445	-	-	-	-	-	-	-	39,445	35,012	4,433	12.7%
122 Grant in Aid - Area B	-	28,223	-	-	-	-	-	-	28,223	18,773	9,450	50.3%
123 Grant in Aid - Areas E & F	-	-	-	1,901	3,210	-	-	-	5,111	4,744	367	7.7%
125 Grant in Aid - Community Schools	1,645	1,586	1,146	882	1,489	-	3,258	1,485	11,490	11,176	314	2.8%
126 Grant in Aid - Greater Gibsons	-	-	-	4,278	7,222	-	-	-	11,500	8,981	2,519	28.0%
127 Grant in Aid - Area D	-	-	36,999	-	-	-	-	-	36,999	34,917	2,082	6.0%
128 Grant in Aid - Area E	-	-	-	19,518	-	-	-	-	19,518	12,230	7,288	59.6%
129 Grant in Aid - Area F	-	-	-	-	25,344	-	-	-	25,344	25,086	258	1.0%
130 UBCM/Elections	21,279	20,521	14,832	11,410	19,264	-	-	-	87,306	87,242	64	0.1%
136 Regional Sustainability	1,914	1,846	1,334	1,027	1,733	277	3,792	1,728	13,652	13,624	28	0.2%
152 Feasibility- Area B	-	-	-	-	-	-	-	-	-	-	-	N/A
153 Feasibility- Area D	-	-	-	-	-	-	-	-	-	-	-	N/A
Protective Services												
200 Bylaw Enforcement	47,745	46,046	33,280	25,603	43,225	6,914	-	-	202,812	203,284	(472)	-0.2%
204 Halfmoon Bay Smoke Control	-	-	-	-	-	-	-	-	-	150	(150)	0.0%
206 Robert Creek Smoke Control	-	-	-	-	-	-	-	-	-	149	(149)	0.0%
210 Gibsons & District Fire Protection	-	-	-	293,247	199,220	-	-	493,852	986,319	999,275	(12,956)	-1.3%
212 Roberts Creek Fire Protection	-	-	470,070	-	-	-	-	-	470,070	458,700	11,370	2.5%
216 Halfmoon Bay Fire Protection	-	448,836	-	-	-	-	-	-	448,836	425,139	23,697	5.6%
218 Egmont & District Fire Protection	116,304	-	-	-	-	-	-	-	116,304	109,794	6,510	5.9%
220 911 Emergency Telephone	55,449	53,475	38,650	29,734	50,200	8,029	109,849	50,058	395,444	403,017	(7,573)	-1.9%
222 SCEP	34,212	32,995	23,847	18,346	30,974	4,954	67,777	30,886	243,991	206,076	37,915	18.4%
290 Animal Control	-	12,859	9,294	7,150	8,614	1,931	-	-	39,848	37,901	1,947	5.1%
291 Keats Island Dog Control	-	-	-	-	2,494	-	-	-	2,494	235	2,259	961.3%
Transportation Services												
310 Transit	-	433,293	313,168	240,923	406,754	65,058	890,070	405,603	2,754,869	2,721,812	33,057	1.2%
320 Regional Street Lighting	8,670	8,361	6,043	4,649	7,849	-	-	-	35,572	36,908	(1,336)	-3.6%
322 Langdale Street Lighting	-	-	-	-	2,553	-	-	-	2,553	2,472	81	3.3%
324 Granthams Street Lighting	-	-	-	-	2,553	-	-	-	2,553	2,469	84	3.4%
326 Veterans Street Lighting	-	-	-	512	-	-	-	-	512	495	17	3.4%
328 Spruce Street Lighting	-	-	256	-	-	-	-	-	256	246	10	4.1%
330 Woodcreek Street Lighting	-	-	-	2,067	-	-	-	-	2,067	1,953	114	5.8%
332 Fircrest Street Lighting	-	-	-	512	-	-	-	-	512	494	18	3.6%
334 Hydaway Street Lighting	-	256	-	-	-	-	-	-	256	246	10	4.1%
336 Sunnyside Street Lighting	-	-	1,020	-	-	-	-	-	1,020	989	31	3.1%
340 Burns Road Street Lighting	-	-	-	-	256	-	-	-	256	227	29	12.8%
342 Stewart Road Street Lighting	-	-	-	-	512	-	-	-	512	494	18	3.6%
345 Ports	-	156,717	126,866	89,552	373,135	-	-	-	746,270	565,544	180,726	32.0%
346 Langdale Dock	-	-	-	-	33,423	-	-	-	33,423	33,417	6	0.0%
Environmental Services												
350 Solid Waste	302,568	291,798	210,901	162,247	273,925	43,813	599,410	273,150	2,157,813	2,036,407	121,406	6.0%
Health Services												
400 Cemetery	15,599	15,044	10,873	8,365	14,122	2,259	30,903	14,083	111,248	110,053	1,195	1.1%
410 Pender Harbour Health Clinic	146,435	-	-	-	-	-	-	-	146,435	146,400	35	0.0%
Planning & Development Services												
500 Regional Planning	19,021	18,343	13,258	10,199	17,220	2,754	37,681	17,171	135,648	132,009	3,639	2.8%
504 Rural Planning	232,166	209,553	161,828	124,495	149,950	-	-	-	877,991	901,378	(23,387)	-2.6%
510 Civic Addressing	-	-	-	-	-	-	-	-	-	-	-	0.0%
515 Heritage Conservation	360	348	251	193	326	-	-	-	1,479	871	608	69.8%
520 Building Inspection	47,334	45,649	32,993	25,382	42,853	6,854	-	-	201,064	189,608	11,456	6.0%
531 Economic Development - A	68,005	-	-	-	-	-	-	-	68,005	65,032	2,973	4.6%
532 Economic Development - B	-	47,171	-	-	-	-	-	-	47,171	41,557	5,614	13.5%
533 Economic Development - D	-	-	39,179	-	-	-	-	-	39,179	37,110	2,069	5.6%
534 Economic Development - E	-	-	-	38,745	-	-	-	-	38,745	27,801	10,944	39.4%
535 Economic Development - F	-	-	-	-	51,442	-	-	-	51,442	46,473	4,969	10.7%
540 Hillside	3,755	3,621	2,617	2,013	3,399	544	7,438	3,389	26,776	26,903	(127)	-0.5%
Recreation & Cultural Services												
615 Community Recreation Facilities	-	847,732	487,600	434,673	676,195	139,259	1,656,037	641,815	4,883,310	4,799,019	84,291	1.8%
625 PH Pool	501,618	-	-	-	-	-	-	-	501,618	495,835	5,783	1.2%
630 Joint Use - School Facilities	303	292	211	163	274	-	601	274	2,118	11,035	(8,917)	-80.8%
640 Gibsons Library	-	-	-	160,496	270,968	-	-	270,201	701,665	700,930	735	0.1%
643 Egmont/Pender Harbour Library	42,829	-	-	-	-	-	-	-	42,829	44,808	(1,979)	-4.4%
645 Halfmoon Bay Library Service	-	165,202	-	-	-	-	-	-	165,202	173,244	(8,042)	-4.6%
646 Roberts Creek Library Service	-	-	161,101	-	-	-	-	-	161,101	161,084	17	0.0%
648 Museum Service	19,211	18,527	13,391	10,302	17,392	2,782	38,059	17,343	137,007	137,682	(675)	-0.5%
650 Community Parks	427,560	412,340	298,024	229,272	387,085	-	-	-	1,754,281	1,746,696	7,585	0.4%
665 Bike & Walking Paths	-	16,594	9,136	8,140	12,642	-	-	-	46,511	45,433	1,078	2.4%
667 Area A Bike & Walking Paths	11,442	-	-	-	-	-	-	-	11,442	11,344	98	0.9%
670 Recreation Programs	22,518	21,716	15,696	12,075	14,547	3,261	44,610	20,329	154,751	154,719	32	0.0%
680 Dakota Ridge	30,422	29,339	21,205	16,313	27,542	4,405	60,268	27,464	216,958	216,381	577	0.3%
Total	\$ 2,400,613	\$ 3,564,581	\$ 2,681,471	\$ 2,093,431	\$ 3,345,405	\$ 319,563	\$ 3,911,903	\$ 2,433,863	\$ 20,750,829	\$ 20,218,598	\$ 532,231	2.63%
Percentage of Total Taxation	11.6%	17.2%	12.9%	10.1%	16.1%	1.5%	18.9%	11.7%				

Overall Change in Taxation - All Property Classes

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	Total
2019 Taxation by area	\$ 2,362,822	\$ 3,455,594	\$ 2,608,611	\$ 2,034,318	\$ 3,210,938	\$ 312,567	\$ 3,829,352	\$ 2,404,396	\$ 20,218,598
\$ Change	\$ 37,791	\$ 108,987	\$ 72,860	\$ 59,112	\$ 134,467	\$ 6,995	\$ 82,551	\$ 29,467	\$ 532,231
% Change	1.60%	3.15%	2.79%	2.91%	4.19%	2.24%	2.16%	1.23%	2.63%

2020 Round 1 Budget Human Resources Plan Summary

Divisions	2019	2020	2021	2022	2023	2024	Net Increase (Reduction) 2019 to 2020
Office of the CAO	2.00	2.00	2.00	2.00	2.00	2.00	-
Human Resource Services	3.60	3.60	3.60	3.60	3.60	3.60	-
Administration and Legislative Services							
Senior Management	1.00	1.00	1.00	1.00	1.00	1.00	-
Administration	2.80	2.80	2.80	2.80	2.80	2.80	-
Legislative Services	5.00	5.00	5.00	5.20	5.00	5.00	-
	8.80	8.80	8.80	9.00	8.80	8.80	-
Corporate Services							
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Financial Services	8.20	8.20	8.20	8.20	8.20	8.20	-
Purchasing and Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	-
Financial Analysis	1.00	1.00	1.00	1.00	1.00	1.00	-
Asset Management	1.80	2.00	2.00	2.00	2.00	2.00	0.20
Information Technology and GIS Services	8.80	8.80	8.80	8.80	8.80	8.80	-
	24.80	25.00	25.00	25.00	25.00	25.00	0.20
Infrastructure Services							
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Utility Services	32.12	33.62	33.62	33.62	33.62	33.62	1.50
Transit and Fleet Services	33.41	33.41	33.41	33.41	33.41	33.41	-
Solid Waste Services	11.69	11.69	11.69	11.69	11.69	11.69	-
Sustainability Services	-	-	-	-	-	-	-
Utility Services - Special Projects	-	-	-	-	-	-	-
	79.22	80.72	80.72	80.72	80.72	80.72	1.50
Planning & Community Development Services							
Senior Management/Admin Asst.	1.90	1.90	1.90	1.90	1.90	1.90	-
Recreation and Community Partnerships	28.20	28.20	28.20	28.20	28.20	28.20	-
Pender Harbour Recreation	4.25	4.25	4.25	4.25	4.25	4.25	-
Facility Services and Parks	24.26	24.26	24.26	24.26	24.26	24.26	-
Planning and Development Services	8.00	8.00	8.00	8.00	8.00	8.00	-
Building Services	6.00	6.00	6.00	6.00	6.00	6.00	-
Emergency Services	0.80	1.40	1.40	1.40	1.40	1.40	0.60
Fire Services	6.20	6.00	6.00	6.00	6.00	6.00	(0.20)
	79.61	80.01	80.01	80.01	80.01	80.01	0.40
Total Full Time Equivalent Positions	198.03	200.13	200.13	200.33	200.13	200.13	2.10

(0.20) Temporary FTE's 2019

2.30 Full year impact of new FTEs approved in 2019

- New FTE's Approved for 2020 (0.00 Pro-rated)

Net Change 2.10

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5, 2019

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

SUBJECT: ANNUAL SUPPORT SERVICE ALLOCATION POLICY REVIEW

RECOMMENDATION(S)

THAT the report titled **Annual Support Service Allocation Policy Review** be received;

AND THAT for 2020 the **Support Services Allocation Policy** be amended to include cost sharing for the Mason Road works yard site;

AND FURTHER THAT the **Support Services Allocation Policy** be approved as amended.

BACKGROUND

The Support Services Allocation Policy (Attachment A) is the method used to apply various support costs to benefiting functions. Section 379 (1) of the *Local Government Act* stipulates that “*All costs incurred by a regional district in relation to a service, including costs of administration attributable to the service, are part of the costs of that service*”. The Policy is to be reviewed on an annual basis as part of the budget process for the upcoming year.

The purpose of this report is to review the Support Service Allocation Policy prior to the 2020-2024 Financial Planning process and to ensure support costs continue to be apportioned in an equitable and transparent manner.

DISCUSSION

The Support Service Allocation Policy apportions costs to be recovered through the various Sunshine Coast Regional District (SCRD) functions. Support Services include the following:

- | | |
|--|---|
| <ul style="list-style-type: none"> i. Administrative Expenses: <ul style="list-style-type: none"> a. Liability Insurance and Legal Fees b. Photocopier and Reception c. Mail and Records Management d. Communications Officer e. Chief Administrative Officer ii. Financial Management <ul style="list-style-type: none"> a. Asset Management b. Financial Services c. Payroll | <ul style="list-style-type: none"> d. Purchasing and Risk Management iii. Field Road Administrative Offices iv. Human Resources v. Information Services vi. Corporate Sustainability Services vii. Property Information and Mapping Services (PIMS) / Geographical Information Systems (GIS); |
|--|---|

Currently there is no consistent methodology to apportion cost at the Mason Road work yard as there is for the Field Rd Administration building. This site is shared amongst the following services: Transit [310]; Fleet [312]; Building Maintenance [313]; Water Utilities [365, 366, & 370]; Wastewater [390-394]; and Parks [650]. Costs such as septic system maintenance or snow removal is recovered and paid by only a select amount of services, therefore, making cost apportionment inequitable at times. It is recommended that for 2020, the Mason Road works yard is added to the Support Service Allocation Policy. Shared costs such as landscaping, site security, repairs, maintenance, or any site enhancement would be recovered based on a set percentage, based on the individual services site use.

Financial Implications

The preliminary financial allocations for the 2020 Support Service Allocations can be found in Attachment B.

Overall, the preliminary values for Support Services have increased \$103,294 or 2.25% over 2019. Changes include: approved increase for Information Technology (IT) capital funding (\$50,000); increases related to salaries and benefits; decreases related to full implementation of new employer health tax mandated by the Provincial Government.

These value have been reflected in the Round 1 budget values.

STRATEGIC PLAN AND RELATED POLICIES

Regular amendments to the Support Services Allocation Policy.

CONCLUSION

The Support Services Allocation Policy is to be reviewed on an annual basis as part of the budget process with impacts for the coming year.

For 2020, it is recommended that the Mason Road works yard be added to the Support Service Allocation Policy. Shared costs would be recovered on a set percentage, based on the individual services site use.

Attachments:

- A – Support Services Allocation Policy
- B – 2020 Round 1 Budget - Support Services Summary

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

Sunshine Coast Regional District

BOARD POLICY MANUAL

Section:	Finance	5
Subsection:	General	1610
Title:	Support Service Allocation	1

POLICY

The Sunshine Coast Regional District will allocate all costs incurred in relation to a particular service to that service. This includes the cost of administration attributable to that service.

REASON FOR POLICY

The policy's purpose is to define the process for allocating the costs of general administration (support service costs) for the Regional District to all budgeted functions within the Regional District on an equitable basis.

AUTHORITY TO ACT

The Chief Financial Officer will administer the allocation of all support services consistent with this policy. Exceptions to this policy may be made by the Chief Administrative Officer or designate.

PROCEDURE

Definitions:

Direct costs – those that can be specifically identified and assigned to a particular project or function relatively easily and with a high degree of accuracy;

Indirect costs – those incurred that cannot be identified readily and specifically with a particular project or function;

Support Services (includes the following functions):

- i. Administrative Expenses:
 - a. Liability Insurance and Legal Fees
 - b. Photocopier and Reception
 - c. Mail and Records Management
 - d. Communications Officer
 - e. Chief Administrative Officer
- ii. Financial Management
 - a. Asset Management
 - b. Financial Services
 - c. Payroll
 - d. Purchasing and Risk Management
- iii. Field Road Administrative Offices Building Maintenance]
- iv. Human Resources
- v. Information Services

vi. Corporate Sustainability Services

vii. Property Information and Mapping Services (PIMS) / Geographical Information Systems (GIS);

viii. Mason Road Works Yard

Net operating budget – the total operating expense budget for each function of the Regional District, exclusive of Internal Recoveries (Line Item 4999), Support Services (Line Item 5000), Support Services Recovery (Line Item 5001), Interest on Long Term Debt (Line Item 5300), Member Municipality Debt Payments (Line Item 5305) and Amortization Expense (Line Item 5400);

Tangible Capital Assets – are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations;

Recoverable costs – the total current year budget less any offsetting revenues.

Principles:

- Fairness – functions should pay for the administrative services they consume;
- Transparency – it should be clear what administrative services a function pays for and the amount for those services;
- Consistent and equitable application;
- Application of generally accepted accounting principles;
- Ease of administration;
- Easily understood by the Board, administration and service participants.

Allocation Method:

Where costs can be identified as direct costs, they will be budgeted and charged to the function or project to which they apply.

a. Overall Allocation

Fifteen percent (15%) of the total recoverable costs for all support service functions will be allocated proportionately to all functions, based on the function's prior year net operating budget. This allocation is in recognition that all functions receive a benefit from support services that may not be recognized in the allocation method utilized.

b. Liability Insurance and Legal Fees

Liability Insurance and Legal Fees are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

c. Photocopier and Reception

Includes the cost associated with the photocopiers and reception for the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

d. Mail and Records Management

The costs for mail and records management are included in function 110 and will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

e. Communications Officer

Includes costs associated with providing advertising, media and communications for the Regional District. The recoverable costs for function 110 will be allocated based on prior year's historical use.

f. Chief Administrative Officer

Includes the staffing and related costs to provide core administrative oversight to the Regional District. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget.

g. Asset Management

Includes costs associated with the development, implementation, and ongoing operation of the Corporate Asset Management Plan and Program, which ensures that all corporate capital assets/infrastructure are operated and maintained to optimize life cycle costs and that there are long term financial strategies in place for their end of life replacement. The recoverable costs for function 113 will be allocated proportionately, based on prior year's historical cost value of the "Tangible Capital Assets" (excluding land or work-in progress) managed by each individual function.

h. Financial Services

Includes the staffing and related costs to provide core financial services to the Regional District. The recoverable amounts of this function, excluding costs associated with payroll, will be allocated proportionately to individual functions, based on the function's prior year net operating budget, excluding the cost of wages and benefits, multiplied by the usage factor. The usage factor is a ratio from 1 to 3 that reflects the draw on financial resources by a particular service.

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

i. Payroll

The recoverable amount associated with Payroll will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

j. Purchasing and Risk Management

Includes costs associated with providing the support for procurement of goods and services and risk management for the Regional District. The recoverable costs will be allocated based on prior year's historical use with a portion for general benefit to the organization.

k. Field Road Administrative Offices Building Maintenance

Includes the cost of maintenance, utilities and debt costs associated with the Field Road Administrative Building. The recoverable costs of this function will be allocated proportionately, based on the square footage of office space assigned to each department.

l. Human Resources

Includes the Human Resources' staffing costs, legal fees, and corporate training. The recoverable costs will be allocated proportionately to individual functions, based on the function's prior year wages and benefits budget (Line Items 5100 to 5140).

m. Information Services

Includes costs of providing computer hardware and software, telephones, network connectivity, and support for the Regional District. The recoverable costs of this function will be allocated based on the following methods:

- i. The costs associated with computer hardware and software and networks will be allocated based on the number of computers assigned to each department.
- ii. The costs of telephone service will be allocated based on the number of telephones assigned to each department.
- iii. The cost of support will be allocated based on the number of users.

n. Corporate Sustainability

Includes costs to support the Regional District's Sustainable Community Policy and Integrated Community Sustainability Policy. The recoverable costs for this function will be allocated proportionately to individual functions, based on the function's prior year net operating budget. When a sustainability project is undertaken that is of regional nature, the costs of that project will be recovered by way of direct taxation.

o. Property Information and Mapping Services (PIMS)

Includes costs associated with providing core spatial data services, systems and mapping for the Regional District. The recoverable costs for function 506 will be allocated based on the following:

Allocation	Methodology	Percent of Budget
General Administration/Overall	40% overall	40%
Tempest-Land Management	Apportioned based on the overall allocation of Tempest Software Maintenance Fees.	10%
Cityworks (Enterprise Asset Management)	Apportioned based on same method as Asset Management	30%
Project based	Only 20% of the budget will be reserved/apportioned to projects and reviewed annually	20%

p. Mason Road Works Yard-

Includes the cost of maintenance, utilities and debt costs associated with the Transit/Fleet Building. The recoverable costs will be allocated proportionately, based on the square footage of site occupied by each department.

Five-Year Plan Allocation:

Budget Years 2 through 5 of the five-year financial plan will be based on the Year 1 (current budget year) allocation, adjusted for any significant changes in individual operating plans.

New Services:

A new service with no base year will be allocated a support services charge based on a projected budget amount or a charge as set by the Chief Financial Officer.

Review:

In the fall of each year, as part of the base budget process, each function's allocations are updated according to the policy, and the changes are applied. This may result in an increase or decrease to the respective functions support service cost for the following year.

Approval Date:	November 25, 2010	Resolution No.	484/10 Rec. No. 5
Amendment Date:	February 14, 2013	Resolution No.	048/13 Rec. No. 1
Amendment Date:	December 12, 2013	Resolution No.	577/13 Rec. No. 3
Amendment Date:	December 11, 2014	Resolution No.	579/14 Rec. No. 8
Amendment Date:	December 10, 2015	Resolution No.	443/15 Rec. No. 5
Amendment Date:	December 8, 2016	Resolution No.	452/16 Rec. No. 3
Amendment Date:	December 13, 2018	Resolution No.	340/18 Rec. No. 3

~~Once the amendments have been made, the Support Service Policy and Allocation Method will be brought to the Board for review on an annual basis, as part of the pre-budget. At this time, any questions or concerns regarding specific functions allocations can be identified. Resolutions will be addressed prior to Round 2 of the proceeding year's budget.~~

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<u>Approval Date:</u>	<u>November 25, 2010</u>	<u>Resolution No.</u>	<u>484/10 Rec. No. 5</u>
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<u>Amendment Date:</u>	<u>December 13, 2018</u>	<u>Resolution No:</u>	<u>340/18 Rec. No. 3</u>

2020 Round 1 Budget Support Service Allocation

	CAO	Liability Ins & Legal	Photocopier	Comm. Officer Payroll	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)	15% Across the board	Total Allocation
Overall Allocation (15%)	207,471	99,100	32,500	70,927	99,727	177,856	750,582	186,221	239,625	359,658	472,373	569,863	1,045,148	21,340	102,921	34,307	68,614	137,227		4,675,460
Net Recovery	(31,121)	(14,865)	(4,875)	(10,639)	(14,959)	(26,678)	(112,587)	(27,933)	(35,944)	(53,949)	(70,856)	(85,479)	(156,772)	(3,201)					649,859	-
	176,350	84,235	27,625	60,288	84,768	151,178	637,995	158,288	203,681	305,709	401,517	484,384	888,376	18,139	102,921	34,307	68,614	137,227	649,859	4,675,460
General Government Services																				
[110] General Government	10,683	5,091	11,186	55,405	34,324	9,137	16,392	14,037	462	21,705	162,580	42,955	109,799	1,096	234	235	7,204	8,294	39,276	550,094
[111] Asset Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[112] Corporate Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[113] Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[114] General Offices Bld Maint	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[115] Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[116] Procurement & Risk Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[117] Information Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[118] S/Coast RHD Admin	-	195	352	-	1,081	350	277	638	-	-	5,122	1,953	1,631	42	-	3	-	318	1,505	13,467
[121] Grants in Aid - Area A	234	112	-	-	-	201	704	8	-	-	-	26		24	-	15	-	182	862	2,368
[122] Grants in Aid - Area B	215	102	-	-	-	184	643	8	-	-	-	26		22	-	7	-	167	789	2,163
[123] Grants in Aid - Area E & F	30	14	-	-	-	26	78	8	-	-	-	26		3	-	2	-	23	111	323
[125] Grants in Aid - Community Schools	68	33	-	-	-	58	195	8	-	-	-	26		7	-	2	-	53	251	702
[126] Greater Gibsons Comm Participation	68	33	-	-	-	58	195	8	-	-	-	26		7	-	12	-	53	251	712
[127] Grants in Aid - D only	228	109	-	-	-	195	684	8	-	-	-	26		23	-	8	-	177	838	2,296
[128] Grants in Aid - E only	124	59	-	-	-	106	365	8	-	-	-	26		13	-	4	-	96	456	1,257
[129] Grants in Aid - F only	150	71	-	-	-	128	444	8	-	-	-	26		15	-	8	-	116	551	1,519
[130] UBCM & Electoral Area Services	431	205	-	-	-	368	687	362	-	-	-	1,109		44	-	8	-	334	1,583	5,132
[131] Elections (Election Year Only)	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-
[135] Corporate Sustainability	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-
[136] Regional Sustainability	79	38	-	-	-	68	61	-	-	-	-	-	544	8	-	1	-	62	292	1,152
[151] Feasibility Studies - Area A	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-
[152] Feasibility Studies - Area B	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-
[153] Feasibility Studies - Area D	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-
[155] Feasibility Studies - Area F	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-
Protective Services																				
[200] Bylaw Enforcement	929	443	522	-	1,602	795	680	1,434	70	-	7,588	4,389	9,703	95	35	4,997	206	722	3,417	37,630
[204] Halfmoon Bay Smoke Control	6	3	3	-	10	5	-	10	-	-	47	31		1	-	1	-	4	21	142
[206] Roberts Creek Smoke Control	6	3	3	-	10	5	-	10	-	-	47	31		1	-	-	-	4	21	142
[210] Gibsons and District Fire Protection	4,376	2,086	55	-	170	3,743	12,281	4,160	4,792	9,171	806	12,729	23,075	449	2,421	124	-	3,398	16,090	99,927
[212] Roberts Creek Fire Protection	1,805	860	46	-	140	1,544	8,037	867	2,629	2,140	664	2,653	12,246	185	1,328	81	-	1,402	6,637	43,265
[216] Halfmoon Bay Fire Protection	1,825	870	46	-	140	1,561	8,155	869	2,281	-	664	2,658	11,696	187	1,152	87	-	1,417	6,711	40,319
[218] Egmont Fire Protection	522	249	26	-	80	446	3,135	18	525	-	379	55		54	265	28	-	405	1,917	8,104
[220] Emergency Telephone - 911	1,662	792	202	-	621	1,421	9,624	162	1,244	6,420	2,940	495	2,718	171	629	120	-	1,290	6,109	36,618
[222] Sunshine Coast Emergency Planning	1,444	688	1,413	60	4,336	1,235	5,020	1,095	323	1,834	20,536	3,352	9,320	148	163	39	412	1,121	5,307	57,845
[290] Animal Control	390	186	124	-	380	334	816	451	61	-	1,802	1,381	4,268	40	31	1,622	-	303	1,436	13,627
[291] Keats Island Dog Control	17	8	-	-	-	14	51	15	-	-	-	45		2	-	1	-	13	61	226
Transportation Services																				
[310] Public Transit	25,776	12,283	101	-	310	22,045	99,587	26,198	951	306	1,470	80,170	99,527	2,645	481	737	-	20,011	94,764	487,362
[312] Maintenance Facility	27	13	20	-	60	23	-	-	1,750	2,140	285	-	31,787	3	885	-	-	21	100	37,112
[313] Building Maintenance																				
[320] Regional Street Lighting	211	100	-	-	-	180	626	12	-	-	-	36		22	-	7	-	164	775	2,133
[322] Langdale Street Lighting	15	7	-	-	-	13	47	-	-	-	-	-		2	-	0	-	12	56	152
[324] Granthams Street Lighting	15	7	-	-	-	13	47	-	-	-	-	-		2	-	0	-	12	56	152
[326] Veterans Street Lighting	3	1	-	-	-	3	9	-	-	-	-	-		0	-	0	-	2	11	31
[328] Spruce Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-		0	-	0	-	1	6	15
[330] Woodcreek Street Lighting	12	6	-	-	-	11	38	-	-	-	-	-		1	-	0	-	10	45	123
[332] Fircrest Street Lighting	3	1	-	-	-	3	9	-	-	-	-	-		0	-	0	-	2	11	31
[334] Hydaway Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-		0	-	0	-	1	6	15
[336] Sunnyside Street Lighting	6	3	-	-	-	5	19	-	-	-	-	-		1	-	0	-	5	22	61
[340] Burns Road Street Lighting	2	1	-	-	-	1	5	-	-	-	-	-		0	-	0	-	1	6	15
[342] Stewart Road Street Lighting	3	1	-	-	-	3	9	-	-	-	-	-		0	-	0	-	2	11	31
[345] Ports Services	1,609	767	85	-	260	1,376	8,761	316	1,999	23,845	1,233	967	2,718	165	1,010	32	-	1,249	5,915	52,308
[346] Langdale Dock	200	95	-	-	-	171	612	-	-	-	-	-		20	-	7	-	155	734	1,994

2020 Round 1 Budget Support Service Allocation

	CAO	Liability Ins & Legal	Photocopier	Comm. Officer Payroll	Reception Payroll	Mail and Records Payroll	Finance	Payroll	Asset Mangmt.	Purchasing & Risk Mangmt.	Field Rd Bld Maint	HR	IT/ Phones	Sustain	PIMS - Cityworks (30%)	PIMS - Tempest (10%)	PIMS - Projects (20%)	PIMS - Administration (40%)	15% Across the board	Total Allocation
Overall Allocation (15%)	207,471 (31,121)	99,100 (14,865)	32,500 (4,875)	70,927 (10,639)	99,727 (14,959)	177,856 (26,678)	750,582 (112,587)	186,221 (27,933)	239,625 (35,944)	359,658 (53,949)	472,373 (70,856)	569,863 (85,479)	1,045,148 (156,772)	21,340 (3,201)	102,921	34,307	68,614	137,227	649,859	4,675,460
Net Recovery	176,350	84,235	27,625	60,288	84,768	151,178	637,995	158,288	203,681	305,709	401,517	484,384	888,376	18,139	102,921	34,307	68,614	137,227	649,859	4,675,460
Environmental Health Services																				
[350] Regional Solid Waste	6,752	3,218	1,273	844	3,905	5,775	28,904	3,572	16	6,114	18,497	10,932	10,871	693	8	278	2,950	5,242	24,823	134,665
[351] Pender Harbour Solid Waste	4,585	2,185	26	-	80	3,921	27,399	2,815	386	6,114	379	8,615	5,435	471	195	197	-	3,560	16,857	83,220
[352] Sechelt Solid Waste	11,043	5,262	55	-	170	9,444	76,901	4,701	795	12,228	806	14,387	13,972	1,133	402	660	-	8,573	40,598	201,131
[355] Refuse Collection	4,849	2,311	111	-	340	4,147	28,334	401	-	18,343	1,613	1,226	2,718	498	-	1,598	823	3,764	17,827	88,902
[365] North Pender Harbour Water Svcs	1,693	807	72	-	220	1,448	6,844	1,662	7,600	12,228	1,043	5,087	11,254	174	3,840	172	-	1,314	6,223	61,680
[366] South Pender Harbour Water Svcs	3,098	1,476	134	-	411	2,650	12,736	3,003	11,781	12,228	1,945	9,189	20,341	318	5,953	361	-	2,405	11,390	99,417
[370] Regional Water Services	24,127	11,498	3,100	1,990	9,512	20,635	79,770	27,085	118,379	51,359	45,056	82,884	122,118	2,476	59,818	3,330	27,926	18,731	88,704	798,497
[381] Greaves RD W/W Plant	8	4	-	-	-	7	16	10	-	-	-	30	-	1	-	2	-	6	30	113
[382] Woodcreek Park Waste Water Plant	174	83	-	-	-	149	617	129	246	-	-	394	-	18	124	26	-	135	640	2,735
[383] Sunnyside W/W Plant	7	3	-	-	-	6	5	11	-	-	-	33	-	1	-	3	-	5	26	100
[384] Jolly Roger W/W Plant	65	31	-	-	-	56	206	55	53	-	-	169	-	7	27	9	-	51	240	969
[385] Secret Cove W/W Plant	78	37	-	-	-	67	265	62	58	-	-	189	-	8	29	10	-	61	288	1,154
[386] Lee Bay W/W Plant	242	116	-	-	-	207	826	189	68	-	-	578	-	25	35	51	-	188	891	3,416
[387] Square Bay W/W Plant	190	91	-	-	-	162	521	184	245	-	-	563	-	19	124	27	-	147	698	2,972
[388] Langdale W/W Plant	127	61	-	-	-	109	329	129	222	-	-	395	-	13	112	13	-	99	468	2,078
[389] Canoe RD W/W Plant	6	3	-	-	-	5	10	7	-	917	-	21	-	1	-	2	-	4	20	996
[390] Merril Crescent W/W Pln	46	22	-	-	-	40	156	36	36	-	-	111	-	5	18	5	-	36	170	681
[391] Curran RD W/W Plant	108	52	-	-	-	93	425	68	215	-	-	209	-	11	108	21	-	84	398	1,792
[392] Roberts Creek W/W Plant	103	49	-	-	-	88	293	98	308	-	-	299	-	11	155	10	-	80	380	1,875
[393] Lillies Lake W/W Plant	91	43	-	-	-	78	352	59	314	-	-	181	-	9	159	11	-	71	335	1,702
[394] Painted Boat	79	38	-	-	-	68	249	68	466	-	-	208	-	8	235	11	-	62	292	1,784
[395] Sakinaw Ridge Waste Water Plant	94	45	-	-	-	80	593	51	-	-	-	157	-	10	-	-	-	73	345	1,447
Public Health and Welfare Services																				
[400] Cemetery	1,020	486	46	-	140	873	2,816	984	92	306	664	3,010	2,718	105	47	13	-	792	3,752	17,862
[410] Pender Harbour Health Clinic	877	418	-	-	-	750	1,344	-	-	-	-	-	-	90	-	13	-	681	3,223	7,395
Environmental Development Services																				
[500] Regional Planning	810	386	636	-	1,952	693	432	1,296	-	611	9,248	3,966	9,829	83	-	1,299	-	629	2,978	34,849
[504] Rural Planning Services	4,487	2,138	3,769	-	11,565	3,838	5,332	6,339	120	-	54,778	19,399	41,657	460	61	8,015	23,329	3,483	16,496	205,268
[506] Property & Information Mapping Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
[510] House Numbering	341	163	88	-	270	292	1,066	293	-	-	1,281	898	1,359	35	-	1	-	265	1,254	7,606
[515] Heritage Registry	15	7	-	-	-	13	-	27	-	-	-	83	-	2	-	-	-	12	57	217
[520] Building Inspection Services	4,022	1,917	1,837	-	5,637	3,440	2,629	6,296	150	-	26,701	19,268	38,556	413	76	7,845	2,470	3,122	14,786	139,165
[531] Economic Development - Area A	410	195	-	-	-	351	629	-	-	-	-	-	-	42	-	4	-	318	1,507	3,456
[532] Economic Development - Area B	284	136	-	-	-	243	436	-	-	-	-	-	-	29	-	2	-	221	1,046	2,396
[533] Economic Development - Area D	236	113	-	-	-	202	362	-	-	-	-	-	-	24	-	1	-	183	868	1,990
[534] Economic Development - Area E	234	111	-	-	-	200	358	-	-	-	-	-	-	24	-	2	-	181	859	1,968
[535] Economic Development - Area F	310	148	-	-	-	265	475	-	-	-	-	-	-	32	-	4	-	241	1,140	2,616
[540] Hillside Development Project	885	422	36	-	110	757	2,509	116	-	2,446	522	356	1,087	91	-	23	412	687	3,252	13,709
Recreation and Cultural Services																				
[613] Community Recreation Operations	15,348	7,314	-	-	-	13,127	80,358	11,588	27,840	56,862	-	35,462	70,133	1,575	14,068	-	-	11,916	56,428	402,020
[614] Community Recreation Programming	15,638	7,452	-	1,567	-	13,375	22,134	23,187	-	13,451	-	70,957	141,578	1,605	-	1,326	-	12,140	57,492	381,903
[615] Community Recreation Facilities	19	9	620	-	1,902	16	-	33	124	-	9,011	100	-	2	63	-	-	14	68	11,980
[625] Pender Harbour Pool	2,887	1,376	-	-	-	2,469	8,051	3,525	2,324	-	-	10,788	10,871	296	1,174	92	-	2,241	10,614	56,710
[630] School Facilities - Joint Use	11	5	7	-	20	9	-	19	-	-	95	57	-	1	-	1	-	8	39	270
[640] Gibsons and Area Library	4,187	1,995	-	-	-	3,581	12,641	114	2,080	2,751	-	349	-	430	1,051	133	-	3,251	15,395	47,958
[643] Egmont Pender Harbour Libraray Service	209	100	-	-	-	179	642	-	-	-	-	-	-	21	-	-	-	163	770	2,084
[645] Halfmoon Bay Library Service	771	367	-	-	-	659	2,364	-	-	-	-	-	-	79	-	23	-	598	2,834	7,696
[646] Roberts Creek Library Service	527	251	-	-	-	451	1,615	-	-	-	-	-	-	54	-	16	-	409	1,937	5,259
[648] Museum Service	813	387	-	-	-	695	2,493	-	-	-	-	-	-	83	-	28	-	631	2,989	8,121
[650] Community Parks Operations	8,871	4,227	1,299	-	3,985	7,587	39,724	7,978	7,241	41,271	18,876	24,413	58,055	910	3,659	403	1,441	6,887	32,613	269,438
[665] Bicycle & Walking Paths	185	88	23	-	70	158	300	239	4,393	-	332	731	3,805	19	2,220	1	-	144	681	13,389
[667] Area A Bicycle & Walking Paths	66	31	3	-	10	56	82	69	127	-	47	211	-	7	64	5	-	51	243	1,345
[670] Regional Recreation Programs	943	450	-	422	-	807	2,892	-	-	-	-	-	-	97	-	43	-	732	3,468	9,854
[680] Dakota Ridge Operations	1,201	572	307	-	941	1,027	2,260	812	915	917	4,458	2,486	2,718	123	462	27	1,441	932	4,414	26,012
[681] Dakota Ridge Planning							-	253		-		775								1,028
																				-
	176,350	84,235	27,625	60,288	84,768	151,178	637,995	158,288	203,681	305,709	401,517	484,384	888,376	18,139	102,921	34,307	68,614	137,227	649,859	4,675,460

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Service Committee – December 5, 2019

AUTHOR: Senior Leadership Team

SUBJECT: DEPARTMENTAL SERVICE PLANS- LITE VERSION

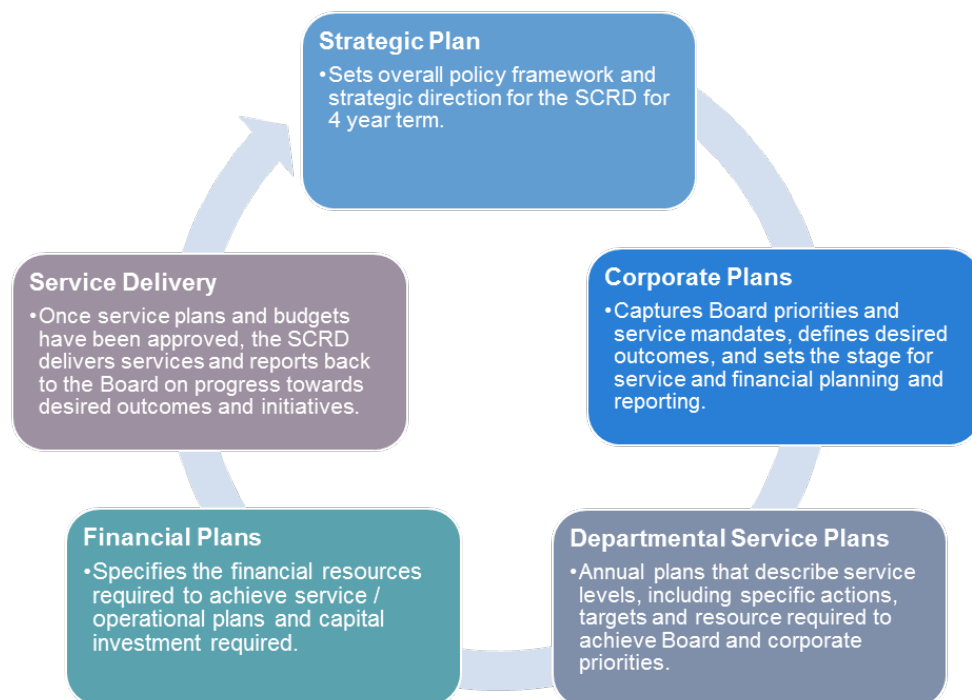
RECOMMENDATION(S)

THAT the report titled Departmental Service Plans-Lite Version be received for information.

BACKGROUND

At the September 19, 2019 Corporate and Administrative Services Committee, staff presented a report on the 2020-2024 Financial Plan process and timeline. Included was the recommendation that abridged versions of divisional service plans be provided as part of the budget deliberations.

The purpose of a service plan is to describe established service levels, including specific actions, targets and resources required to achieve Board and corporate priorities. This is one of the key steps in the planning process (below).



DISCUSSION

Attached are draft preliminary divisional/functional service plans for 2020 for the main services that the Sunshine Coast Regional District (SCRD) provides. Smaller functions, such as granting services (rural areas' grant-in-aid, libraries and museums), heritage conservation, and smoke control have not been included as these have limited scopes.

The goal of providing a broad snapshot of each service is to give the Committee a summary of the overall services mandated, current resources allocated to the function, and the preliminary work-plan for the upcoming year, in addition to the new proposals being contemplated. This is to assist the Board with its decision making process.

As this is the first time that service plans are being provided to the Committee and public, staff recognize that future improvements can be made. The goal is to create comprehensive service plans for all of the SCRD's main functions which also link to the Board's Strategic and Corporate Plans such as the asset management plan.

STRATEGIC PLAN AND RELATED POLICIES

Providing service plans align with the Board's Strategic focus area of *Communication*.

CONCLUSION

The purpose of a service plan is to describe established service levels, including specific actions, targets and resource required to achieve Board and Corporate priorities. This is one of the key steps in the planning process.

The goal of providing a broad snapshot of each service is to give the Committee a summary of the overall services mandated, current resources allocated to the function, and the preliminary work-plan for the upcoming year, in addition to the new proposals being contemplated.

The future goal is to create comprehensive service plans for all of the SCRD's main functions which also link to the Board's Strategic and Corporate Plans.

Reviewed by:			
Manager		Finance	
GM		Legislative	
Acting CAO	X – T. Perreault	Other	X – T. Crosby

Corporate Services Department Summary

Department Summary:	Corporate Services	Manager:	Tina Perreault
Budget Year:	2020	Functions:	111, 112, 113, 114, 116, 117, 118, 121, 122, 123, 125, 126, 127, 128, 129, 531, 532, 533, 534, 535
Division:	Corporate	Status:	Active

Purpose

The Corporate Services Department provides strategic planning, financial, management, technical and administrative support for the Sunshine Coast Regional District's (SCRD) Corporate entity consisting of Asset Management, Corporate Finance, Field Road Building Maintenance, Purchasing and Risk Management, Information Technology, Sunshine Coast Regional Hospital District, and Grant-in-Aid and Economic Development Functions.

Budget Summary

Prior Year Approved Net Budget	\$603,217
2020 FTE	_____
2019 FTE	24.80
FTE Change	_____

Outlook for Upcoming Budget:

Asset Management

Finance

Field Road Building Maintenance

Purchasing and Risk Management

Information Technology

Sunshine Coast Regional Hospital District

Rural Areas' Grant-in-Aid Functions

Economic Development Functions

Highlights of Current Year:

Asset Management

Finance

Field Road Building Maintenance

Purchasing and Risk Management

Information Technology

Sunshine Coast Regional Hospital District

Rural Areas' Grant-in-Aid Functions

Economic Development Functions

Change Request for 2020:

Either:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
Request #							
Total Change Request							

INSERT BUDGET SUMMARY HERE

2019-2020 Budget Changes:

A reduction in the equipment reserve was necessary to meet goals....

Service Summary

Department Summary:	Administrative and Legislative Services	Manager:	Sherry Reid
Budget Year:	2020	Function:	110
Division:	Administration and Legislative Services	Status:	

Service Overview

The Administration and Legislative Services Department is responsible for planning, coordination and control of corporate administrative functions in accordance with the *Local Government Act* and ensures the provision of services in compliance with the Regional District's bylaws, policies, procedures, and statutory requirements.

The Administration and Legislative Services Department provides support services for all Regional District functions. Areas of responsibility include Corporate Administration, Legislative Services, Records Management and Communications.

Budget Summary

2019 Approved Net Budget	\$1,673,865
2019 Approved FTE Count	8.8
2020 Proposed FTE Count	9.8
FTE Change	1.0

Outlook for Upcoming Year (2020)

The Administration and Legislative Services Department will continue to ensure the provision of services that are in compliance with the Regional District's bylaws, policies, procedures and statutory requirements. Ongoing operational responsibilities include:

- Providing support to the Board including preparation and coordination of Board meetings, agendas and minutes;
- Providing support to the Board's appointed committees;
- Directing and coordinating corporate policy, strategies and objectives;
- Administering the corporate records management program and the Freedom of Information and Protection of Privacy Act;
- Composing bylaws, minutes and legal notices and providing education regarding current government legislation;
- Administering statutory corporate administration functions, including legal document execution, and certification of bylaws, minutes and resolutions;
- Conducting Local Government Elections &/or by-elections when required;
- Administering elector approval processes including referendums and alternative approval processes; and
- Mail collection and distribution;
- Coordinating information dissemination through media releases, advertising and website management.

Additional priorities or proposed projects for the Administration and Legislative Services Department align with the 2019-2023 Strategic Plan, and primarily focus on strategic tactics and targets identified for Engagement and Communications, Regional Collaboration and Partnership, and Infrastructure Management focus areas.

Current Year Priorities:

2020 Key Projects and Action Plans (in addition to daily operational requirements)

Core Service/Project	Goal	Timeline	Strategic Focus Area	Resourcing
Legislative	Service Establishment process for Curbside Recycling – Areas B and D (AAP)	Q1/Q2/Q3	Board directive	CO/DCO
	FOI and Privacy Program development – policy, procedures, training	Q1/Q2	Operational requirement	CO/DCO
	Board Policy Review	Q2/Q3	Operational requirement	CO/DCO
	Long-term borrowing - Loan Authorization for Water Meters – Phase III (AAP)	Q3/Q4	Infrastructure Management	CO/DCO
	Long-term borrowing - Loan Authorization for Church Road Well (AAP)	Q3/Q4	Infrastructure Management	CO/DCO
	Bylaw Review – Protective/Emergency Services, Animal Control, Development Cost Charges, Water Rates and Regulations, Waste Water/Sewage Treatment Services	TBC in coordination with department	Infrastructure Management	CO
Communications	Website review and develop RFP for new website (prepare for phase II website redesign)	Q1/Q2	Engagement & Communication	CO/Communication Officer
	Educational campaigns – food waste, curbside development, drought management/water conservation	TBC in coordination with department	Infrastructure Management	Communication Officer
	Integrate First Nations territory acknowledgement on all SCRD communications – in collaboration with shíshálh and Squamish Nation	Q1/Q2/Q3/Q4	Regional Collaboration & Cooperation	TBC
	Develop information resources for Local Government Awareness Week for online and in-person education re: SCRD and other government services	Q2	Regional Collaboration & Cooperation	Communication Officer
	Review/Update Public Participation Framework and Toolkit and provide staff training	Q1/Q2/Q3/Q4	Engagement & Communication	TBC
	Review and update internal communications and engagement program	Q1	Engagement & Communication	TBC
Records	Records and Information Management Procedures manual	Q1/Q2	Operational requirement	Records Coordinator
	Information Governance Policy – develop and implement	Q3/Q4	Operational requirement	CO/Records Coordinator
	Develop electronic scanning policies/procedures to comply with documentary evidence standards	Q4	Operational requirement	Records Coordinator

Administration	First Nations relations and reconciliation –process improvements for ongoing collaboration; Joint Watershed Management Agreement; Heritage Protocol Agreement; education and knowledge sharing.	Q1/Q2/Q3/Q4	Regional Collaboration & Cooperation	CAO
	Increase opportunities for intergovernmental collaboration – develop framework for local governments to identify joint initiatives/information sharing	ongoing	Regional Collaboration & Cooperation	CAO

Proposed Initiatives for 2020:

BOARD STRATEGIC AND CORPORATE GOALS			
Online Public Engagement Platform	To procure an online community engagement platform which will create a central online meeting place where SCRD staff can initiate public engagement through a range of tools designed to inform, seek public feedback, exchange ideas, and measure community response to issues of interest.	\$25,000	Q2/Q3
Website Redesign (Phase 2)	To develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience.	\$125,000	Q3/Q4
Communications and Engagement Manager	The addition of a new Communications and Engagement Manager who will work with the Communications Officer to oversee and coordinate all Corporate communications, both internal and external, SCRD public engagement initiatives, and will also provide support for the Board's advocacy efforts and outreach on Climate initiatives.	\$120,650 (total salary plus 27% overhead costs).	Q1/Q2/Q3/Q4
LOW COST, HIGH VALUE			
Audio Visual Improvements in the Board Room	To provide an alternate viewing option for delegation presentations in the Boardroom so that Directors can view presentations without moving from their Board Table seats and therefore better engage with presenters.	\$10,000	Q1

Service Summary

Division Summary: Asset Management

Manager: Kyle Doyle

Service Year: 2020

Function: 111

Department: Corporate Services

Status:

Service Overview

Asset management is a corporate support service intended to continuously improve asset management practices at the Sunshine Coast Regional District (SCRD). Creating strong asset management practices will ensure the SCRD is well positioned to continue delivering exceptional service in a cost-effective manner while adapting to the challenges posed by a changing climate.

The SCRD owns and maintains a variety of assets including water infrastructure, wastewater infrastructure, parks infrastructure, ports infrastructure, emergency services infrastructure, transit infrastructure, fleet services, as well as civic facilities such as municipal offices, recreation buildings, parks, buildings, warehouse facilities, and other operational buildings with a combined replacement value estimated at \$300,000,000.

Budget Summary

2019 Approved Net Budget \$ 198,460

2019 Approved FTE Count 2

2020 Approved FTE Count 2

FTE Change 0

Outlook for Upcoming Year:

In 2020 Asset Management will continue to develop and implement asset management strategies across all departments within the SCRD. We will develop internal and external engagement and education strategies to encourage acceptance of the ongoing shift to sustainable service delivery. Efforts will be made to provide broad direction to all services with respect to the initiation of asset management programs. Specific services will be targeted for development of comprehensive asset management plans.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
1. Comprehensive Regional Water System Asset Management Plan <ol style="list-style-type: none">Detailed inventoryCondition AssessmentReview user rates/parcel taxPrepare long-term financial planPrepare implementation strategy	Q1 2020 – Q1 2022	KD, DJ, ISC Staff
2. North and South Pender Water Systems Asset Management Plan(s) <ol style="list-style-type: none">Detailed Inventory	Q1-Q4	KD, DJ, ISC Staff

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Core Service Project & Goal	Timeline	Staff
b. Condition Assessment c. Review user rates/parcel tax d. Prepare long-term financial plans		
3. Recreation Capital Plan Review	Q3	KD, DJ
4. Update Corporate Asset Management Policy	Q3	KD, DJ
5. Prepare Internal Training Opportunities (Staff/Board) a. Levels of Service b. Asset Inventories c. Terminology	Ongoing	KD, DJ
6. Technical Review of Funding Models a. Assess existing funding model policies b. Build a template for sustainable funding model	Q2	KD, DJ
7. Develop Risk Assessment Procedure	Q4	KD, DJ, VC
8. Initiation of Asset Management Plan a. Parks Department b. Protective Services c. Transit Department	Q4	KD, DJ, Dept. Staff
9. Capital Projects (various TBD) a. Project Management and Coordination Support	Ongoing	KD
10. CI Cityworks Team	Ongoing	KD

Proposed Initiatives for 2020:

n/a

2019-2020 Budget Changes:

Base Budget Increase - (Training and Designation) – \$10,000

Service Summary

Division Summary:	Financial Services	Manager:	Colin Ho
Service Year:	2020	Function:	113
Department:	Corporate Services	Status:	

Service Overview

Financial Services is a centralized support service responsible for the financial administration of all functions of the Sunshine Coast Regional District (SCRD). The Chief Financial Officer and Manager, Financial Services are appointed to the roles of Financial Officer and Deputy Financial Officer, respectively, as detailed in Section 237 of the *Local Government Act*.

The funding models for Financial Services are specified in the Support Service Allocation Policy. We focus on providing timely and accurate financial information in compliance with Public Sector Accounting Standards (PSAS), external legislative requirements and auditing standards. We are responsible for the internal controls and statutory reporting which aligns with the strategic direction of the Board.

Budget Summary

2019 Approved Net Budget	\$ 716,559
2019 Approved FTE Count	<u>11</u>
2020 Approved FTE Count	<u>11</u>
FTE Change	<u>n/a</u>

Outlook for Upcoming Year:

Finance Operations supports over 100 services provided by the Regional District. We administer the following functions annually: accounts receivable, accounts payable, revenue collection, revenue requisitioning, general ledger, financial reporting, statutory reporting, capital assets, banking, payroll and utility billing.

For 2020 there are several corporate projects scheduled in addition to statutory items required annually. For example, the new Public Sector Accounting Standard (PSAS) for Asset Retirement Obligations and Phase 2 of the Statement of values.

This year will also mean larger work-loads for the corporate finance and financial analysis sections of Finance in support of water, wastewater, solid waste, public transit, and community recreation divisional initiatives.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
1. Five-Year Financial Planning Process		TP, BW, TC
2. 2020-2024 Financial Plan-Budget book and GFOA award submission		
3. Statutory Processes for Year end		
a. Transfer outstanding utility billing levies to taxes	Q1	CH, AR
b. Complete parcel tax process and requisition	Q2	CH, AR
c. Complete ad valorem requisition	Q2	CH
d. LGDE filing	Q2	CH
e. CARIP filing	Q2	CH, RB, RS
f. SOFI filing	Q2	CH, MC, MG
4. Audit		
a. Year end audit for 2019	Q1-2	All Finance
b. Prepare and Finalize 2019 Financial Statements		CH, TP
c. Interim audit for 2020	Q1	CH
d. Attend inventory count for Water and Fleet divisions	Q2	CH
e. Attend BC Transit inventory count	Q4	CH, RB
f. Complete site visits for cash management purposes	Q2	CH, TBD
5. Variance Reporting		
a. Quarter 2 reporting for CAS	Q3	CH, RB, BW
b. Year-end/Q4 reporting for Round 2 Budget/Special CAS	Q1-2021	CH, RB, BW
6. Rural Areas Grant-In-Aid Process		
a. Advertisement, collect application,	Q1	
b. Collect applications,		
7. Develop organization wide cash handling policy	2020	CH, RB, AH, VC, TP
a. Policy		
b. Privacy Impact Assessment and PCI Compliance		
c. Training		
8. Capital Assets:		
a. Create asset policy and procedures	2020	CH, VC, RB, BS, BW
b. Asset disposals		
c. Training on asset capitalization, funding, disposal, etc.		
9. Statement of Values Review-Phase 2	2020	CH, VC, BS
10. Asset Retirement Obligation plan for adoption of accounting standard	2020	CH, TP, BW, RB & Management
11. Tempest - Continuous Improvement Items		
a. Accept online banking payments for Utility Bills		CH, BV
b. Tempest CASH to BW AR invoice integration		

Core Service Project & Goal	Timeline	Staff
c. Meter reading for commercial properties, support		CH, AH, BV AR, BV
12. Business World - Continuous Improvement Items		
a. Milestone 8 release upgrade plan	Q2	CH, BV
b. Work order transition and training for Fleet and automation of all work order invoicing	Q2-Q4	CH, BV, KB
c. Revise credit card process and policy review	Q3- 2019 Q2 2019Q1	CH, MG, BV CH, RB, BV CH, IT, Finance
d. Improve sales tax reporting		
e. Various improvements		
13. Rate reviews:		
a. Utilities: water, refuse collection, wastewater	Q4	CH, BW, BS
b. Administrative and other	Ongoing	CH, AH, DG
14. Other:		
a. Review on account purchases process	2019	CH, MG, VC CH, AL
b. Explore treatment of WWTP land charges as it relates to parcel taxes	2019	
c. Review why eTax isn't using an acreage table for SPH parcel tax		CH
d. Letter of credit clean up project	2019	
e. In-depth analysis for Function [310] Public Transit		CH, RB, VC
f. DCC process review and documentation	2019	CH
g. Fleet process and procedure documentation	2020	CH, RB

Proposed Initiatives for 2020:

No Budget Proposals for Financial Services for 2020- See Proposals for Asset Management and Purchasing & Risk Management.

Department Summary

Division Summary: Human Resources

Manager: Gerry Parker

Service Year: 2020

Function: 115

Department: Human Resources

Status:

Service Overview

Human Resources (HR) is a centralized support service responsible for providing strategic workforce development processes and continuous improvement of best practices to and for all staff in all functions of the Sunshine Coast Regional District (SCRD). The funding models for Human Resources Services are specified in the Support Service Allocation Policy.

We deliver responsive, strategic, and supportive expert advice, mentoring, guidance, and coaching, on the full range of Human Resources Management services. We are responsible for promoting industry-leading best practices and ensuring awareness of, and ongoing compliance with, legislative requirements such as the Workers' Compensation Act, Employment Standards Act, BC Human Rights Code, and the BC Labour Code, all as guided by the Code of Ethics and Professional Standards of the Chartered Professionals in Human Resources (CPHR) of BC and Yukon.

Budget Summary

2019 Approved Net Budget \$551,713

2019 Approved FTE Count 3.60

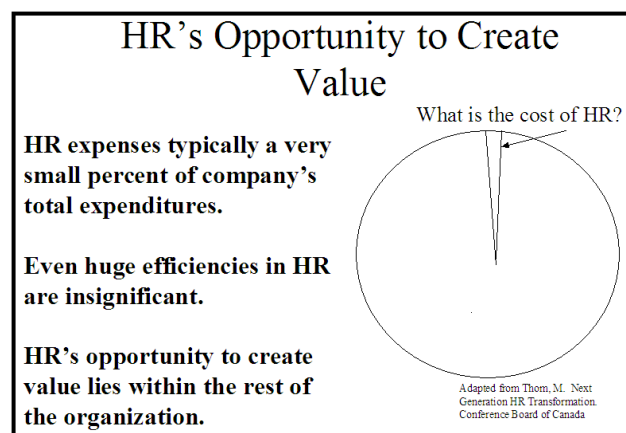
2020 Proposed FTE Count 4.40 TBD

FTE Change 0.80 TBD

Outlook for Upcoming Year:

With combined totals of the SCRD's fulltime equivalencies, including part-time, temporary, and casual employees, plus all of the volunteers, the total workforce consists of about 400 people. The total staffing complement in HR is less than 2% of the overall workforce. HR's value lies in the support provided to the SCRD workforce.

The Human Resources (HR) Services Department provides a full range of services supporting all divisions throughout the organization. Services range from pre-hire to post-retire and everything in between including, but not limited to, recruitment and selection, orientation, training and development, occupational health and safety, strategic planning, organizational development,



labour relations, legislative interpretation, policy development, performance engagement, benefit administration, and leadership support for the Sunshine Coast Regional District.

- An estimated 70 – 90 job postings and associated processes are expected in 2020, necessitating job description reviews, advertising, selection package development, reference checks and job offers.
- Arrange orientation and initial on-boarding, policy review, document completion for new hires.
- Ensure training arrangements are made for mandatory requirements such as WHMIS, etc.
- Provide support to the 8 Joint Health and Safety Committees, ensuring that the safety program is effectively managed and maintain and prepare for a Certificate of Recognition (COR) audit.
- Address ergonomic assessments, audiometric testing, fall prevention, confined space entry, first aid requirements, incident investigation and reporting, policy development, and injury prevention.
- Support Return to Work (RTW) and Duty to Accommodate (DTA) efforts to again reduce annual UBCM premium rates for short term and long term disability, and WorkSafeBC annual premiums.
- Assist with the development and documentation of business processes in accordance with best practices and audit standards.
- Finalize the CAO Performance Assessment package with the Board members on the working group.
- Identify areas of business process and efficiencies improvements
- Complete continuous education requirements to ensure processes are current with changes in legislation, professional standards, etc.
- Arrange for staff training for the planning and delivery of public engagement activities.
- Develop displays, materials and other media to increase awareness about SCRD programs and services at SCRD facilities and events.
- Enhance the distribution of internal communication to include elected officials, volunteers and staff without email.
- Review and update employee recognition programs.
- Develop employee and volunteer engagement program.
- Redesign the Human Resources information found on the corporate website.
- Meet at the governance and administration levels to discuss opportunities for collaboration and process improvement.
- Enhance corporate and community knowledge and awareness of First Nations history and culture.
- Identify and implement opportunities for joint initiatives, collaboration and information sharing between local governments.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Collective Bargaining	Renewal	Year End	In-house
Corporate Safety	JHS Monthly Meetings	Ongoing	In-house
Disability and Injury Claims Management	Duty to Accommodate, Graduated Return to Work, Supernumerary Work Arrangements.	Ongoing	In-house

Proposed Initiatives for 2020:

As outlined in 2020 R1 Budget Proposals 115 Human Resources.

2019-2020 Budget Changes:

Proposed changes are to support ongoing service needs to the balance of the organization.

Department Summary

Department Summary:	Purchasing and Risk Management	Manager:	Valerie Cropp
Budget Year:	2020	Function:	116
Division:	Corporate Services	Status:	

Service Overview

Purchasing is a centralized support service and is responsible for setting best practices, policies and procedures while aligning with the strategic direction of the Board. Staff promote procurement processes and make decisions that are consistent with the strategic goals and objectives of the Regional District

The Risk Management serves the entire organization, our core services are Risk Management and Insurance Management. Staff are committed to developing and implementing organizational policies and incorporating them in Risk Management Program to mitigate the risks to the Regional District

Budget Summary

2019 Approved Net Budget	<u>\$373,721</u>
2019 Approved FTE Count	<u>3</u>
2020 Approved FTE Count	<u>3</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

Purchasing and Risk Management Staff will continue ensure that the Regional District complies with, legislation, regulations, standards, and best practices in all aspects of supply chain management, purchasing, insurance and risk management activities.

Staff will continue to meet their continuing professional development requirements to ensure that they are able to provide expert advice, guidance, training, and recommendations that aligns with our Strategic Plan Focus Areas 1, 3 and 4, social, legal, ethical, and legislative requirements, including bylaws and policies for purchasing, risk management, tendering, and administration.

Staff will continue with the second phase of the Statement of Values and provide consideration in developing a maintenance cycle for assessing future insurance requirements

Highlights for Current Year:

Core Service/Project	Goals	Timeline	Staff Resourcing
Social Procurement	Continue to identify social procurement initiatives Incorporating environmental practices into procurement activities Training on using social procurement in complete processes Public vender procurement awareness sessions	Ongoing Q1/Q2 20	VC VC VC VC/TP
Procurement Management	Sunshine Coast Joint Purchasing Group	Q1-20	VC/TP/Group

Procurement Management	Develop and implement new metrics and reporting process	Q1 20	VC
Procurement Management	Fleet Vehicle Review	Q1/Q2 20	Cross Depts.
Procurement Management	Develop and implement procurement training program sessions	Q2/Q3/Q4-20	VC/TP
Procurement Management	Vendor engagement sessions	Q1/Q2-20	
Insurance Claims Management	Review Procedure's (gap analysis) Statement of Value prepare a multi-year annual risk review plan Insurance coverage programs tender options Draft new/revised Procedures (work with divisions on developing) Training on Claims Procedures	Q2/Q3-20	VC/VS VC/CH VC/GR VC/VS/GR VC
Risk Management	Develop a multi-year annual risk review plan Review options for risk registry process Business Continuity options for Purchasing and Risk Management Develop templates and training plan Draft annual Statement of Values validation plan	Q1/Q2-20 Q2/Q4-20	VC/TP/VS VC V C VC VC/CH/TP
Asset Disposal Management	Continue to develop asset disposal processes Work with Finance and Asset Management on process for capturing asset disposal items	Q1/Q2-20 Q2/Q4-20	VC/CH/
Inventory Management	Review inventory practice across the organization Start the process to streamline inventory practices	Q1/Q2-20 Q2/Q4-20	VC/CH/JW/JM

Over the last year the division has undertaken a review and development of the Procurement Framework which included implementing:

- Procurement Policy
- Social Sustainable Practices for Procurement
- Evaluation handbook Guide document

A gap analysis on Procurement templates was completed by staff and have been revised accordingly to ensure that they comply with legal requirements and the new Procurement Policy

Staff has also worked on ensuring that we have a strong risk management program which included reviewing and developing the external claims process, audit risk registers, fleet insurance, contractor insurance requirements and working with a contractor on updating of a statement of values.

2019-2020 Budget Changes:

The Division is asking for two budget request changes for the 2020 year.

1. As the Purchasing and Risk Management Division is fully staffed and have designation requirements for Purchasing and the Risk management fields an increase membership dues is being requested from \$1,140 to \$2,500. This would result in an increase to the base budget of 1,360.
2. In addition to the above request the Division is requested from reserves to completed statement of values review and to provide consideration on developing an maintenance cycle for assessing future SoV.

Service Summary

Division Summary:	Information Technology [117]	Manager:	David Nelson
Service Year:	2020	Function:	117
Department:	Corporate Services	Status:	

Service Overview

Information Technology is a critical support service for the day-to-day operation of all SCRD departments and for providing information to the public and our partner agencies. The work of our SCRD staff is dependent on the good working condition of our Information Technology. We enable and support the District's core business systems including: Business World ERP (financials, Payroll, HR), Tempest (utility billing, permits and licensing, bylaw ticketing), Cityworks (asset and work management), Content Server (records management); ESRI GIS (geographic information systems); and desktop software such as MS Office and other productivity tools.

The Information Technology Services Section supports over 180 virtual and physical desktop computers, 24 laptops, 110 smartphones, 16 copier/printers, 10 major business systems, plus 180 internal telephones all connected over a wide area network servicing 17 facility sites on the lower Sunshine Coast.

Budget Summary

2019 Approved Net Budget	\$ 847,121
2019 Approved FTE Count	5.7
2020 Approved FTE Count	5.7
FTE Change	<u>n/a</u>

Outlook for Upcoming Year:

Information Technology Services Division will continue to provide:

- Technology Planning, Operations and Project Management services
- Business Systems services
- Infrastructure and Technical services
- Client and Device services

The Information Technology Services Division will continue to grow solid information governance structures. We facilitate the work planned by several Continuous Improvement (CI) teams that oversee our core suite of corporate business systems: Tempest, Agresso, Cityworks, Content Server, and ActiveNet.

Over 2019 IT moved beyond re-implementing basic functionality in our recently-completed Corporate Software replacement projects. The focus now is on maximizing value with these new systems by exploiting capabilities that can further enable business process efficiencies and constituent-facing digital services.

IT tracks an asset management register that includes updated inventories, condition assessments, and replacement lifecycles and costs for a portfolio of IT assets valued at over \$4M. IT will now focus more time and

resources towards technical maintenance, upgrades, and replacements of our foundational infrastructure assets: servers, storage devices, peripherals, telecommunication networks, operating and desktop systems, and security solutions. This focus will continue through 2020 as we catch up on critical infrastructure replacements now that the hump of business system replacements has wound down.

Upcoming Year Priorities:

2020 Key Projects and Action Plans

Project/Action Plan	Staff	Timeline	Status
Information Technology			
1. Business World – Implement Continuous Improvement a. Various projects	BV, ST	Q4	In Progress
2. Cityworks - Implement Continuous Improvement Plan a. Complete ESRI Cityworks admin training course b. Establish feedback of costs from Business World to Cityworks c. Trial Cityworks mobile app for Water Distribution technician	CT, ST, BV KB, BV CT, ST	Q1 Q2	In Progress Holding Upcoming
3. Water Meter Data Analytics and CRM a. Prepare Project Initiation Brief b. Costing for meter data warehouse with consumption analysis capabilities: Neptune 360 c. Costing for online consumption data portal for account holders d. Statement of work for CRM functionality	KB, BV	Q1 Q1 Q1 Q3	In Progress Upcoming Upcoming Upcoming
4. Scheduling Software Research project - Recreation a. Participate PIB, business case, and RFx (Phase 2)	BV, ST	Q1	Upcoming
5. Content Server - projects a. Assess opportunities to establish linking of attachments in business systems to Content Server records repository	KB	Q2	Upcoming
6. Internet and SCRD.ca - Refresh a. Complete selection of professional services to assess opportunities and upgrade strategy for SCRD Website and CMS b. Participate in preparation of RFP for selection and implementation of new SCRD.ca website	DN, BV DN, BV	Q1	In Progress
7. Telephony Hardware - Refresh a. Issue RFP for replacement of CS1000 phone system b. Update and approve Project Brief for upgrade implementation project	DN, BV, KB DN, KB, BV	Q2 Q3	Upcoming Upcoming
8. Telephony Wireless - Refresh a. Complete bulk refreshment of aging cell phone fleet	MB	Q1	In Progress
9. Mobile Device Management a. Obtain budget, procure, implement	DN, KB	Q3	Upcoming

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Project/Action Plan	Staff	Timeline	Status
b. Enable MDM for RCVFD SIM card			
10. Telecommunications connectivity - Refresh			
a. Complete installation of 18 Nortel switches with Dell switches	JB, KB	Q1	In Progress
11. Microsoft licensing - Upgrades			
a. WinServ 2016 as Win10 desktop clients - complete roll out	MB	Q1	In Progress
b. Upgrade Exchange Server 2013 to 2019 – Replace Apache front end server w new service	KB, ST	Q2	In Progress
c. MS Office 2019 deployment	KB, JB	Q1	In Progress
12. Hardware upgrades and replacements			
a. Procure and install storage upgrade/expansion for SAN at Field Road and Mason Road	KB, MB	Q4	Upcoming
13. Security Architecture projects			
a. Deliver CyberSecurity Workshop	MB	Q1	In Progress
b. Assess and upgrade/replace Malware software	MB	Q2	In Progress
14. MFP Copier Refresh			
a. MFP copiers – Implement PaperCut solution on all copiers	BV, MB	Q2	In Progress
15. Audio Visual – Upgrades			
a. Board Room video streaming to YouTube	KB	Q2	In Progress
16. Fire Services – Applications			
a. RCVFD – truck tablets for incident response	KB	Q2	In Progress
b. GDVFD – truck-mounted mobile dispatch device		Q3	Upcoming
c. All – Fire Operations Management system		Q4	Upcoming

Proposed Initiatives for 2020:

One Budget Proposal for Information Technology for 2020 – Mobile Device Management (See Proposals for Information Technology).

Protective Services

Division Summary: Bylaw Enforcement

Manager: Matt Treit

Service Year: 2020

Function: 200

Department: Protective Services

Status: Draft

Service Overview

Public Awareness and Enforcement of Bylaws include Zoning, Building, Noise, Tree Cutting and Soil Removal and Deposit. This function was separated from the Building Inspection function in 1997. Covers all electoral areas.

Budget Summary

2019 Approved Net Budget \$ 203,284

2019 Approved FTE Count 2.0

2020 Approved FTE Count 2.0

FTE Change 0

Outlook for Upcoming Year:

In 2020 the bylaw department will continue to focus on maintaining a high quality of life for all residents of the Sunshine Coast by enforcing those laws which are designed to ensure that conflicts among neighbours, and between residents and the SCRD are reduced as much as possible.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
a.	Q1 2020 – Q1 2022	
b.		

Proposed Initiatives for 2020:

There are no anticipated capital purchases or increases to the base budget for 2020.

2019-2020 Budget Changes:

See proposals above.

Department Summary

Department Summary:	Gibsons and District Fire Protection	Manager:	Rob Michael, Fire Chief
Budget Year:	2020	Function:	210
Division:	Protective Services	Status:	

Purpose

The Gibsons & District Volunteer Fire Department (GDVFD) is a Sunshine Coast Regional District function and has been providing life and property protection to the West Howe Sound Fire Protection District since 1937. The fire department serves a population of approximately 10,000 including 4,605 in the Town of Gibsons (2016 census) and the fire protection district covers an area of roughly 22.7 km². Volunteer firefighters and officers are instrumental to the operation of the department. With a full complement of 45 members, their duties include 24/7 response to fire and rescue operations while also maintaining the operational readiness of all apparatus and equipment. There is operational support to the volunteer members with paid full time staff consisting of the fire chief, training officer, fire prevention officer and fire inspector.

Budget Summary

Prior Year Approved Net Budget	<u>\$999,275</u>
2020 FTE	<u>4.1</u>
2019 FTE	<u>4.1</u>
FTE Change	<u>0</u>

Outlook for Upcoming Budget:

The GDVFD is looking to maintain the current level of service according to the Provincial Playbook (full service) established by the SCRD Board in 2016 by increasing base budgets in: vehicle repairs and maintenance, capital reserve contributions and volunteer training budget. There is an additional budget proposal to add automatic garage door openers to both fire department facilities. This is expected to decrease response time and improve the reliability and security of fire department facilities. Additionally, the fire department's quick response vehicle is in need of replacement as it has suffered from major pump failures in 2015 and 2017.

Highlights of Current Year:

Budget items from 2019 include: Replacement of auto extrication equipment, replacement of portable radios and purchase of hazardous materials equipment.

Change Request for 2020:

Base budget increase - vehicle repairs and maintenance - \$15,000, capital reserve contributions - \$75,000, training and development - \$27,500.

2019-2020 Budget Changes:

Increase to operating budget by \$117,500.

Protective Services

Division Summary:	Roberts Creek Volunteer Fire Protection	Manager:	Pat Higgins, Fire Chief
Service Year:	2020	Function:	212
Department:	Protective Services	Status:	Draft

Service Overview

Provides Fire Protection and Public Safety services to portions of Electoral Area D. The Fire Hall exists near Hwy 101 across from the Community Hall. Volunteers are an important asset to this service.

Budget Summary

2019 Approved Net Budget	\$ 458,700
2019 Approved FTE Count	1.1
2020 Approved FTE Count	1.1
FTE Change	0

Outlook for Upcoming Year

The Roberts Creek Fire Department is anticipating the purchase of a new fire apparatus to replace a 20 year old apparatus which is requiring ever-increasing maintenance. In addition, an increase to the capital reserve contribution is necessary in order to ensure that there is adequate funding for the future replacement of apparatus and equipment. In addition, the roof repair project at the fire hall, which started in 2019, will continue into 2020.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
a. Purchase of Engine 1 Replacement	Q1 2020 – Q2 2021	Matt Treit Pat Higgins
b. Increase to Capital Reserve Funding	Q1 2020 - ongoing	Matt Treit Pat Higgins

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
1	Engine #1 Replacement	Proposed	\$350,000		\$350,000	-	-
2	Capital Reserve Increase	Proposed	\$50,000			\$50,000	\$50,000
Total Change Request			\$400,000		\$350,000	\$50,000	\$50,000

2019-2020 Budget Changes:

See proposals above.

Protective Services

Division Summary:	Halfmoon Bay Volunteer Fire Protection	Manager:	Ryan Daly, Fire Chief
Service Year:	2020	Function:	216
Department:	Protective Services	Status:	Draft

Service Overview

Provides Fire Protection and Public Safety services to portions of Electoral Area B. The Fire Hall is located on Redrooffs Road near Halfmoon Bay Dock. Volunteers are an important asset to this service.

Budget Summary

2019 Approved Net Budget	\$ 425,139
2019 Approved FTE Count	1.1
2020 Approved FTE Count	1.1
FTE Change	0

Outlook for Upcoming Year:

The Halfmoon Bay Fire Department will be moving forward with the purchase of a new tanker-tender apparatus in 2020. The current apparatus is 33 years old and is no longer recognized by Fire Underwriters Survey which has caused a drop in insurance ratings for some residents. This new apparatus will have to be stationed at Hall #2 which is too small to house such a vehicle. Money has therefore been budgeted to have an audit done of Hall #2 to determine if it can be renovated to house a new apparatus, or whether the hall will have to be replaced.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
a.	Q1 2020 –	
b.		

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
1	Tanker-Tender Replacement	Proposed	\$500,000	\$100,000	\$500,000	-	\$100,000
2	Base Budget Increase-Equipment	Proposed	\$6,300			6,300	\$6,300
3	Gear washing	Proposed	\$20,000		\$20,000		
4	Facility Upgrades	Proposed	\$35,000		\$35,000		tbd
5	Capital Reserve Increase	Proposed	\$50,000			\$50,000	\$50,000
6	Facility Audit Hall #2	Proposed	\$7,000		\$7,000		
Total Change Request			\$618,300		\$555,000	\$56,600	\$156,300

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2019-2020 Budget Changes:

See proposals above.

Protective Services

Division Summary:	Egmont Volunteer Fire Protection	Manager:	Matt Treit/Kal Helyar, Fire Chief
Service Year:	2020	Function:	218
Department:	Protective Services	Status:	Draft

Service Overview

A service established to provide Fire Protection and Public Safety services to service area within Electoral Area A - Egmont/Pender Harbour. Volunteers are an important asset to this service.

Budget Summary

2019 Approved Net Budget	\$ <u>109,794</u>
2019 Approved FTE Count	<u>0.1</u>
2020 Approved FTE Count	0.1
FTE Change	<u>0</u>

Outlook for Upcoming Year:

The Egmont Volunteer Fire Department continues to operate on a very lean budget. They have requested a base budget increase of \$2000 to cover the increase in honourarium costs which have resulted from an increase in the size of the membership. It is hoped that a portion of the CEPF grant which was recently applied for will be able to fund a new Compressed Air Foam System for the department.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
a. Base budget increase to fund an increase in honourariums	Q1 2020 – ongoing	Matt Treit Kal Helyar
2.		

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2020	Net Tax Requirement for 2021
1	Base Budget Increase	Proposed	\$2,000			\$2,000	\$2,000
Total Change Request			\$2,000			\$2,000	\$2,000

2019-2020 Budget Changes:

See proposals above.

Protective Services

Division Summary:	Emergency Telephone-911	Manager:	Matt Treit
Service Year:	2020	Function:	220
Department:	Protective Services	Status:	Draft

Service Overview

Funds 911 emergency service telecommunications for Sunshine Coast Fire Departments including the operation, maintenance and capital costs associated with radio sites and towers.

Budget Summary

2019 Approved Net Budget	\$ 403,017
2019 Approved FTE Count	<u>0.1</u>
2020 Approved FTE Count	0.1
FTE Change	<u>0</u>

Outlook for Upcoming Year:

With the assistance of Fire Chief of Special Projects Bill Higgs, there will be continued upgrading of the 911 system on the Sunshine Coast. It is hoped that two new towers will be erected and additional existing towers will have new communication equipment installed on them.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
a. New tower erected at Roberts Creek Fire Hall	Q1 2020 – Q4 2020	Matt Treit Bill Higgs
b. New tower erected at Chapman Creek reservoir	Q1 2020 – Q4 2020	Matt Treit Bill Higgs

Proposed Initiatives for 2020:

Installation of new tower and communications equipment at Chapman Creek.

Installation of new tower and communications equipment at Roberts Creek.

2019-2020 Budget Changes:

See proposals above.

Protective Services

Division Summary:	Sunshine Coast Emergency Planning	Manager:	Matt Treit
Service Year:	2020	Function:	222
Department:	Protective Services	Status:	Draft

Service Overview

Maintains and implements a comprehensive plan for effective emergency response and recovery for coastal communities in the event of a disaster

Budget Summary

2019 Approved Net Budget	\$ <u>206,076</u>
2019 Approved FTE Count	<u>1.0</u>
2020 Approved FTE Count	1.0
FTE Change	<u>0</u>

Outlook for Upcoming Year:

The newly created position of Manager of Protective Services is now responsible for the four SCRD fire departments, bylaw enforcement, dog control, the emergency 911 system, as well as the Emergency Program which includes ESS. There have been two grant applications to UBCM totaling \$210,000. One application for training and equipment for the fire departments, and the other to fund a Community Wildfire Protection Plan.

Current Year Priorities:

2020 Key Projects and Action Plans

Core Service Project & Goal	Timeline	Staff
a. Mass Communication System designed to notify residents in the event of a disaster or emergency.	Q1 2020 – Q1 2021	Matt Treit
b. Completion of a Community Wildfire Protection Plan which will form the basis of forest fuel mitigation and FireSmart activities moving forward.	Q1 2020-Q4 2021	Matt Treit

Proposed Initiatives for 2020:

Completion of Community Wildfire Protection Plan

Implementation of Mass Communication System

2019-2020 Budget Changes:

See proposals above.

Service Summary

Division Summary:	Public Transit	Manager:	James Walton
Service Year:	2020	Function:	310
Department:	Infrastructure Services	Status:	

Service Overview

Operates a scheduled fixed route Transit service and handyDART service for seniors and other special needs customers. The system operates from Langdale to Secret Cove. The Transit System is operated on a cost share basis between BC Transit and the SCRD. Specific functions such as the construction of bus pullouts and bus stop maintenance are the sole responsibility of the SCRD.

Budget Summary

2019 Approved Net Budget	\$ <u>5,149,164</u>
2019 Approved FTE Count	<u>28.10</u>
2020 Proposed FTE Count	<u>29.60</u>
FTE Change	<u>1.5</u>

Highlights of Current Year (2019):

- Significant increase in ridership and revenue resulting from service expansion late 2017 and ongoing focus on on-time service delivery.
- Successful collaboration with BC Transit staff to assess options for and implementation of a revised schedule during the summer of 2019 to significantly improve on-time performance compared to 2018.
- Planning for route adjustment to improve overall road safety.
- Introduction of transit service to Chatelech Secondary School.
- Three Break and Enters at Mason Road works-yard, including the Transit and Fleet building and buses.
- Introduction of Kids Ride the Bus program.
- Initiation of development of Custom Service Review.
- Initiation of development of Bus Shelter program.

Outlook for Upcoming Year (2020):

- Discussions with BC Transit to address pressures on on-time service delivery resulting from ongoing increased ridership, including possibilities for right sizing buses and service expansions.
- Analysis in support of service expansions in 2021 between Gibsons and Langdale Terminal and along east side Sechelt Inlet.
- Update to Transit Future Plan (to be confirmed).
- Completion of Bus Shelter program
- Completion of Custom Service Review

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Public Transit – Service Person	\$25,182	Taxation
Public Transit – Driver	\$60,430.50	Taxation
Replacement of Mason Road Gate	\$6,000	Operating Reserves
Manager, Strategic Infrastructure Initiatives	\$ 2,806.38	User Fees
Strategic Planning Coordinator	\$ 1,192.50	User Fees
Strategic Planning Technician	\$ 582.50	User Fees
Infrastructure Services Assistant	\$942.84	User Fees

Service Summary

Division Summary: Fleet Services
Service Year: 2020
Department: Infrastructure Services

Manager: James Walton
Function: 312
Status:

Service Overview

Located at the Mason Road Works Yard. Fleet provides preventative maintenance and repairs to Transit buses and Regional District vehicles. Fleet also maintains a fuel system, provides fleet insurance coverage, repairs metal equipment and performs some fabrication work for Parks and Works. Fleet generates revenue from other departments by working on vehicles at an hourly charge out rate. Recoveries come from BC Transit for maintenance of buses. All parts and fuel are billed directly to the departments. The charges paid by other departments result in Fleet being a revenue neutral department.

Budget Summary

2019 Approved Net Budget	\$ <u>1,456,083</u>
2019 Approved FTE Count	<u>5.54</u>
2020 Proposed FTE Count	<u>6.24</u>
FTE Change	<u>0.7</u>

Highlights of Current Year (2019):

- Further increased overall workload due to increasing SCR D fleet (including firetrucks) and unanticipated increased workload on buses (repairs and maintenance due to increased usage).
- Servicing of all SCR D Fire engines and those from the Pender Harbour Fire Department.
- Engine upgrades to the six new buses in service since fall 2017 to improve their on-time performance and overall road safety.
- Unplanned repairs to buses resulting from the three Break and Enters to the Mason Road facility.
- Implementation of changes to BC Transit billing system, resulting in additional duties for SCR D staff.

Outlook for Upcoming Year (2020):

- Ongoing focus on assessment and implementation of work-flow efficiency measures.
- Ongoing discussions with BC Transit on billing process improvements and resourcing.
- Full engine replacements on eight buses (approximately 5 weeks per engine).
- Development of Corporate Fleet Management Plan (2019-2023 Strategic Plan).

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Replacement of Mason Road Gate	\$6,000	Capital Reserves
Fleet Mechanic (0.7 FTE)	\$63,749.40	Other
Loaner vehicle	\$10,000	Capital Reserves
Electric Vehicle Maintenance	\$10,000	Operating Reserves

Planning and Community Development Department Summary

Division Summary: Building Maintenance

Manager: Ken Robinson

Service Year: 2020

Function: 313

Department: PCD

Status:

Service Overview

Building Maintenance provides scheduled preventative maintenance services to 25 Regional District-owned and operated buildings. Building Maintenance also provides on-request and emergency service to all other Regional District-owned and operated buildings subject to staff resource capacity.

Budget Summary

2019 Approved Net Budget \$376,279

2019 Approved FTE Count 3.61

2020 Approved FTE Count 3.61

FTE Change 0

Outlook for Upcoming Year:

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Expand SCRD's preventative maintenance program in alignment with asset management goals	Created and implemented preventative maintenance programs for parks halls	Complete	Funded from internal recovery
Protect the value of public assets	Delivered preventative maintenance to 25 major facilities – reduced breakdowns and service interruptions, maximizes asset life. Completed over 200 building repairs in 2019.	Ongoing	Funded from internal recovery

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
Request #	Building Maintenance Vehicle	Proposed	\$25,000	0			
Total Change Request			\$25,000	0			

2019-2020 Budget Changes:

- One time budget increase of \$25,000 for vehicle purchase (used, right-sized)

Planning and Community Development Department Summary

Division Summary: Ports

Manager: Ian Hall

Service Year: 2020

Function: 345 and 346

Department: PCD

Status:

Service Overview

The SCRD, based on a referendum in 2000, maintains & operates nine docks, including Hopkins, Halfmoon Bay, Vaucroft Beach, Gambier Harbour, Port Graves, Halkett Bay, Keats Landing, Eastbourne and West Bay, with a combined asset value of over \$10M.

A separate service [346] is responsible for a small lease area (public moorage) at the BC Ferries Langdale terminal.

Budget Summary

2019 Approved Net Budget \$565,544

2019 Approved FTE Count 0.2

2020 Proposed FTE Count 0.9

FTE Change 0.7

Outlook for Upcoming Year:

In 2020, Divisional restructuring to provide more efficient service is proposed. The Ports function is proposed to be realigned with Transit & Fleet (operations) and Capital Infrastructure Projects (key capital projects).

Subject to an increase in human resources, 2020 Ports priorities are:

1. Continue routine preventative maintenance and minor repairs, conducted through a master service agreement
2. Complete capital projects currently underway (Vaucroft, Halkett Bay, Keats Landing)
3. Complete major inspections for a number of ports (rotating 5-year cycle)
4. Proceed with risk management activities related to:
 - a. Regulatory and other signage
 - b. Fire protection (fire extinguishers)
 - c. Public use of derricks
5. Complete a rolling update to the Ports Capital Plan, including progress on asset management planning
6. Continue support to Ports Monitors (POMO) committee in an effort to ensure timely, reliable ports service to the community

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Routine preventative maintenance and minor repairs	Sustainable, cost-effective asset management; prevention of service interruptions at nine facilities	Thrice annual inspection/repair visits completed through a master service agreement	<p>Annual preventative maintenance budget is approximately \$70,000. An addition approximately \$30,000 is allocated for engineering and minor repairs</p> <p>In 2018-2019 maintenance managed by General Manager, Planning and Community Development within Ports FTE allocation</p>

Capital improvement projects	Complete planned capital replacement of dock components while adhering to environmental regulations and limiting service disruption	1-3 projects completed annually. 2019 projects underway include works at Vaucroft and Halkett Bay	Annual capital budget of \$315,000, plus an additional reserve contribution of \$50,000 In 2018-2019 project managed by Parks Planning Coordinator within Ports FTE allocation
Public information on docks/moorage	Provide timely, reliable information to residents and visitors about SCRD ports	Ongoing website maintenance and service bulletins	Delivered within current FTE allocation
Community cooperation and knowledge sharing	Support an effective Ports Monitors (POMO) committee, foster partnerships with community groups re: ports	Twice annual meetings	Delivered within current FTE allocation

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
1	Ports Technician (0.7 FTE increase)	Proposed	\$84,998	\$84,998			
Total Change Request			\$84,998	\$84,998			

2019-2020 Budget Changes:

- See R1 Budget Proposal related to human resource requirements.

Service Summary

Division Summary:	Regional Solid Waste	Manager:	Robyn Cooper Arun Kumar
Service Year:	2020	Function:	350
Department:	Infrastructure Services	Status:	

Service Overview

Provides solid waste management for the Sunshine Coast including operations of the Sechelt Landfill and Pender Harbour Transfer Station; overseeing three closed landfills, three recycling depots, green waste recycling program. Other programs include the annual islands clean up and Backroad Trash Bash events, the Waste Reduction Initiatives Program and Good Samaritan Program. These services and programs are funded through a combination of user fees and taxation.

Budget Summary

2019 Approved Net Budget	<u>\$ 4,713,564</u>
2019 Approved FTE Count	<u>11.43</u>
2020 Approved FTE Count	<u>TBD</u>
FTE Change	<u>TBD</u>

Highlights of Current Year (2019):

Solid Waste Operations

- A new three year contract for wood waste disposal and processing was awarded to Salish Soils. The service changes affect the Sechelt Landfill, where starting mid-November, patrons will take their wood waste directly to Salish Soil's facility. This change results in wood waste being processed on the Sunshine Coast instead of being transported to Greater Vancouver for processing.
- Time elapsed between the expiration of the previous wood contract and the start of the new contract, resulting in a stockpile of the wood waste at both Sechelt Landfill and Pender Harbour Transfer Station. Besides a long-term contract, an interim hauling and processing contract was also awarded to Salish Soils.
- Two 90-yard bin loads of drywall contaminated with asbestos were abated and mitigation measures are being implemented to reduce the risk of reoccurrence.
- Several improvements to the landfill operations were implemented to optimize landfill life gain and cost efficiency.
- Three break and enters occurred at the Sechelt Landfill and one at the Pender Harbour Transfer Station, resulting in some service level disruptions.
- Tonnages of several material types delivered to the SCRD's sites are higher than budgeted, including wood and gypsum. Most of these additional expenses are offset by the corresponding tipping fees received. The exception is green waste, which does not collect tipping fees from residential self-haul resulting in a deficit for the green waste program.
- A new three year contract for green waste hauling was awarded to Waste Management.

Solid Waste Programs

- The annual Islands Clean Up event collected materials from residences of Nelson, Gambier, Thormanby, Trail, Keats and surrounding islands.
- The 8th Annual Backroad Trash Bash was held in September and 60 volunteers helped clean up 6,730 kg from 31 illegal dump sites in the Halfmoon Bay, Sechelt and Roberts Creek areas.
- The Waste Reduction Initiatives Program (WRIP) awarded funds to four projects, two related to composting and two related to recycling.
- The Solid Waste Management Plan Monitoring Advisory Committee was re-initiated and currently has 9 members.
- Procurement of contractor for operations of the South-Coast Green Waste Drop-Off site.
- Request for Proposals for processing of green waste and food waste was issued in October and is anticipated to be awarded by year end or early 2020.

Outlook for Upcoming Year (2020):

Besides the day to day management of the Solid Waste operations and programs the additional focus of the divisional staff in 2020 will be on:

- Further improvements to the daily landfill management to maximize the remaining landfill life.
- Two technical assessments required by the province on our landfill management (Leachate Management Update and Hydrogeological Assessment Update).
- Undertaking of a Future Waste Disposal Options Analysis Study (2019-2023 Strategic Plan).
- Undertaking of a Sechelt Landfill Biocover Feasibility study.
- Implementation of a landfill disposal ban for organics, including an intensive outreach and education component (2019-2023 Strategic Plan).
- Initiation of Food Waste Drop-Offs at three locations on the Coast (2019-2023 Strategic Plan).
- Development and implementation of Backyard composter rebate program.
- Outreach, education and advocacy to maximize diversion of residential and commercial plastics from landfill.
- Contract negotiations with Depot operators.

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Hydrogeological Assessment Update for the Sechelt Landfill	\$20,000	Taxation
Leachate Management Update for the Sechelt Landfill	\$10,000	Taxation
Future Waste Disposal Options Analysis Study	\$175,000	Taxation
Sechelt Landfill Share Shed Sinkhole Repairs	\$10,000	Taxation
Food Waste Drop-offs	\$160,000	Taxation
Backyard Composter Rebate Program	\$10,000	Eco-Fee Reserves
Sechelt Landfill Biocover Feasibility	\$15,000	Taxation
Manager, Strategic Infrastructure Initiatives	\$8,419.13	Taxation
Strategic Planning Coordinator	\$3,577.50	Taxation

Strategic Planning Technician	\$1,747.50	Taxation
Infrastructure Assistant	2,832.51	Taxation
Drywall Screening Process Improvements	TBD	TBD
WildSafeBC Program	\$10,000	Taxation

Service Summary

Division Summary: Regional Solid Waste
Service Year: 2020
Department: Infrastructure Services

Manager: Robyn Cooper
Function: 355
Status:

Service Overview

Provides weekly garbage collection services to eligible residences in Halfmoon Bay, Roberts Creek, Elphinstone and West Howe Sound. User-fees were implemented in March 1997; a one 77 liter can of garbage per household limit was implemented in 1998.

Budget Summary

2019 Approved Net Budget	\$ <u>894,807</u>
2019 Approved FTE Count	<u>0.38</u>
2020 Approved FTE Count	<u>0.38</u>
FTE Change	<u>n/a</u>

Highlights of Current Year (2019):

- New contract for weekly garbage collection was awarded to Waste Management for a 5-year term. The contract includes the provision to reduce service to bi-weekly once a food waste collection program is initiated.
- Request for Proposals for curbside collection of food waste was issued in October 2019 and is anticipated to be awarded early 2020.

Outlook for Upcoming Year (2020):

Besides the day to day management of the Solid Waste refuse collection program the additional focus of the divisional staff in 2020 will be on:

- Implementation of curbside food waste collection program, including an intensive outreach and education component (2019-2023 Strategic Plan).
- Initiation of bi-weekly garbage collection to coincide with implementation of curbside food waste collection.

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Education and Outreach Materials	\$15,000	Reserves
App for Curbside Collection Services	\$8,000	Reserves

Service Summary

Division Summary:	North Pender Harbour Water Service	Manager:	Shane Walkey
Service Year:	2020	Function:	365
Department:	Infrastructure Services	Status:	

Service Overview

Service established to provide water services to the North Pender Harbour Area within a portion of Electoral Area A - Pender Harbour and a portion of the Sechelt Indian Government District

Budget Summary

2019 Approved Net Budget	\$ <u>1,277,307</u>
2019 Approved FTE Count	<u>1.81</u>
2020 Proposed FTE Count	1.81
FTE Change	<u>n/a</u>

Highlights of Current Year (2019):

- Daily operations and maintenance of water treatment and distribution system:
 - Water Treatment plant management
 - Water quality sampling and reporting
 - Maintenance and repairs to water instrumentation
 - Valve maintenance
 - Pressure Reducing Valve maintenance
 - Pump maintenance
 - Hydrant maintenance
 - Emergency water main repairs
 - Installation of new water service connections
- Completion of significant water main replacement on Claydon and Garden Bay Road
- Emergency repairs of various leaks in water mains
- Purchase UV-system for redundancy for the Garden Bay pump station
- Upgrade instrumentation at the re-chlorination station for Daniel Point reservoir

Outlook for Upcoming Year (2020):

Besides the daily operations of the water treatment and distribution system in 2020 there will be a focus on:

- Start development of Asset Management Plan (2019-2023 Strategic Plan)
- Start development of water supply plan (2019-2023 Strategic Plan)
- Ongoing focus on emergency repairing on leaking water mains.

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Base Budget Increase	\$5,000	User Fees
Confined Space Document Review	\$2,500	Operating Reserves
Hydrant Program	\$15,000	Parcel Taxes
Water supply plan Update	\$75,000	Operating Reserves
Water Governance Program	TBD	TBD
Water conservation program expansion	\$ 400	User Fees
Water Meter Data Analytics	\$60,000	User Fees
Water Data Technician	\$4,216.60	User Fees
Manager, Strategic Infrastructure Initiatives	\$ 8,419.13	User Fees
Strategic Planning Coordinator	\$ 3,577.50	User Fees
Strategic Planning Technician	\$ 1,747.50	User Fees
Water Conservation Technician	\$ 978.08	User Fees
Infrastructure Services Assistant	\$ \$ 2,832.51	User Fees

Service Summary

Division Summary:	South Pender Harbour Water Service	Manager:	Shane Walkey
Service Year:	2020	Function:	366
Department:	Infrastructure Services	Status:	

Service Overview

Service established to provide water services to the South Pender Harbour Area within a portion of Electoral Area A

Budget Summary

2019 Approved Net Budget	<u>\$1,979,299</u>
2019 Approved FTE Count	<u>3.21</u>
2020 Approved FTE Count	<u>TBD</u>
FTE Change	<u>TBD</u>

Highlights of Current Year (2019):

- Daily operations and maintenance of water treatment and distribution system:
 - Water Treatment plant management
 - Water quality sampling and reporting
 - Maintenance and repairs to water treatment plant instrumentations
 - Water Treatment Plant Sludge management
 - Valve maintenance
 - Pressure Reducing Valve maintenance
 - Pump maintenance
 - Hydrant maintenance
 - Emergency water main repairs
 - Installation of new water service connections
- Completion of significant water main replacement project on Francis Peninsula Road
- Emergency repairs to various leaks in water mains.

Outlook for Upcoming Year (2020):

Besides the daily operations of the water treatment and distribution system in 2020 there will be a focus on:

- Start development of Asset Management Plan (2019-2023 Strategic Plan)
- Start development of Strategic Water Plan (2019-2023 Strategic Plan)
- Water main replacement project on Mark Way
- Instrumentation update at South Pender Water Treatment Plant
- Dam Safety Review McNeil Lake dam
- Ongoing focus on emergency repairs on leaking water mains.

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Base Budget Increase-Archaeology	\$5,000	User Fees
McNeil Lake Dam Safety Audit	\$40,000	Operating Reserves
Confined Space Document Review	\$5,000	Operating Reserves
Hydrant Program	\$15,000	Parcel Taxes
Water Treatment Plant Upgrades	\$50,000	User Fees
Water supply Plan Update	\$75,000	Operating Reserves
Water Governance Program	TBD	TBD
Water conservation program expansion	\$ 600	User Fees
Metering Program 2: Water Meter Data Analytics	\$60,000	User Fees
Water Data Technician	\$4,216.60	User Fees
Manager, Strategic Infrastructure Initiatives	\$ 8,419.13	User Fees
Strategic Planning Coordinator	\$ 3,577.50	User Fees
Strategic Planning Technician	\$ 1,747.50	User Fees
Water Conservation Technician	\$ 1,956.16	User Fees
Infrastructure Services Assistant	\$ \$ 2,832.51	User Fees

Service Summary

Division Summary:	Regional Water Service	Manager:	Shane Walkey Steven Misiurak
Service Year:	2020	Function:	370
Department:	Infrastructure Services	Status:	

Service Overview

Provides potable water to approximately 22,000 people in all Electoral Areas, the District of Sechelt, and the Sechelt Indian Band. Water is also provided for fire protection, industrial use, and irrigation purposes. Bulk treated water is supplied to the Town of Gibsons and raw untreated water to Construction Aggregates.

Budget Summary

2019 Approved Net Budget	<u>\$7,270,004</u>
2019 Approved FTE Count	<u>28.80</u>
2020 Approved FTE Count	<u>TBD</u>
FTE Change	<u>TBD</u>

Highlights of Current Year (2019):

- Daily operations and maintenance of water treatment and distribution system:
 - Water Treatment plant management
 - Water quality sampling and reporting
 - Maintenance and repairs to water treatment plant instrumentations
 - Sludge management
 - Valve maintenance
 - Pressure Reducing Valve maintenance
 - Pump maintenance
 - Hydrant maintenance
 - Emergency water main repairs
 - Installation of new water service connections
- Repaired leaks in Selma 2 reservoir
- Water meter reads
- Leak detection and resolutions program
- Ongoing focus on water supply expansion projects: Church Road well field development and Raw Water Reservoir Feasibility Study
- Ongoing high amount of applications for new water service connections, for subdivisions and residents
- Engineering studies for upgrades Langdale and Chaster wells
- Water main replacement Henry Road, Mason Road, Chapman Bridge and some smaller sections
- Instrumentation replacement Chapman Creek Water Treatment Plant
- An increased amount of public tours of the Chapman Creek Water Treatment Plant
- Drought management: very dry spring and early summer
- Rainwater harvesting program
- Water Dialogues
- Drought Management Approach 2019 Survey and Community Check-ins
- Implementation of land transfer component Foundation Agreement

Outlook for Upcoming Year (2020):

Besides the daily operations of the water treatment and distribution system in 2020 there will be a focus on:

- Ongoing focus on water supply expansion projects (2019-2023 Strategic Plan)
- Start development of Asset Management Plan (2019-2023 Strategic Plan)
- Start development of strategic water plan (2019-2023 Strategic Plan)
- Ongoing Archaeology monitoring and reporting on construction projects
- Water main replacement project a Eastbourne and Chaster Road Phase 1
- Proposed water main upgrade on Reed Road and Elphinstone Avenue
- Water analyses instrumentation and hot water tank replacement at Chapman Creek Water Treatment Plant
- Upgrades to three pump stations: Cove Cay, Langdale and Chaster
- Dam Safety Review dams at Edwards and Chapman Lake
- Sludge management and develop long-term sludge management plan
- Public Participation: Water Summit and increased outreach and education (2019-2023 Strategic Plan)
- Expanded water conservation programs (2019-2023 Strategic Plan)
- Review bylaw 422 Water Rates and Regulations
- Development Metering program (2019-2023 Strategic Plan)
- AAP for electoral Approval for long-term loan for metering program and Church Road well field development (2019-2023 Strategic Plan)
- Improved Water Governance (2019-2023 Strategic Plan)
- Updated water supply agreement with Town of Gibsons
- Drought management summer 2020
- Installation of Onsite Sodium Hypochlorite generation at Chapman Water Treatment Plant and removal of the chlorine gas system
- Chapman Creek Environmental flow review
- Ultra Violet disinfection upgrade at Chapman Water Treatment Plant
- Exposed watermain rehabilitation
- Groundwater investigation Phase 4-Church Road
- Raw Water Reservoir Feasibility Study-Phase 4
- Groundwater investigation Phase 2, part 2

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Cove Cay Pump Station rebuild	\$250,000	Capital Reserves
Edwards lake Dam Safety Audit	\$25,000	Operating Reserves
Chapman lake Dam Safety Audit	\$40,000	Operating Reserves
Construction Archaeology Funding	\$35,000	User Fees
Chapman Creek Environmental Flow Requirements Update	\$50,000	Operating Reserves
Confined Space Document Review	\$22,500	Operating Reserves
Mason Road Gate	\$17,000	Capital Reserves
Base Budget Increase-Operational Supplies	\$80,000	User Fees

2020 Service Plan Lite- 370 Regional Water Service

Base Budget Increase- Capital Water main Replacement	\$650,000	Parcel Tax
Reed Road and Elphinstone Water main Replacement	\$750,000	Capital Reserves
Chapman Creek Water Treatment Plant Instrumentation	\$50,000	Capital Reserves
Chapman Creek Water Treatment Plant UV Upgrade	\$250,000	Capital Reserves
Bylaw 422 Update	\$30,000	Operating Reserves
Chapman Creek Water Treatment Plant Sludge Residuals Disposal and Planning	\$200,000	Operating Reserves
Regional Pressure Reducing Valve Replacement	\$125,000	Capital Reserves
Exposed Water main Rehabilitation	\$87,500	Status Quo
Langdale Pump Station Phase 2	\$175,000	Capital Reserves
Utility Vehicle Purchase	\$46,500	Loan
Metering Program Phase 3	\$7,000,000	Loan
Groundwater Investigation Phase 3- Gray Creek and or Dusty Road	\$200,000	Operating Reserves
Feasibility Study Eastbourne Water System	\$40,000	Operating Reserves
Groundwater Investigation – Phase 2, Part 2	TBD	TBD
Groundwater Investigation – Phase 4 – Church Road	TBD	Reserves and Loan
Raw Water Reservoir Feasibility Study Phase 4	\$225,000	Operating Reserves
Regional Water reservoir Development Phase 1	TBD	Operating Reserves
Water Supply and Conservation Public Engagement 2020	\$35,000	Operating Reserves
Water Conservation Rebate Program expension	\$18,000	User Fees
Emergency Water Storage Tanks	\$10,000	Capital Reserves
Vehicle Purchase	\$93,000	Loan
Metering Program 2- Water Data Analytics	\$60,000	User Fees
Water Governance Program	TBD	User Fees
Chapman Creek Water Treatment Plant Hot Water Upgrade	\$25,000	Capital Reserves
Cemetary Reservoir Fencing and Road Access	\$25,000	Capital Reserves
Equipment Purchase- Utility Trailer	\$15,000	Capital Reserves
Equipment Purchase- Excavator and Trailer	\$200,000	Loan
Water Data Technician	\$4,216,60	User Fees
Manager, Strategic Infrastructure Initiatives	\$ 84,191.25	User Fees
Strategic Planning Coordinator	\$ 35,775	User Fees

2020 Service Plan Lite- 370 Regional Water Service

Strategic Planning Technician	\$ 17,475.00	User Fees
Water Conservation Technician	\$ 956.161,	User Fees
Infrastructure Services Assistant	\$ 28,315.05	User Fees
Summer student - Water asset inventory update	\$22,000	User fees
Infrastructure Capital Project Technician	\$3,611.25	User Fees

Service Summary

Division Summary: Wastewater Service
Service Year: 2020
Department: Infrastructure Services

Manager: Shane Walkey
Function: 381-395
Status:

Service Overview

Operations, maintenance and upgrades to 15 waste water systems to regulatory standards and according to facility specific Operations and Maintenance Plans and Asset Management Plans. Each facility may consist of a collection system, treatment plant and effluent disposal infrastructure.

The 15 SCRDR owned and operated wastewater systems are:

Area A	Area B	Area D/E/F
<ul style="list-style-type: none">• Greaves Road• Lee Bay• Canoe Road• Merrill Crescent• Lily Lake Ridge Village• Painted Boat• Sakinaw	<ul style="list-style-type: none">• Jolly Roger• Secret Cove• Square Bay• Curran Road	<ul style="list-style-type: none">• Roberts Creek• Woodcreek Park• Sunnyside• Langdale

Budget Summary

2019 Approved Net Budget	\$436,698
2019 Approved FTE Count	<u>2.0</u>
2020 Approved FTE Count	<u>2.0</u>
FTE Change	<u>n/a</u>

The SCRDR also operates and is in process of also taking over their ownership for the following three systems:

- Malibu Camp,
- Pender Landing
- YMCA.

Highlights of Current Year (2019):

- Daily operations and maintenance of 18 wastewater systems, including:
 - Daily management of systems
 - Instrumentation and infrastructure repairs
 - Wastewater quality monitoring and reporting
- Completion of construction and commissioning of new Square Bay wastewater treatment plant
- Development of Asset Management plans for 17 of the 18 wastewater systems
- Review of regulatory requirements for each facility and optimization of environmental monitoring and reporting requirements.
- Reconstruction of disposal fields for two systems (Merrill and Canoe Rd)
- Initiation of the process to transfer ownership of the three outstanding systems to the SCRD
- Ongoing collection system infiltration repairs
- Successfully filling the Wastewater Coordinator position

Outlook for Upcoming Year (2020):

- Implementation of Asset Management plans, including improved Operations and Maintenance plans and assess future resource requirements. (2019-2023 Strategic Plan)
- Continued review of regulatory requirements for each facility and optimization of environmental monitoring and reporting requirements.
- Resolution of possible ownership transfer of the three outstanding systems to the SCRD
- Completion of engineer review of Wood Creek Park Sand Filters

Proposed Initiatives for 2020:

Budget Proposal	2020 Funding Required	Funding Source
Square Bay Infiltration Reduction	\$25,000	Capital Reserves
Wastewater Local Services Asset Management Plan-Projects	TBD	TBD

Planning and Community Development Department Summary

Division Summary:	Cemetery	Manager:	Ken Robinson
Service Year:	2020	Function:	400
Department:	PCD	Status:	Draft

Service Overview

SCRD Parks currently operates and maintains three community cemeteries: Elphinstone, Kleindale and Seaview. These combined assets vary considerably in their purpose, amenities and levels of use. All are operated and maintained by 6.5 FTE SCRD staff and assisted through contracted service agreements.

Budget Summary

2019 Approved Net Budget	<u>\$110,053</u>
2019 Approved FTE Count	<u>1.01</u>
2020 Approved FTE Count	<u>1.01</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

- In the delivery of services required for the operation of Seaview, Elphinstone and Kleindale Cemeteries, Sunshine Coast Regional District Parks staff are responsible for plot sales, coordinating interments and some maintenance activities. The SCRD also contracts some Seaview Cemetery duties to a private contractor, including plot excavation services.
- Seaview Cemetery located in Roberts Creek on the Sunshine Coast is owned and operated by the SCRD. The cemetery is approximately 2.3 hectares in size and contains approximately 1800 interments including casket burials, in-ground cremations and columbarium niches. As a municipal cemetery, Seaview provides an important public service for the Sunshine Coast. In 2020, staff will be surveying and opening additional interment plots to ensure services are available to the community.
- Currently, Kleindale Cemetery, located in Madeira Park is not a sanctioned cemetery. Immediately following SCRD acquisition, Kleindale Cemetery was closed and is only currently maintained as a regular park-site property by SCRD staff. Elphinstone Cemetery however, is an open and sanctioned cemetery with a license. The SCRD currently respects and honors any reservations that were acquired prior to SCRD acquisition of the property, but no new reservations or interments are currently admitted due to the requirement for site design, plot and boundary survey and master planning; all necessary to expand cemetery services at Elphinstone.
- An existing/approved project to update to 2011 Seaview Cemetery management plan and provide a cemetery service business plan (all 3 sites) will be undertaken.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Delivery of cemetery services to the public	Updated public-facing materials related to SCRD cemeteries	Complete	Base operating budget
	Year-to-date (to end of Q3): Plots sold: 10 Interments: 18	Ongoing	
Maintenance and management of cemetery properties	<ul style="list-style-type: none"> • Seasonal maintenance duties and winter clean-up took place at all cemetery properties; • Renewal of Seaview Cemetery maintenance contract; • Refurbishing of various cemetery signage; 	Ongoing	Base operating budget

	<ul style="list-style-type: none"> • Maintenance and upkeep of interment plots as required; • Maintenance and repairs to Seaview Cemetery perimeter fencing along HWY 101; • Landscape maintenance, pruning and brushing at Elphinstone Cemetery; and, • Headstone installations at Seaview Cemetery. 		
Business plan/updated management plan	Ensure sustainable planning for service that meets community needs	2020	\$25,000 (carryforward)
Ensure regulatory compliance	Mandated compliance inspection by BC Consumer Protection.	Ongoing	Base operating budget

Proposed Initiatives for 2020:

No changes requests at this time.

2019-2020 Budget Changes:

No changes proposed.

Planning and Community Development Department Summary

Division Summary: Planning and Development

Manager: Dave Pady

Service Year: 2020

Function: 500 and 504

Department: PCD

Status:

Service Overview

[500] Regional Planning Services:

Provides regional growth management and development co-ordination services. Services associated with this function involve interjurisdictional planning.

[504] Rural Planning Services:

Develops and implements the goals and policies for the growth and development of the Electoral Areas through community plans, zoning and regulatory provisions. Staff work with a Planning and Development Committee and APCs to review subdivision applications, handle development permits and development variance permits, deal with rezoning applications and referrals from governments and others. Official Community Plans are also prepared and implemented.

Budget Summary

2019 Approved Net Budget

\$132,439 [500]

\$961,574 [504]

2019 Approved FTE Count

6.65

2020 Proposed FTE Count

7.65

FTE Change

1.0

Outlook for Upcoming Year:

- Continued service improvement and streamlining – 2019 improvements such as creating a customer appointment system have resulted in efficiency gains. Continuous improvement including use of online tools, self-service options, etc. can improve customer experience and ease-of-use while providing more efficient service to ratepayers and service users.
- Reviewing/updating fees and charges to maintain preferred cost recovery and ensure sustainable service.

Subject to human resource allocation relative to core operational demands:

- Continued/increased collaboration with member municipalities and stakeholders, particularly around regional planning, growth, and policy coordination aligned with SCRD Strategic Plan.
- Exploring opportunities for renewal of Zoning Bylaw 337 as an extension of the currently-underway renewal of Zoning Bylaw 310.
- Advancing planning for Hillside Industrial Park (function [540], FTE count of 0.1)

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Development regulation and approval	2018 STATS: 88 Planning Applications: (Development Permits, Development Variance Permits Rezoning/OCP, Subdivision, ALR, BOV.	Ongoing – for the 2019 year the number of applications is expected to be equal to or exceed 2019 levels. Given the increasing complexity of external referrals the allocation of time and	Core service demands approximately 90% of divisional resources

	24 External Referrals (including Provincial/Crown) 254 Building Permit/Planning Reviews 2018 Application revenues: \$69,402.00 2019 STATS (year to date): 79 Development Applications 21 External Referrals 2019 Application revenues (year to date) \$47,395.00	resources is expected to increase.	
Policy development and renewal	Zoning Bylaw Renewal	First reading in Q2 2020	Supported by an existing budget initiative (\$75,000 total).
	Research project – tiny homes	Q1 2020	Resourced internally.

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
1	[504] Rural Planning Services - Technician	Proposed	\$75,784.00	\$75,784.00			
2	[500] Regional Housing Conference Partnership	Proposed	\$10,000	\$0			
Total Change Request			\$85,784.00	\$85,784.00			

2019-2020 Budget Changes:

- See R1 Budget proposal for increase in human resource complement.

Service Summary

Division Summary: Geographic Information Systems (GIS) [506] Manager: David Nelson
Civic Addressing [510]

Service Year: 2020

Functions: 506, 510

Department: Corporate Services

Status:

Service Overview

GIS is a technology that utilizes location (map based) techniques to incorporate spatial and attribute information. It uses geography to bring together data from a multitude of sources and uncovers complex relationships otherwise difficult to understand. GIS impacts nearly every aspect of local government and helps provide a foundation for integrating SCRD services covering planning, infrastructure engineering and administration. Through the use of GIS technology, the SCRD provides the ability for staff and the public to visualize and analyze the 381,000 hectares of 'places' that make up the Sunshine Coast Regional District.

Budget Summary

2019 Approved Net Budget	<u>\$ 356,474¹</u>
	<u>\$ 37,025²</u>
2019 Approved FTE Count	<u>3.1</u>
2020 Approved FTE Count	<u>3.1</u>
FTE Change	<u>n/a</u>

Outlook for Upcoming Year:

The Geographic Information Systems section will continue to:

- Provide access to GIS data for internal and external customers
- Maintain the SCRD's Open Data Portal
- Provide spatial analysis services to assist SCRD staff members
- Integrate GIS data with asset management business systems (Cityworks, Tempest)
- Produce customized maps to support SCRD staff and public cartographic analysis
- Develop and maintain internal and public-facing website maps and applications
- Provide emergency GIS services to support the Emergency Operations Centre (EOC)
- Assign and maintain civic addresses for the SCRD and its member municipalities
- Respond to public requests at the counter, over the phone and via email.

In 2020 the Geographic Information Systems section will:

- Upgrade all ESRI applications to utilise expanded functionality.
- Explore new opportunities to present spatial information through ESRI's Portal, Hub, Dashboard, Insights, Utility Network Management Extension, Workflow 5 and Reporting 5 technology.
- Design and create smaller, project-specific web applications (e.g. Emergency Services, Garbage Pickup, Parks and Trails and Cemetery).

¹ GIS

² Civic Addressing

Upcoming Year Priorities:

2020 Key Projects and Action Plans

Geographic Information Systems (GIS)			
1. Create Project Specific Applications for: Parks, Utilities Services, Planning, Building and Building	CT, TH, EW	Q1-Q4	
2. Create Project Specific Applications for: Parks, Utilities Services, Planning, Building and Building	CT, TH, EW	Q1-Q4	
3. Upgrade to ArcGIS Server and Desktop - 10.7	CT	Q1	
4. Upgrade Geocortex Essentials to Current Release	CT	Q1	
5. Create New Reporting Templates for Web Mapping Applications	CT	Q1	
6. Create a Comprehensive SCRD Parks Layer	TH, EW	Q1	
7. Upgrade SDE to sql2019	CT	Q2	
8. Create an Application illustrating the Permit Layer maintained by the Planning Department.	EW	Q2	
9. Student Project in Collaboration with the District of Sechelt, Town of Gibsons and SIGD	EW	Q1-Q2	
10. Replace Quarterly Data Downloads with WMS Services (automatic updates)	CT, TH	Q2	
11. Risk Application for Bylaw, Building and Planning	EW	Q2	
12. Migration to ArcGIS Portal	CT	Q2-Q4	
13. Building Permit Application	CT, TH	Q3	
14. GIS Day November 2020	CT, TH, EW	Q3	
15. Fill Data Gaps for Water System Features	TH, EW	Q3-Q4	
16. Watermain Segmentation Project (design & apply rules)	TH, EW	Q3-Q4	
17. Create a Comprehensive SCRD Bylaw Layer	TH	Q3-Q4	
18. Collector and Quick Capture for Data Collection	TH	Q1-Q3	
19. Capital Projects Application for the Infrastructure Department	TH	Q3-Q4	
20. Upgrade the Public Facing Cemetery Application to include names and dates	CT, TH	Q3-Q4	
21. Census Data Web Application	EW	Q4	
22. Cross Check Minor Taxing Authority with Bylaws	EW	Q4	
23. Monthly training sessions with a duration of 1 hour for the Property Viewer, Tempest and Cityworks.	CT, TH, EW	Q1-Q4	
24. GIS Gatherings	CT	Q1-Q4	
25. Data Alignment for All Layers	TH, EW	Q1-Q4	

Proposed Initiatives for 2020:

There are no Budget Proposals for the GIS and Civic Addressing functions for 2020.

Planning and Community Development Department Summary

Division Summary: Building Inspection

Manager: Allen Whittleton

Budget Year: 2020

Function: 520

Department: PCD

Status:

Purpose

Building Code Administration for new buildings and renovations. Permits are required for most types of construction (e.g. new housing, commercial and industrial buildings, and accessory structures), as well as plumbing permits. Covers all electoral areas including islands and parts of the SIGD.

Budget Summary

2019 Approved Net Budget \$810,314

2019 Approved FTE Count 6.07

2020 Approved FTE Count 6.07

FTE Change 0

Outlook for Upcoming Year:

- Construction activity in 2020 is anticipated to remain relatively strong. No changes are anticipated for the level of taxation required for the Building Inspection services.
- Building Inspection Division is prepared to be involved in/collaborate on Strategic Plan work related to emission reduction, green building and coordination of building requirements with other local governments on the Coast.
- SRCD's Building Bylaw No. 687 will be reviewed; updates or a future project may be proposed to align with recent Municipal Insurance Association of BC model bylaw improvements.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Deliver of permitting and inspection services	Timely, reliable, professional and courteous service aligned with provincial and local regulations	Ongoing	Core service demand almost the entirety of the Divisions resources. In 2019, building permit fees surpassed projections and will result in a budget surplus for 2019.
Building sector knowledge	Support professional development of staff and of the Coast's building sector through training, information sharing, and dialogue with builders, etc. A particular area of focus is green building, alternative energy, etc.	Ongoing	Existing allocation.

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
Request #	Replacement Vehicle	Proposed	\$50,000	\$0			
Total Change Request			\$50,000	\$0			

2019-2020 Budget Changes:

- The Building Inspection Division requires reliable vehicles to provide inspection services. Unit #440 is a 2009 Ford Escape with more than 320,000 kilometers and is near the end of its functional life. It is recommended that this vehicle be replaced in 2020. Funding for the new vehicle will come from reserves.

Planning and Community Development Department Summary

Division Summary:	Community Recreation Facilities	Manager:	Deb Cole & Ken Robinson
Service Year:	2020	Function:	615
Department:	PCD	Status:	Draft

Service Overview

A service established for the purpose of providing for the construction, capital improvements, operation and maintenance of the Gibsons and District Aquatic Centre, Gibsons and Area Community Centre, Sunshine Coast Arena and Sechelt Aquatic Centre. Staff also provide coordinated service (budgeted separately) to the Pender Harbour Aquatic and Fitness Centre.

Formally, Facility Services is combined with [614] Recreation Services as [615] Community Recreation.

Budget Summary

2019 Approved Net Budget	\$8,203,372
2019 Approved FTE Count	40.14
2020 Approved FTE Count	40.14
FTE Change	n/a

Outlook for Upcoming Year:

- Continued delivery of recreation programming through four facilities.
- Review service levels in all areas, adjusting programming to meet approved service levels/balanced with community needs.
- Collaboratively develop and implement a new arena scheduling procedure, following Board direction.
- Strengthen SCRD Aquatics through coordinated leadership, new training opportunities and new systems designed with input from staff

Current Year Priorities:

Programming:

Core Service/Project		Goal	Timeline	Resourcing
Operate 2 public swimming pools, 2 arenas (seasonal ice/dry floor programs) and 2 fitness centres		Delivery of safe, accessible quality aquatics and fitness services and programs	Ongoing	Base operating funding (taxation and fees)
Community group partnership/space rental		Support community recreation priorities through providing facility space/services	Ongoing	Base operating funding (taxation and fees)

Facility Services:

Core Service/Project	Goal	Timeline	Resourcing
Facility operation and preventative maintenance	<ul style="list-style-type: none"> • Ensure safe, regulation-compliant operation of facilities 	Ongoing	Base operating funding

	<ul style="list-style-type: none"> • Prevent breakdowns/service interruptions • Maximize useful life of community assets 		
Capital renewal projects (critical building systems only)	<ul style="list-style-type: none"> • Gibsons and District Aquatic Facility exterior door replacement • Sechelt Aquatic Center main pool leak testing and repairs • Sunshine Coast Arena refrigeration plant chiller and compressor replacement • Sunshine Coast Arena ammonia compressor room ventilation system upgrade • Gibsons and Area Community Center emergency power generator replacement 	Completed (or nearing completion)	Annual funding of \$756,000; some work funded through special one-time initiatives (e.g. regulatory work required to ice plants)
Other facility projects/requirements	<ul style="list-style-type: none"> • Completed hazardous materials and fall protection audit project for Sechelt Aquatic Center, Sunshine Coast Arena, Gibsons and Area Community Center and Gibsons and District Aquatic Facility 	Completed	One-time budget initiative

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
1	Ammonia detector (SCA)	Proposed	\$13,000	\$0			
2	GDAF critical spare parts	Proposed	\$25,000	\$0			
3	Recreation facilities – lifecycle assessment	Proposed	\$25,000	\$0			
4	Building operator training and development pilot	Proposed	\$14,898	\$14,898 (through 2022)			

	program (3 years)						
5	Non-critical capital replacement items	Proposed	\$166,500	\$0			
Total Change Request			\$219,398	\$14,898			

2019-2020 Budget Changes:

- See R1 Budget proposals for details on above.

Planning and Community Development Department Summary

Division Summary:	Pender Harbour Aquatic and Fitness Centre	Manager:	Deb Cole
Service Year:	2020	Function:	625
Department:	Planning and Community Development	Status:	Draft

Service Overview

Provides and maintains aquatic and fitness facilities for residents of Electoral Area A. The pool is located in the Pender Harbour High School and is operated by SCRD staff.

Budget Summary

2019 Approved Net Budget	<u>\$730,909</u>
2019 Approved FTE Count	<u>4.47</u>
2020 Proposed FTE Count	<u>4.80</u>
FTE Change	<u>.33</u>

Outlook for Upcoming Year:

Aligned with the SCRD's Asset Management Plan, an updated facility-level asset management plan and associated capital plan for Pender Harbour Aquatic and Fitness Centre is being developed. While it is not fully in place for 2020 there are maintenance items identified that protect the value of the asset. As we continue to move forward with the capital plan these items will help establish and implement a detailed, formal asset management strategy.

A modest FTE increase is requested to align service with other SCRD aquatic facilities and in consideration of restructuring SCRD Aquatics with a single point of responsibility.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Operate public swimming pool and fitness centre	Delivery of safe, accessible quality aquatics and fitness services and programs	Ongoing	Base operating funding (taxation and fees)
Annual Maintenance and Capital Repairs	Key projects: -Painting of main pool tank. - Painting of wood ceiling in main pool area. (carry forward as this was not completed). - Replacement of hot tub jet circulation pump	Two projects completed August 2019.	Reserves
Facility Maintenance Services	Formalizing and professionalizing routine maintenance. Establish and implement a detailed formal assessment management strategy	Ongoing initiative	Taxation and Fees

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
Request #	Replacement of main pool circulation pump	Proposed	\$19,500	\$0	Reserves \$19,500		
	Replacement of 3 filters for main pool system	Proposed	\$10,920	\$0	Reserves \$10,920		
	Purchase of spare main pool circulation pump	Proposed	\$8450	\$0	Reserves \$8450		
	Purchase of spare hot tub jet circulation pump	Proposed	\$9000	\$0	Reserves \$9000		
	Increase of annual contribution to Gym equipment replacement plan	Proposed	\$2000	\$2000	\$0		\$2000
	.33 FTE Increase to HR plan	Proposed	\$25,767	\$25,767	\$0		\$25,767
Total Change Request					\$47,870		\$27,767

2019-2020 Budget Changes:

- See R1 Budget proposals for details on items above.

Planning and Community Development Department Summary

Division Summary: Parks

Manager: Ken Robinson

Superintendent: Kevin Clarkson

Service Year: 2020

Function: 650

Department: PCD

Status: Draft

Service Overview

SCRD Parks currently operates and maintains 102 beach accesses and community parks (approximately 700 hectares), 1 campground, 5 sports fields, 5 community halls, several other halls/facilities, approximately 71km of trails and 17km of bicycle/walking paths.

Budget Summary

2019 Approved Net Budget \$1,746,696

2019 Approved FTE Count 8.44

2020 Approved FTE Count 8.44

FTE Change 0

Outlook for Upcoming Year:

In 2020, Parks priorities include:

- Creating service level efficiencies through amalgamated contracts;
- Continued progress on development of a parks asset management plan;
- Incorporating adaptive environmental and climate resiliency principles into operational practices;
- Developing Park Management Plans for key sites,
- Continuing to pursue community stewardship and partnership opportunities for parks/trails.

Subject to budget consideration, the following additional priorities are proposed:

- Plan, design and build of a new Parks Division workspace;
- Infrastructure capital upgrades and replacements (Coopers Green boat ramp repair, picnic tables, Katherine Lake water system repairs, flat deck trailer, etc.);
- Suncoaster Trail Phase 2 detailed planning and capital funding plan to support phased construction.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Park maintenance	<ul style="list-style-type: none">• Seasonal operations and maintenance of all parks• Adherence and adaptation to water conservation regulations• Snow removal and de-icing (application of salt in snow conditions, below freezing temperatures) on all priority parks during inclement weather• Hazard tree mitigation following significant storm/wind events• Landscaping, pruning and vegetation clean up• Hazard Tree Assessment project (2017 budget initiative) completed• Targeted wildfire risk prevention	Ongoing	Base operating budget

	<ul style="list-style-type: none"> • Vegetation maintenance and replanting in high-use areas • Dog Park fertilization and seeding • Pest management and mitigation 		
Campground operation (Katherine Lake)	<ul style="list-style-type: none"> • Operation of Katherine Lake Campground • Seasonal start up and shut down • Water system operation • Lighting and energy efficiency upgrades to public washroom facilities 	Ongoing (summer season operation)	Base operating budget
Playground maintenance	<ul style="list-style-type: none"> • Regular playground safety inspections; • Resurfacing of children's play areas and playgrounds • Replacement of sections of playground borders • Seasonal start-up, operation and shut down of water park and children's play area; 	Ongoing	Base operating budget
Park Asset Management and Renewal	<ul style="list-style-type: none"> • Refinishing, staining and painting of wooden site furniture, signs and metal park gates • Boat ramp/dock improvements • Toilet facilities cleaned at the beginning, and regularly throughout operational season • Road and parking area improvements • Split rail fence construction and installation • Picnic tables and garbage cans washed and cleaned • Removal of unauthorized informal structures • High tide rock and drainage repair • Annual Roberts Creek Pier maintenance, including brushing, bench install, erosion correction, seasonal hazard mitigation and re-capping of trail surface material 	Ongoing or cyclical based on asset useful life, all subject to budget resources	Base operating budget; occasional minor capital budget initiatives (e.g. signage replacement)
Trails, Beach Accesses and Active Transportation Routes	<ul style="list-style-type: none"> • Active transportation path brushing, trimming and mowing • Routine inspections and maintenance at all SCRD parks, trails and beach accesses • Priority trail repairs and improvements • Engineering assessments of bridge infrastructure • Repairs to wheelchair/accessible viewing platform • Planning for accessibility improvements • Stairs and handrail decommission, removal and site cleanup • Culvert replacements and infrastructure drainage repairs on trails 	Ongoing	Base operating budget; occasional minor capital budget initiatives (e.g. bridge repairs)

	<ul style="list-style-type: none"> • Anti-slip protection installed and replaced on bridges where required • Installation/repairs to boardwalks • Replacement of timber decking and brow logs/barriers on bridges • Post installation and drainage correction • All SCRD trails and beach accesses received seasonal maintenance, brushing and upkeep • Asset renewal including 2 staircases, a platform, handrails, crib steps • Technical trail feature modification • Trail safety mitigation related to erosion. Resolved with trail route decommission and diversion Decking removed and replaced on bridges		
Sports field maintenance	<ul style="list-style-type: none"> • Enhanced monitoring and adaptive maintenance regime at all sports fields • Annual aeration and contracted maintenance on all sports fields • New soccer goals delivered and installed • Slicing, cutting, fertilizing of sports fields and irrigation repairs • Access control repairs along perimeter of sports fields • Groundwater systems brought into seasonal operation 	Ongoing	Base operating budget
Management and maintenance of community halls	<ul style="list-style-type: none"> • Routine inspections and maintenance at all SCRD community halls • Septic tanks cleaned and pumped out • Annual fire extinguisher inspection and re-charge • Grantham's Hall rehabilitation project • Working with the Child Development Center at the Pender Harbour Ranger Station on the construction of a play area sunshade • Improvements to the Pender Harbour Ranger Station pre-school kitchen • Lease renewal for septic infrastructure with the Pender Harbour Authority 	Ongoing	Base operating budget; capital project (Granthams Hall)
Other planning and projects	<ul style="list-style-type: none"> • Community consultation for Crab Road beach access • Frank West Hall roof replacement project completion • New dual language park entrance signs including <i>shashishalhem</i> (<i>shíshálh language</i>) name • Parks Signage Guideline development 	Ongoing or one-time	Base operating budget; one-time capital projects (e.g. roof replacement)

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
1	Establish Parks Capital Budget	Proposed	\$100,000	\$100,000			
2	Service Contracts – Inflation & Climate Change	Proposed	\$20,000	\$20,000			
3	New Service Contracts	Proposed	\$13,000	\$13,000			
4	Suncoaster Trail – Phase 2	Proposed	\$400,000	0			
5	Sports Field Aerator	Proposed	\$60,000	tbd			
6	Coordinator Succession	Proposed	\$6,000	0			
Total Change Request			\$599,000	\$133,000			

Note: At Pre-budget, staff included a proposed initiative related to reconstruction of Shirley Macey sports fields. Through a subsequent meeting with the Better Fields Committee, a Coast-wide, high-level review of sports fields that looks at opportunities and constraints is planned for January. The Shirley Macey proposal has not been included here; staff will report back following further work.

2019-2020 Budget Changes:

- See R1 Budget proposals for details on items above.

Planning and Community Development Department Summary

Division Summary:	Dakota Ridge	Manager:	Ken Robinson
		Superintendent:	Kevin Clarkson
Service Year:	2020	Function:	680
Department:	Planning and Community Development	Status:	

Service Overview

SCRD Parks currently operates and maintains the Dakota Ridge Winter Recreation Facility's 20 kms of ski trails, 7 kms of snowshoe trails, 14 km access road, facilities and equipment with close coordination between internal staff, volunteers and external contractors.

Budget Summary

2019 Approved Net Budget	\$226,350
2019 Approved FTE Count	<u>0.83</u>
2020 Approved FTE Count	<u>0.83</u>
FTE Change	<u>0</u>

Outlook for Upcoming Year:

- Dakota Ridge Winter Recreational Area (DR) offers lower Sunshine Coast residents and visitors seasonal recreational opportunities. DR features 20km of cross country ski trails (both classic and skate), 4km of groomed snowshoe trails, 3km of wilderness snowshoe trails, and a sledding area. The facility tops out around 1,200m above sea level with spectacular views of the Salish Sea and surrounding mountains. It is located 14km up the Sechelt/Wilson Forest Service Road (FSR) off the end of Field Road in Wilson Creek.
- The facility is open from December to the end of March annually, weather permitting. In addition to daily individual visitation, many user groups and organizations regularly utilize the facility for events and training during the winter season. Examples included local school programs, the Dakota Nordics Ski Club Jackrabbits program and the Dakota Ridge Loppet (community ski race). Overall total annual winter visits to the facility are approximately 8,000.
- DR Winter Recreation Area is operated by the Parks Division under the SCRDR function 680. A *Section 56* partnership agreement issued by the Ministry of Forests Lands and Natural Resource Operations and Rural Development (FLNRORD), South Coast Recreation District, under *Section 118* of the *Forests and Range Practices Act* allows the SCRDR to operate and maintain the winter recreation area on Provincial land. The agreement also allows SCRDR to charge user fees to partially offset operating costs. The SCRDR has a Forest Service Road Maintenance agreement with FLNRORD to use and maintain the unpaved access road to the facility. The access road is seasonally plowed and maintained by a contractor.
- Facilities infrastructure and machinery includes a parking lot, sledding area, warming hut, outhouse, storage container, and equipment hut. Seasonally, the equipment hut and storage container house a Piston Bully trail groomer (snowcat), two snowmobiles and a tracked UTV. The machines are used for operational grooming and transportation during the winter season, and are essential to the operation.
- Volunteers are a key component of DR operations. Approximately 40 volunteers contribute over 2,000 hours of time annually during the winter season. Activities include Trail Hosts Volunteers who meet and greet visitors and act as ambassadors on the weekends. Other volunteers are part of the grooming team and help groom the facility three days a week including weekends.
- During the ski season, Parks staff maintain the facility on Tuesdays and Fridays. Volunteers groom on Friday, Saturday and Sunday as needed. Volunteer Trail hosts are on site to meet and greet and help issue tickets on Saturdays and Sundays. Staff also perform planning, administration and maintenance tasks as required.
- In 2020, subject to consideration of proposed initiatives, priorities include minor capital improvements including addition of new light-duty grooming equipment designed to extend the life of the Piston Bully and be usable in a wide range of conditions.

Current Year Priorities:

Core Service/Project	Goal	Timeline	Resourcing
Trail maintenance and management & facility operation	<ul style="list-style-type: none"> • Facility and Equipment Maintenance • Ticket Sales and Accounting • Communications • Intergovernmental liaison for agreements/permits/leases and communications 	Ongoing (seasonal)	Base operating budget
Road management	<ul style="list-style-type: none"> • Road maintenance conducted to repair upper road sections and improve drainage; • Road Plowing/Maintenance 	Ongoing (seasonal)	Base operating budget
Volunteer management and support	<ul style="list-style-type: none"> • In 2019, 40 volunteers contributed 2560 hours to snow grooming, trail hosting and annual work party • Volunteer Recruitment, Training, Coordination and Retention • Technical and Safety Training/Risk Management 	Ongoing (seasonal)	Base operating budget

Proposed Initiatives for 2020:

Number	Name	Status	Initial Cost	Annual Incremental Cost	Non-Tax Funding	Net Tax Requirement for 2019	Net Tax Requirement for 2020
1	Service Contract Value Adjustments	Proposed	\$5,100	\$5,100			
2	Pisten Bully track replacement	Proposed	\$25,000	\$0			
3	One-time minor capital	Proposed	\$33,500	\$0			
Total Change Request			\$63,600	\$5,100			

2019-2020 Budget Changes:

- See R1 Budget proposals for details on above.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Sherry Reid, Corporate Officer

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [110] GENERAL GOVERNMENT

RECOMMENDATION(S)

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

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	[110] – Website Redesign Consulting Services (Phase 2)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$125,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	To develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content

		<p>manageability, and improved functionality and user experience.</p> <p>The 2019-2023 Strategic Plan identifies Engagement and Communications as a key strategic focus area. The re-development of the SCRD website is one of the tactics supporting the strategy to enhance on-line tools to improve functionality and user experience. Phase 1 of the website redesign project was initially approved during 2019 Budget and called for an audit/review of SCRD's current site before proceeding to Phase 2, the re-design and implementation of a new website.</p> <p>The initial Phase 1 website review/audit will be completed by the end of Q1 2020. Phase 1 recommendations will form the foundation of an RFP for consulting services for Phase 2, website re-design and implementation.</p> <p>This project will require financial resources and will also draw upon the following staffing resources:</p> <ul style="list-style-type: none"> • Communications - project lead and ongoing webmaster role • IT - ensure compatibility within SCRD technology infrastructure • Department/divisional staff - development of department-specific website content.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	<p>An ongoing annual subscription fee may need to be factored into the budget. Annual subscription fees may vary depending upon the content management system chosen and the types of advanced functionality options chosen for the website.</p>

2	<i>Function Number – Project Name:</i>	[110] – Online Public Engagement Platform
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>To procure an online community engagement platform that will create a central online meeting place where SCRD staff can initiate public engagement through a range of tools designed to inform, seek public feedback, exchange ideas, and measure community response to issues of interest. A combination of online and in-person engagement initiatives can be supported with this approach.</p> <p>Engagement and Communications is a key strategic focus area in the 2019-2023 Strategic Plan. This budget initiative supports all three Engagement and Communications strategies to develop a public outreach strategy, ensure effective internal engagement, and enhance on-line tools to improve functionality and user experience.</p> <p>There are a variety of online public engagement platforms that offer a range of tools for SCRD staff development and training. This may include templates and learning resources that apply both to online and in-person engagement initiatives. By adopting a consistent approach to engagement, the public will come to know what to expect in terms of how SCRD facilitates public engagement initiatives. This includes knowing where to find SCRD engagement opportunities, how to participate, and how public feedback will be incorporated into SCRD decision-making.</p>

		<p>An online public engagement platform creates a centralized meeting place or hub where the Regional District and the community can easily connect to exchange ideas and information, and explore issues of community interest in depth.</p> <p>Communications staff will lead and oversee management of the online platform, while staff subject experts leading engagement processes will be responsible for developing/updating content and responding to public feedback as required.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	An ongoing annual subscription fee may apply and will vary depending upon the engagement platform chosen.

C LOW COST, HIGH VALUE

3	<i>Function Number – Project Name:</i>	[110] – Audio-Visual Improvements in the Board Room
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	<i>Regional</i>
	<i>2020 Funding Required:</i>	<p>\$10,000</p> <p>The budget proposal is based on the installation (electrical and building maintenance work) of two large 75" screen monitors on each side wall in the Boardroom.</p>
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Equipment will require adequate maintenance and replacement on an appropriate cycle.
	<i>Rationale / Service Impacts:</i>	The installation of large screen monitors in the Boardroom will provide an alternate viewing option for delegation presentations in the Boardroom so that Directors can view presentations without

		<p>moving from their Board Table seats and therefore better engage with presenters.</p> <p>The current projector/screen set up requires that Directors move from their seats in order to view delegation presentations on the screen. This causes unnecessary disruption as Directors relocate to seats in the public gallery resulting in Directors having to sit in behind presenters rather than in front of them.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Replacement cost needs to be considered given the estimated useful life of the asset.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$358,637	\$ 208,637	\$ 208,637	\$208,637	\$208,637
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Website Redesign	-\$125,000	\$ -	\$ -	\$ -	\$ -
Online Engagement Platform	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$208,637	\$ 208,637	\$ 208,637	\$208,637	\$208,637

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Kyle Doyle, Manager, Asset Management

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [111] ASSET MANAGEMENT

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [111] Asset Management be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

4	<i>Function Number – Project Name:</i>	[111] – Base Budget Increase-(Training and Designation)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Support Services (approximately 30% taxation/70% user fees)
	<i>Asset Management Plan Implications:</i>	To support the development of Asset Management Plans
	<i>Rationale / Service Impacts:</i>	A new Asset Manager (1 FTE) was approved as part of the 2019-2023 Financial Plan. This position holds

		professional designations which require ongoing training and development to maintain credentials as well as annual professional dues. Since training often must occur off coast, this proposal also includes travel and overhead expenses.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Annual base budget increase will be ongoing.

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Gerry Parker, Senior Manager, Human Resources

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [115] HUMAN RESOURCES

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [115] Human Resources be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	[115] – Public Engagement Training – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Funding estimated to provide staff with training in public engagement processes.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

2	<i>Function Number – Project Name:</i>	[115] – Employee Recognition Program – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Funding estimated to promote and support recognition events and awards.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

3	<i>Function Number – Project Name:</i>	[115] – First Nations Cultural Appreciation Training and Seminars – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$12,000
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Estimated funding to support training and education.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

4	<i>Function Number – Project Name:</i>	**NEW [115] – Increased Travel
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$1,500
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Anticipated due to increased travel and meeting expenses.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

C LOW COST, HIGH VALUE

5	<i>Function Number – Project Name:</i>	[115] – Certificate of Recognition (COR)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$8,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>Employers who obtain the <u>Health and Safety COR</u> will receive an incentive payment using the following calculation:</p> <p>Employer's reported assessable payroll x Classification Unit Base Rate divided by \$100 of assessable payroll x 10%</p> <p>*2020 Estimated Payroll SCRD = \$11,500,000 CU base rate is 2.60 (11500000 x 2.60)/100 = 299000 x 10% = \$29,900</p> <p>WorkSafeBC provides incentive payments to COR companies in good</p>

		<p>standing. Over time, with reduced injuries and shorter claims duration, the employer's experience rated WorkSafeBC premium will reflect additional savings.</p> <p>Potential costs include the cost for required training, the cost to perform audits, and the cost to implement and manage the health and safety management system and injury management/return-to-work system.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	n/a

6	<i>Function Number – Project Name:</i>	**NEW [115] – Professional Development – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$2,500
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Maintenance of certifications and ongoing professional development needs to support service delivery.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 173,930	\$ 165,930	\$ 165,930	\$ 165,930	\$ 165,930
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Certification of Recognition	-\$ 8,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 165,930	\$ 165,930	\$ 165,930	\$ 165,930	\$ 165,930

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [116] PURCHASING AND RISK MANAGEMENT

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [116] Purchasing and Risk Management be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified

DISCUSSION

2020 R1 Budget Proposals by Category

A - MANDATORY – BUSINESS CONTINUITY

1	<i>Function Number – Project Name:</i>	[116] – 2 nd Phase of Insurance Asset Appraisal
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	Up to \$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Will provided apprised replacement value on SCRD currently owed assets
	<i>Rational / Service Impacts:</i>	A statement of values (SoV) is a tool for the SCRD and its Insurer to determine the value of insured assets. Completing and maintaining an accurate SoV

		<p>benefits all, as more detailed information provides the Insurer with a healthier understanding of the cost and risks associated with the assets.</p> <p>In addition, a statement of values is what is used to calculate SCRD's total insurable value, which is the statement of values total multiplied by the rate which results in the insurance property premium.</p> <p>The appraisal will help ensure that we are insured at the correct value and that we are not over or under insuring our assets if such an event happened that we would need to replace assets. This will also assist in Asset Management Planning for the SCRD.</p> <p>Results from the appraisal may impact our annual premium costs and provide consideration on developing an maintenance cycle for assessing future SoV</p>
	<i>Climate Action Impact</i>	<i>n/a</i>
	<i>Life Cycle Cost Breakdown</i>	<i>n/a</i>

D - OTHER or NOT CURRENTLY CLASSIFIED

2	<i>Function Number – Project Name:</i>	***NEW [116] – Base Budget Increase for Employee Memberships
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$1,360
	<i>Funding Source(s):</i>	Support Services (65% taxation / 35% user fees)
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As the Purchasing and Risk Management Divisions is fully staffed and have designation requirements for

		Purchasing and the Risk Management fields an increase in membership dues is being requested from \$1,140 to \$2,500
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	n/a

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: David Nelson, Manager, Information Technology and Geographical Information Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [117] INFORMATION TECHNOLOGY

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [117] Information Technology be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

C LOW COST, HIGH VALUE

1	<i>Function Number – Project Name:</i>	[117] – Mobile Device Management Software Solution – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$12,000
	<i>Funding Source(s):</i>	Support Services (70% taxation/30% user fees)
	<i>Asset Management Plan Implications:</i>	Cell phones (107), laptops (16), and computer tablet (21) assets are taken off premises and connect to “untrusted networks” leaving considerable room to improve remote manageability and security against access by ‘malicious actors’.

	<i>Rationale / Service Impacts:</i>	This project seeks to support increasing use of mobile devices and applications in the field: Business World apps, Cityworks work/asset management mobile apps, RCVFD Who's Responding app, etc. This project procures a single overarching system that provides a consistent, reliable, and effective management framework for all mobile devices regardless of manufacturer, model, or system version. The selected system will satisfy all Information Governance obligations imposed and also improve Information Technology (IT) customer experience. The SCRD has a duty to maintain demonstrable control over any information in its custody and this obligation extends to mobile devices, regardless that they may be located outside the company perimeter and not instantly accessible by an SCRD System Administrator.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Market sounding research indicates a typical cost range of between US\$5 to US\$15 per month, per mobile device. Based on Q4 2019 device counts, that extrapolates to a corporation-wide licensing commitment of between US\$9,000 and US\$27,000 per annum.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable) * (use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 203,480	\$ 153,165	\$ 114,792	\$ 100,745	\$ 110,745
Contributions Surplus	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
IT Hardware	-\$ 60,315	-\$ 48,373	-\$ 24,047	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 153,165	\$ 114,792	\$ 100,745	\$ 110,745	\$ 120,745

* **PLEASE NOTE:** Staff Report to Corporate and Administrative Service Committee – November 28, 2019 Information Technology Equipment Financing Loan Application may alter the above values.

Reviewed by:			
Manager	X- D. Nelson	Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Rob Michael, Fire Chief

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [210] GIBSONS AND DISTRICT FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [210] Gibsons and District Fire Protection be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A BUSINESS CONTINUITY (Mandatory)

1	<i>Function Number – Project Name:</i>	[210} – Base budget increase – vehicle repairs and maintenance
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and Town of Gibsons
	<i>2020 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	The vehicle repair and maintenance budget for the Gibsons and District Volunteer Fire Department (GDVFD) is currently inadequate. Fire department vehicles are considered “mission critical” and must be maintained to the highest standards. The GDVFD predominately focuses on preventative maintenance with fire

		department vehicles. This includes bi-annual maintenance of vehicles by SCRD fleet maintenance. Additionally, annual preventive pump maintenance is performed on each vehicle capable of pumping. Other repairs related to damage or breakdowns are also facilitated as necessary as part of this line item.
	<i>Rationale / Service Impacts:</i>	<p>Currently the GDVFD has budgeted \$10,500 for this line item.</p> <p>In 2018 the GDVFD spent \$35,395 and in 2017 the GDVFD spent \$22,692. This does not include the \$17,179 that was spent fixing a pump that had failed while on deployment with the Provincial government (as this was during deployment, the Provincial government covered this cost).</p> <p>Costs for maintaining fire department vehicles can vary for a variety of reasons. Common factors include: age, condition and usage. Therefore it is difficult to determine a formula per apparatus for maintenance requirements. However, it is clear that additional funding is required to maintain the fire department vehicles so they can remain in a constant state of readiness should they be required for emergency situations.</p>
	<i>Climate Action Impact</i>	Properly maintained vehicles perform better and result in lower emissions and/or pollutants, therefore reducing the impact to the climate.
	<i>Life Cycle Cost Breakdown</i>	Fire department vehicles are graded by the Fire Underwriters Survey (FUS) and have a useful life expectancy of 20 years on average. The FUS results in fire insurance grading for the local fire protection areas. Maintaining the FUS grading is important as it assists taxpayers by keeping their fire insurance rates low.

2	<i>Function Number – Project Name:</i>	[210} – Base budget increase – capital reserve contributions
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and Town of Gibsons
	<i>2020 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>On January 26, 2017 the SCRD Corporate and Administrative Services (CAS) Committee received a report titled Fire Departments 20-Year Capital Plans. In this plan it was identified that the GDVFD requires an annual capital reserve contribution of \$299,000 per year for the renewal of all assets. Currently, the GDVFD is contributing \$125,000 per year. An annual increase of \$75,000 will bring the annual contributions to \$200,000.</p> <p>The fire department 20-year capital plan identifies replacement timelines for large and small capital replacements. A condition assessment can be utilized to extend the life of some, but not all equipment.</p>
	<i>Rationale / Service Impacts:</i>	<p>Currently the GDVFD has budgeted \$125,000 for this line item.</p> <p>A larger capital reserve contribution will assist the fire department with properly funding capital asset replacement. Fire department apparatus and minor capital equipment critical for fire department operations must be replaced at regular intervals to maintain effectiveness. Fire hoses, nozzles, rescue tools and other equipment replacement schedules must be factored in to capital purchase plans. Additionally, new technology and equipment improvements should be sought to keep in line with industry trends and innovations.</p> <p>Currently the fire department must rely on the budget proposal process and make difficult decisions on priorities for</p>

		capital asset replacement based upon available funding.
	<i>Climate Action Impact</i>	Properly maintained equipment performs better and results in lower emissions and/or pollutants, therefore reducing the impact to the climate.
	<i>Life Cycle Cost Breakdown</i>	It is anticipated that \$75,000 will assist to bridge the gap from current budgeted amounts and future requirements.

3	<i>Function Number – Project Name:</i>	[210] – Base budget increase – training and development
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and Town of Gibsons
	<i>2020 Funding Required:</i>	\$27,500
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>Currently the GDVFD has budgeted \$40,000 for this line item</p> <p>The SCRD Board established the GDVFD as “full service” in accordance with the Provincial Playbook in 2016.</p> <p>Dave Mitchell & Associates conducted a review of the SCRD’s four fire services in 2017. A report, went to the SCRD’s Planning and Community Development Committee meeting on January 10, 2019 and included 45 recommendations.</p> <p>Of the five recommendations directed specifically to the GDVFD, three involve training:</p> <p>“The Department conduct a gap analysis and ensure that each officer’s training meets the required Playbook and NFPA standards for RIT, and a Company Fire Officer, and is adequately documented. Firefighters who may be put in a supervisory role ideally should be trained</p>

		<p>as Team Leaders at the Interior Operations Service Level.”</p> <p>“The Fire Chief should review and further develop the qualifications and prerequisites for all officer positions. Once developed, existing officers should be offered the opportunity to receive the training needed to ensure they fulfil the requirements (with an emphasis first on ensuring that they are fully qualified for all operational fire ground responsibilities). All members within the Department interested in future promotion should be offered the opportunity to take part in the training.”</p> <p>“The Department conduct a gap analysis of the training of the Department’s driver/operators, and once completed develop a program based on the NFPA 1002 to provide the required competencies.”</p> <p>The GDVFD is proposing a training budget increase of \$27,500 to address those recommendations.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	<p>It is further identified by Dave Mitchell & Associates that volunteer and paid-on-call departments need to plan on spending \$1,000 to \$2,000 per member, depending on their Playbook Service Level.</p> <p>Currently, the GDVFD has 45 active members equating to a training budget of \$889 per member. As the GDVFD is a full service department, it is expected that the cost of training per member shall be slightly higher. The proposal for a training budget increase would bring that number up to \$1,500 per member.</p> <p>It is anticipated that \$27,500 will assist to bridge the gap from budgeted amounts and required training amounts.</p>

4	<i>Function Number – Project Name:</i>	[210] – Replacement of Engine 1 (Unit 371)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and Town of Gibsons
	<i>2020 Funding Required:</i>	\$350,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financial Loan (\$75,000 annual debt servicing cost funded from taxation over five years)
	<i>Asset Management Plan Implications:</i>	<p>Replacement for this apparatus is identified in the Fire Department 20-Year Capital Plan.</p> <p>Engine 1 is not considered for FUS grading due to the size of the pump and type of engine. However, given its age, condition and timeline for construction, it should still be considered for replacement at this time.</p> <p>Roberts Creek VFD is proposing replacement for a similar type of apparatus which may result in efficiencies and cost savings.</p>
	<i>Rationale / Service Impacts:</i>	<p>Engine 1 is a 1999 Ford F-550 rapid response mini-pumper truck with 300 gallons of water. It comes with a 250 GPM pump as well as a compressed air and foam system (CAFS) which increases the efficiency of the 300 gallon water tank. With seating only available for 3 members this apparatus is able to get out of the door and on route to a call much quicker than some of the other trucks. As a result, this unit is one of the most used vehicles in the fleet.</p> <p>Engine 1 suffered a pump failure during a callout in December of 2016. The vehicle was repaired and returned to service after a couple of weeks of downtime. The vehicle suffered a similar failure at another callout in May of 2018 resulting in some additional downtime as the pump was repaired again. Fortunately, both events did not</p>

		negatively affect the outcome of the call, or put firefighters at unnecessary risk. Furthermore, the water tank has been patched in the past. It is unclear how long the patch will continue to hold or if it can be repaired if there is further damage to the water tank.
	<i>Climate Action Impact</i>	When replacing this apparatus, the fire department can also make improvements to the design of the apparatus to enhance forest firefighting capabilities.
	<i>Life Cycle Cost Breakdown</i>	

C LOW COST, HIGH VALUE

5	<i>Function Number – Project Name:</i>	[210} – Automatic garage door openers (Halls 1 and 2)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E, F and Town of Gibsons
	<i>2020 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Capital reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>Currently, the bay doors at both hall 1 and 2 are manually operated. Changing to automatic garage door openers realize several benefits such as: less physical efforts required to open the bay doors, improved emergency response time and increased security for fire department facilities.</p> <p>The fire department responds to roughly 300 callouts per year. When responding to emergency incidents, every second counts. Firefighters must respond to the fire hall, gear up and begin responding to the call within minutes. Currently, prior to the apparatus leaving, a firefighter must manually open the bay doors to allow the fire truck through. Once the fire truck has exited the bay, firefighters can either get</p>

		<p>in the truck, or secure the fire hall before leaving. Often, firefighters will rely on additional responders to secure the fire hall and begin responding to the emergency, however additional responders cannot always be guaranteed and the fire hall may be left unsecure.</p> <p>Automatic garage door openers are standard for most fire departments. The GDVFD however, has never installed the devices and have historically relied on manual operation.</p>
	<i>Climate Action Impact</i>	Automatic garage doors can be wired to the fire department's environmental controls ensuring that heaters are turned off when bay doors are open, resulting in energy efficiencies.
	<i>Life Cycle Cost Breakdown</i>	<p>Automatic garage door openers can be installed for a relatively low cost in relation to the benefits received. The operation of the automatic doors will greatly increase the efficiency of fire department and improve response time. They can also be operated remotely, or on a timer to improve fire hall security concerns.</p> <p>It is anticipated that \$30,000 will be sufficient funding for this project. Current capital reserve accounts can support this purchase.</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 209,798	\$304,798	\$ 68,798	-\$414,202	-\$354,202
Contributions Surplus	\$ 125,000	\$125,000	\$125,000	\$125,000	\$125,000
Automatic garage doors	-\$ 30,000				
Hall 1 roof repairs		-\$300,000			
Training classroom		-\$ 50,000			
Building repairs/upgrades					-\$150,000
Engine 2 replacement			-\$508,000		
Emergency generator		-\$ 11,000			
Parking lot paving (hall 2)			-\$ 25,000		
Parking lot paving (hall 1)				-\$ 65,000	
Replace Sport Trac vehicle			-\$ 75,000		
Replace utility vehicle					-\$ 75,000
Closing Balance in Reserve	\$ 304,798	\$ 68,798	-\$414,202	-\$354,202	-\$454,202

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [212] ROBERTS CREEK FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [212] Roberts Creek Fire Protection be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[212] – Engine #1 Replacement
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area D
	<i>2020 Funding Required:</i>	\$350,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Engine 1 is currently 19 years old and is the first responding apparatus to most fire calls.
	<i>Rationale / Service Impacts:</i>	Engine 1 has a Compressed Air Foam system which has broken down repeatedly during use. Fire Apparatus are normally expected to remain in

		frontline service for 20-25 years. This apparatus will be 20 years old in 2020, and Roberts Creek Volunteer Fire Department (RCVFD) will likely not take delivery of the new apparatus until 2021.
	<i>Climate Action Impact</i>	A new fire apparatus will be more fuel efficient, produce fewer emissions, and will also extinguish fires more quickly to reduce that pollution impact.
	<i>Life Cycle Cost Breakdown</i>	The Fire Services Strategic Plan states the following, "In General FUS sets 20 years as the maximum age for front-line use of apparatus by small-medium sized communities."

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

2	<i>Function Number – Project Name:</i>	**NEW [212] – Capital Reserve Contribution Increase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area D
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	On January 26, 2017 the SCRD Corporate and Administrative Services (CAS) Committee received a report titled Fire Departments 20-Year Capital Plans. In this plan it was identified that the RCVFD requires an annual capital reserve contribution of \$188,000 for the renewal of all assets. Currently, the RCVFD is contributing \$100,000 per year to this reserve fund. This shortfall will result in inadequate funding in the future which will require increased taxation or borrowing to replace capital assets.
	<i>Rationale / Service Impacts:</i>	An annual increase of \$50,000 will bring the annual contribution to \$150,000. While this annual contribution is still short of what is necessary, it does move

		the RCVFD closer to meeting its requirement for a capital reserve contribution.
	<i>Climate Action Impact</i>	Newer apparatus, equipment, and facilities generally have less of a negative impact on the environment and having adequate capital reserves will allow for the more timely replacement of these assets.
	<i>Life Cycle Cost Breakdown</i>	When there is inadequate funding for capital reserves, apparatus and equipment may not be replaced in a timely manner. This can mean that equipment is pushed beyond its effective useful life span due to a lack of funding, or that increased taxes or borrowing are required to replace that apparatus or equipment.

Financial Implications

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

	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$332,647	\$ 82,647	\$ 12,647	\$112,647	\$212,647
Contributions Surplus	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Engine 1 Replacement	-\$350,000	\$ -	\$ -	\$ -	\$ -
Compressor		-\$ 30,000			
SCBA Replacement	\$ -	-\$140,000	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 82,647	\$ 12,647	\$112,647	\$212,647	\$312,647

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Ryan Daley, Fire Chief, Halfmoon Bay Volunteer Fire Department

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [216] HALFMOON BAY FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [216] Halfmoon Bay Fire Protection be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[216] Tanker (Tender) Replacement
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2020 Funding Required:</i>	\$500,000
	<i>Funding Source(s):</i>	Reserves/Short Term Borrowing
	<i>Asset Management Plan Implications:</i>	It is anticipated that \$500,000 will be sufficient funding for this project. May require a mix of short term borrowing and reserve contributions. However, capital reserve funds are currently inadequate for future planned projects.

	<i>Rationale / Service Impacts:</i>	<p>Tanker 1 is a 1986 GMC Response Tender used to shuttle water into areas without hydrant supply. The reliability of this unit is no longer suitable for emergency purposes.</p> <p>The new tanker will have a UL rated pump and the preference is to house this unit into Hall #2 in order to provide a better Fire Underwriters Survey (FUS) rating, as pointed out in the Fire Underwriters survey in 2018. The Fire Underwriters Survey (FUS) determines insurance grading for communities, partly based upon apparatus age and condition.</p>
	<i>Climate Action Impact</i>	New fire apparatus emit fewer emissions than previous apparatus as well as being more fuel efficient.
	<i>Life Cycle Cost Breakdown</i>	The SCRD Fire Services Strategic Plan from 2018 stated the following, "The Halfmoon Bay water tender is now 32 years old, which has resulted in a drop in its DPG rating for non-hydrant protected areas, from 3B to 4." DPG, or Dwelling Protection Grade, refers to single family homes. This drop in grading will likely result in increased insurance costs for those homes without hydrant protection.

MANDATORY – Regulatory Compliance

2	<i>Function Number – Project Name:</i>	<p>**RECATEGORIZED from Business Continuity</p> <p>[216] – Gear Washing Machine</p>
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2020 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Currently the HBFD does not own a machine to wash gear. The purchase of this washing machine will result in better care of the firefighter gear as well as less

		use of a vehicle to shuttle the gear back and forth to be cleaned.
	<i>Rationale / Service Impacts:</i>	During fires, in training or emergencies, personal protective equipment gets contaminated and is considered hazardous. It is a WCB requirement that the gear follow decontamination procedures. Halfmoon Bay Volunteer Fire Department (HBVFD) has never had a washing machine, so in past years we have used the drycleaner to facilitate the cleaning. The drycleaner has discontinued this service, so the HBVFD has had to rely on the other fire departments who have washing machines to do the work. This is time consuming for the Chief to have to go back and forth as these machines can normally only wash two sets of turn out gear at one time. This increased use of washing machines at other fire halls, puts more wear and tear on those machines and can also interfere with those departments washing their own gear.
	<i>Climate Action Impact</i>	Currently, the HBVFD fire chief is driving significant distances to shuttle dirty gear to be washed. The purchase of this machine will negate the need for this excess travel and thus reduce the pollution associated with vehicle use.
	<i>Life Cycle Cost Breakdown</i>	The washing machine is expected to provide approximately ten years of service before it requires replacing.

3	<i>Function Number – Project Name:</i>	**RECATEGORIZED – was BUSINESS CONTINUITY [216] – Base budget increase for clothing and laundering.
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2020 Funding Required:</i>	\$6,300
	<i>Funding Source(s):</i>	Taxation

	<i>Asset Management Plan Implications:</i>	This budget item is used to purchase life safety equipment and department uniforms. It is the NFPA 1851 standard to discontinue the use of turnout gear after 10 years of use. With a full complement of 30 members, meeting that standard requires the HBVFD to purchase three sets of turnout gear annually. Currently the budget only allows for an annual purchase of two sets, as a set of pants and jacket cost approximately \$3,000. In addition other protective gear such as turn out boots, structural firefighting gloves, helmets, thermoclavas (hoods) and forestry gear must also be purchased from this fund, as well as department uniforms.
	<i>Rationale / Service Impacts:</i>	An increase to this budget will allow for the purchase of adequate Personal Protective Equipment for all members of the HBVFD and allow them to work safely in emergency and training situations, and will also allow the HBVFD to meet the NFPA standard for the use of up-to-date personal protective equipment.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Each set of turnout gear costs approximately \$3,000 with a life expectancy of ten years.

MANDATORY – Safety Requirement

4	<i>Function Number – Project Name:</i>	[216] – Facility Upgrades – Training Yard Fencing
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2020 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	This proposal will allow a fence to be installed around the training yard. It is our goal to protect the public against hazardous props. Once the fence is built the grounds can be further developed and secure from the public. This will

		allow more flexibility with training and props that can be used on site as there will be less concern about how quickly they have to be delivered to, and removed from the site. In addition, vehicles can then be used over a series of weeks in order to get the maximum training benefit from each one. Liability will be reduced significantly.
	<i>Rationale / Service Impacts:</i>	The HBVD often has vehicles on its property in various stages of disassembly which are used as props for training for auto-extrication. These vehicles are delivered to the fire hall as they become available and once they have been cut apart, remain on the site until they can be properly disposed of. After use, these vehicles normally have broken glass and jagged metal from the extrication drills. There have been incidents where members of the public have been found in the vicinity of these vehicles which is obviously a hazardous situation. Vehicles have also been vandalized by the public and parts stolen off them that interfered with the ability to train on them.
	<i>Climate Action Impact</i>	By better separating the automobile parts from the public, there is less likelihood that debris and vehicle fluids etc. will be removed from the training ground.
	<i>Life Cycle Cost Breakdown</i>	Maintenance will be handled through the regular operating budget. Replacement of fence after 35-40 years

2020 R1 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

5	<i>Function Number – Project Name:</i>	[216] – Capital Reserve Increase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area D
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>The capital reserve contribution for the HBVFD is currently inadequate. In the past the HBVFD relied on short term borrowing for large capital expenditures, such as replacing fire department apparatus.</p> <p>A larger annual capital reserve contribution will assist the fire department with properly funding capital asset replacement and negate the need for short term borrowing for large capital expenditures in the future.</p>
	<i>Rationale / Service Impacts:</i>	<p>On January 26, 2017 the SCRD Corporate and Administrative Services (CAS) Committee received a report titled Fire Departments 20-Year Capital Plans. In this plan it was identified that the HMBVFD requires an annual capital reserve contribution of \$163,000 for the renewal of all assets. Currently, the HBVFD is contributing \$75,000 per year to this reserve fund.</p>
	<i>Climate Action Impact</i>	Adequate funding for capital reserves will allow for more timely replacement of equipment as more efficient gas, or electronic versions of the equipment become available.
	<i>Life Cycle Cost Breakdown</i>	An annual increase of \$50,000 will bring the annual contribution to \$125,000, thus moving us closer to narrowing the gap on the funding required to maintain the current level of life safety services to the community.

D OTHER or NOT CURRENTLY CLASSIFIED

6	<i>Function Number – Project Name:</i>	[216] – Facility Audit and Report
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2020 Funding Required:</i>	\$7,000
	<i>Funding Source(s):</i>	Operating reserves
	<i>Asset Management Plan Implications:</i>	This facility audit would allow a professional plan on how to deal with the space issue (expansion or replacement), as well as other ones such as a lack of washrooms and stairs that can no longer be used due to their deterioration. At the same time, this audit could include Hall #1 and provide a proper plan on how to deal with the growth of the fire department and what this fire hall will need looking to the future, as well as determining the possible need for seismic upgrades.
	<i>Rationale / Service Impacts:</i>	The HBVFD Hall #2 is an old building acquired years ago to facilitate two small fire trucks. In a recent Fire Underwriters Survey (FUS) Report, it was stated that the HBVFD could receive a higher FUS rating if it housed a UL rated apparatus in that hall. It would be ideal if we could house this unit in Hall #2 and increase our rating for that area; however, the current building is too small for the type of apparatus that is required.
	<i>Climate Action Impact</i>	A new or renovated fire hall would allow reduced power usage through better insulation and more energy efficient heating and lighting.
	<i>Life Cycle Cost Breakdown</i>	The current size of Hall 2 is not sufficient for the necessary future apparatus to be housed in that location. The purpose of this audit is to develop a plan as to what would be the needs of each Hall 1 and 2 moving forward in the next 25 years.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve – Cap	\$446,617	\$ 16,617	\$141,617	\$266,617	\$216,617
Annual Contribution	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
BP #4 - Increase Reserve Contribution	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
BP #1 Tanker 1 Replacement	-\$500,000	\$ -	\$ -	\$ -	\$ -
BP #2 Gear Washing Machine	-\$ 20,000	\$ -			
BP #4 Facility Upgrades	-\$ 35,000	\$ -	\$ -	\$ -	\$ -
SCBA & Air Compressor	\$ -	\$ -	\$ -	-\$175,000	\$ -
Pumper 1 Replacement	\$ -	\$ -	\$ -	\$ -	-\$450,000
Closing Balance in Reserve	\$ 16,617	\$141,617	\$266,617	\$216,617	-\$108,383

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [218] EGMONT AND DISTRICT FIRE PROTECTION

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [218] Egmont and District Fire Protection be received.

BACKGROUND

The Egmont and District Fire Department has been fortunate that in the last couple of years its membership numbers have increased which has resulted in an increase to the overall amount required for honorariums for its members. While members receive no compensation for attending incidents, they do receive a nominal amount (\$20 for officers and \$15 for firefighters) for attending weekly practices. There is a current shortfall of approximately \$2000 in funding these honorariums.

DISCUSSION *2020 R1 Budget Proposals by Category*

A- BUSINESS CONTINUITY (Mandatory)

4	<i>Function Number – Project Name:</i>	218 – Honourarium Increase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2020 Funding Required:</i>	\$2,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None
	<i>Rationale / Service Impacts:</i>	If the budgeted amount for this item is not increased, it would result in either firefighters in Egmont not receiving their honorariums, or the money having to be taken from other areas of the budget to fund the honorariums.
	<i>Climate Action Impact</i>	None
	<i>Life Cycle Cost Breakdown</i>	Assuming that the membership numbers remain stable, this will be an ongoing cost.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 117,146	\$ 122,146	\$ 127,146	\$ 132,146	\$ 137,146
Contributions Surplus	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 122,146	\$ 127,146	\$ 132,146	\$ 137,146	\$ 142,146

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [222] SUNSHINE COAST EMERGENCY PLANNING

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for the [222] Sunshine Coast Emergency Planning be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

D OTHER or NOT CURRENTLY CLASSIFIED

1	<i>Function Number – Project Name:</i>	**NEW [222] – Mass Communication System
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Purchase an on-going subscription to a mass notification service for all areas of the Sunshine Coast. The service is to be used for emergencies only, and not for the general dissemination of information.

	<i>Rationale / Service Impacts:</i>	The SCRD currently has no system to immediately notify residents in the event of an emergency. While there are communication systems at the provincial and federal levels, local governments do not have access to these. Mass communication systems are becoming the norm in jurisdictions of all sizes in an effort to better inform residents of the existence of an emergency, as well as providing information about what action those affected residents should take
	<i>Climate Action Impact</i>	None
	<i>Life Cycle Cost Breakdown</i>	Subscription to this service will be ongoing with an estimated annual cost of approximately \$10,000.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 36,231	\$ 36,231	\$ 36,231	\$ 36,231	\$ 36,231
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 36,231	\$ 36,231	\$ 36,231	\$ 36,231	\$ 36,231

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5-6, 2019

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [312] MAINTENANCE FACILITY (FLEET)

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [312] Maintenance Facility (Fleet) be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

1	<i>Function Number – Project Name:</i>	[312] Loaner vehicle
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$ 10,000
	<i>Funding Source(s):</i>	Capital reserves
	<i>Asset Management Plan Implications:</i>	Retirement of current loaner vehicle and replacement with new one.
	<i>Rationale / Service Impacts:</i>	The maintenance and repair costs for the current loaner vehicle are exceeding what is reasonable for such a vehicle.

		Given the relatively low usage of this vehicle it is considered appropriate to replace it with an SCRD vehicle that will be retired by one of the other divisions.
	<i>Climate Action Impact</i>	New loaner vehicle will be newer and hence, likely use less fuel compared to current loaner.
	<i>Life Cycle Cost Breakdown</i>	These will be comparable or less than those for the current loaner vehicle.

B- BOARD STRATEGIC AND CORPORATE GOALS

2	<i>Function Number – Project Name:</i>	**NEW [312] Electric Vehicle Maintenance
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$ 10,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The fleet staff and fleet shop is currently not set up to service electric vehicles.</p> <p>This budget would allow for the installation of a charging station at the fleet shop and the purchase of specialized tools and diagnostic devices (laptop and software) to service the electric vehicles proposed to be purchased in 2020.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The life cycle cost for these equipment will be included in the to be developed Corporate Fleet Strategy

Financial Implications

Five-Year Capital Reserve Plan - Fleet					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 87,996	\$ 71,996	\$ 71,996	\$ 71,996	\$ 71,996
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
BP Gate Replacement	-\$ 6,000	\$ -	\$ -	\$ -	\$ -
BP#1 Loaner Vehicle	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 71,996	\$ 71,996	\$ 71,996	\$ 71,996	\$ 71,996

Five-Year Operating Reserve Plan - Fleet					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$112,106	\$102,106	\$102,106	\$102,106	\$102,106
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
BP#2 EV Maintenance	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$102,106	\$102,106	\$102,106	\$102,106	\$102,106

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Dec 5-6, 2019

AUTHOR: Robyn Cooper, Manager, Solid Waste Programs
Arun Kumar, Manager, Solid Waste Operations

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [350] REGIONAL SOLID WASTE

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [350] Regional Solid Waste be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[350] Hydrogeological Assessment Update for the Sechelt Landfill
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Required by the Ministry of Environment and Climate Change Strategy as a condition of the Sechelt Landfill's operating certificate. The objective of this

		<p>study is to update the Hydrogeological Impact Assessment for Sechelt Landfill.</p> <p>This is to ensure that the Sechelt Landfill's operations plan and associated environmental monitoring plans are effective and current to changing conditions. This is professional and technical work that will require contracted support.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

2	<i>Function Number – Project Name:</i>	[350] Leachate Management Update for the Sechelt Landfill
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Required by the Ministry of Environment and Climate Change Strategy as a condition of the Sechelt Landfill's operating certificate. The objective of this study is to update the Leachate Management Plan for Sechelt Landfill.</p> <p>This is to ensure that the Sechelt Landfill's operations plan and associated environmental monitoring plans are effective and current to changing conditions. This is professional and technical work that will require contracted support.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

3	<i>Function Number – Project Name:</i>	[350] Future Waste Disposal Options Analysis Study
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$175,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>As the current landfill draws up to the end of its life, there is a need to explore disposal options for the Region's future solid waste generation.</p> <p>At per the direction received at the May 23, 2019 Board meeting (resolution 158/19, Recommendation No. 5) this budget proposal is for an analysis of Solid Waste disposal options.</p> <p>This project will explore the feasibility of several options for future waste disposal and is divided into three part:</p> <p><u>Part one</u> consists of a demand analysis. This would look at the future demand for waste disposal.</p> <p><u>Part two</u> consists of a feasibility study for the following three options: Siting a new landfill, barging off coast for disposal elsewhere, and development of a waste to energy facility.</p> <p><u>Part three</u> consists of a more detailed analysis of one or possible two of the shortlisted options listed in part two.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

4	<i>Function Number – Project Name:</i>	**NEW [350] Sechelt Landfill Share Shed Sinkhole Repairs
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The building that houses Share Shed items at Sechelt Landfill has developed a large sink hole at one of its corners. This sinkhole is the result of uneven settlement of the solid waste on which the share shed is constructed. This requires specific repairs as recommended by an engineer.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

B- BOARD STRATEGIC AND CORPORATE GOALS

5	<i>Function Number – Project Name:</i>	[350] Food Waste Drop-offs – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$160,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	All required assets would be provided by Contractors.
	<i>Rationale / Service Impacts:</i>	New program that would offer three locations on the coast for residents and small businesses to drop off up to 50L of food waste (res. #244/19). Funds would be used for the costs of site operations, hauling and processing food waste into compost. This is one of the initiatives in

		<p>the SCRD's Regional Organics Diversion Strategy and supports a landfill disposal ban of organics and helps to extend the life of the landfill by maximizing diversion opportunities.</p> <p>Estimated Annual Costs: Site Operations: \$20,000 Container & Hauling Services: \$60,000 Processing: \$80,000</p> <p>Actual annual costs are dependent upon procurement and actual tonnages received.</p>
	<i>Climate Action Impact</i>	<p>The tonnage of food waste that is composted can be claimed as carbon off-sets for corporate emissions. Composting food waste produces less GHGs than if disposed in garbage.</p> <p>There would be transportation-related GHG emissions from delivering the food waste to the drop-offs as well as from hauling from the drop-off sites to the compost facility.</p>
	<i>Life Cycle Cost Breakdown</i>	N/A

6	<i>Function Number – Project Name:</i>	[350] Backyard Composter Rebate Program – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Eco-Fee Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>New program that would offer up to \$100 per household for the reimbursement of the purchase of one backyard composter. As proposed, a minimum of 100 backyard composters could be purchased and provided a rebate. This is one of the initiatives in the SCRD's Regional Organics Diversion Strategy and helps support a landfill disposal ban</p>

		of organics by maximizing diversion opportunities.
	<i>Climate Action Impact</i>	Composting food and green waste produces less GHGs than if disposed in garbage. Composting at home reduces transportation-related GHGs.
	<i>Life Cycle Cost Breakdown</i>	N/A

7	<i>Function Number – Project Name:</i>	[350] Sechelt Landfill Biocover Feasibility
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Environment and Climate Change Canada (ECCC) requires all landfills to report their greenhouse gas emissions if they exceed 10,000 tonnes of carbon dioxide equivalent, which Sechelt Landfill does.</p> <p>This study will evaluate the technical application and financial feasibility, along with the ability to reduce GHG, of a biocover at the Sechelt Landfill as well as the feasibility of amending the DOCP. This BP is in support of Board resolution number 266/19.</p>
	<i>Climate Action Impact</i>	May help to reduce landfill gas emissions, thereby reducing GHG.
	<i>Life Cycle Cost Breakdown</i>	This feasibility study will consider the life cycle costs.

8	<i>Function Number – Project Name:</i>	**NEW [350] – Drywall Screening Process Improvements
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	TBD
	<i>Funding Source(s):</i>	TBD
	<i>Asset Management Plan Implications:</i>	TBD
	<i>Rationale / Service Impacts:</i>	<p>In the fall of 2019, several loads of drywall collected at our facilities were rejected by our recycling processor as they happened to contain asbestos.</p> <p>At the January 16, 2020 Infrastructure Services Committee meeting a report will be presented with more details on these events and recommendations to improve the SCRD's drywall screening process.</p> <p>Based on the direction received from the Board this project will be updated for consideration at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	TBD

C LOW COST, HIGH VALUE

9	<i>Function Number – Project Name:</i>	[350] WildSafeBC Program
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A

<i>Rationale / Service Impacts:</i>	Contribution for hiring WildSafeBC Program Coordinator for the 2020 season. SCR D has had a WildSafeBC Program Coordinator 2006-2008 and 2012-2019. The program's mission is keeping wildlife wild and communities safe and is the provincial leader in preventing conflict with wildlife through collaboration, education and community solutions.
<i>Climate Action Impact</i>	N/A
<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Regional Solid Waste Operating

Five-Year Operating Reserve Plan - Reg. Solid Waste [Taxation Function]					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 52,203	\$ 52,203	\$ 52,203	\$ 52,203	\$ 52,203
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 52,203	\$ 52,203	\$ 52,203	\$ 52,203	\$ 52,203

Eco Fee

Five-Year Operating Reserve Plan - Eco Fees					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 253,656	\$ 254,656	\$ 60,656	\$ 61,656	\$ 72,656
Contributions	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000
50% Waste Reduction Coord.	-\$ 40,000	-\$ 40,000	-\$ 40,000	-\$ 40,000	-\$ 40,000
Waste Reduction Initiatives Prog.	-\$ 5,000	-\$ 5,000	-\$ 5,000	\$ 5,000	-\$ 5,000
BP #6 - Backyard Compost Rebate	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000
Waste Composition Study	\$ -	-\$ 75,000	\$ -	\$ -	\$ -
SWMP Update	\$ -	-\$ 120,000	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 254,656	\$ 60,656	\$ 61,656	\$ 72,656	\$ 73,656

The Eco-fee Operating Reserve is funded from the \$5 per tonne fee charged on municipal solid waste received at Sechelt Landfill and Pender Harbour Transfer Station. The reserve plan above reflects the approved use of approximately \$40,000 towards the Waste Reduction Coordinator's wages in 2020 and \$40,000 in future years per the approved funding formula for this position.

Landfill Operating

Five-Year Operating Reserve Plan - Landfill					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 996	\$ 996	\$ 996	\$ 996	\$ 996
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 996	\$ 996	\$ 996	\$ 996	\$ 996

Landfill Closure

Five-Year Capital Reserve Plan - Landfill Closure					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 1,861,266	\$ 2,536,266	\$ 1,336,266	\$ 2,136,266	\$ 2,936,266
Contributions	\$ 675,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Stage H Progressive Closure	\$ -	-\$ 2,000,000	\$ -	\$ -	\$ -
Other	\$ -		\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 2,536,266	\$ 1,336,266	\$ 2,136,266	\$ 2,936,266	\$ 3,736,266

Reviewed by:			
Manager		Finance	X – B. Wing
GM	X – R. Rosenboom	Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Dec 5/6, 2019

AUTHOR: Robyn Cooper, Manager, Solid Waste Programs

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [355] REFUSE COLLECTION

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [355] Refuse Collection be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	**NEW [355] Education and Outreach Materials
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F
	<i>2020 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Funds to be used for the printing and distribution of education, outreach and communication materials for the new curbside collection of food waste service and bi-weekly garbage collection. Future years will not require the extensive outreach and can be funded from existing budget.

		This budget proposal is pending the contract award for curbside collection of food waste that is pending in December 2019.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

2	<i>Function Number – Project Name:</i>	**NEW [355] App for Curbside Collection Services
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F
	<i>2020 Funding Required:</i>	\$8,000 one-time cost
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Funds to be used for the first year operating costs for a smart phone app that allows residents to: create personalized collection calendar, set up collection reminders and a recycling wizard (what goes where). Funds are also for the first year advertising of the App. Costs for future years can be incorporated into the annual user fees.</p> <p>This budget proposal is pending the contract award for curbside collection of food waste that is pending in December 2019.</p> <p>App is per Resolution 159/19 (in part) and the 2019-2023 Strategic Plan. The App will be integrated to ensure functionality within the proposed SCRD website redesign.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	\$6,000 increase to net operating base budget for ongoing maintenance and administration beginning in 2021 funded through user fees.

Financial Implications

Refuse Collection Operating

Five-Year Operating Reserve Plan - Refuse Collection					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$162,401	\$139,401	\$139,401	\$139,401	\$139,401
BP #1	-\$ 15,000	\$ -	\$ -	\$ -	\$ -
BP #2	-\$ 8,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$139,401	\$139,401	\$139,401	\$139,401	\$139,401

Reviewed by:			
Manager		Finance	X – B. Wing
GM	X - R. Rosenboom	Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [365] NORTH PENDER HARBOUR WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [365] North Pender Harbour Water Service be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[365] – Base Budget Increase (Construction Archaeological Funding)
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Archaeological sites on both public and private land are protected under the Heritage Conservation Act and must not be altered without a permit. The Utility Services Division engages in

		<p>infrastructure work such as leak repairs, service locates and meter installations within shíshálh and Squamish First Nation territory that requires permitting and archaeological monitoring and reporting.</p> <p>Existing operating budget funds are not adequate to fund the increasing costs associated with archaeological expenditures. This proposal is recommending an increase to the base budget to account for ongoing archaeological monitoring, reporting and compliance as it relates to regular installation and repairs of in-ground infrastructure occurring in the Sechelt Nation's territory.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	\$5,000 increase to the annual operating budget for North Pender Harbour Water.

MANDATORY – Safety Requirement

2	<i>Function Number – Project Name:</i>	[365] – Confined Space Document Review
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	\$2,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>A confined space is an enclosed or partially enclosed space, not for continuous human occupancy and has limited entry/exit. Examples of a confined space is a water reservoir, an underground pressure reducing valve or a wastewater tank. Serious injury or death can occur when confined spaces are not monitored or entered correctly.</p> <p>The SCRD Utility Services department has 100+ confined spaces that all require site specific Hazard Assessments, Entry Procedures and</p>

		First Aid assessment documents. The current documents that are in use by the Utility Services department were developed in 2010. These documents need to be accurate and up to date to ensure safety for staff entering the spaces. This proposal is recommending that the SCRD hire a qualified professional to review and update our current documentation, address any new locations needing documentation and train/educate staff in the use of all documents.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

2020 R1 Budget Proposals by Category

A BUSINESS CONTINUITY (Mandatory)

3	<i>Function Number – Project Name:</i>	[365] – North Pender Harbour Water Service – Hydrant Program – Increase to Base Capital Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Parcel Taxes
	<i>Asset Management Plan Implications:</i>	As new assets are created the installation date, useful life, asset type and replacement value will be incorporated into any future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	The Utility Services department, in collaboration with the Pender Harbour Fire Department has identified a need within the North Pender Harbour Water Service Area to install additional fire hydrants to reduce the spacing distance and improve fire suppression abilities.

		<p>within the region. Currently there are residential areas in Pender Harbour that do not have fire hydrants within adequate geographical distance(s) that can be accessed by the fire department to utilize for fire suppression. The Regional Water Service Area has had a budget for fire hydrants as part of its annual base capital budget for years.</p> <p>This proposal will address the inadequate number of fire hydrants in the region by implementing an annual replacement and capital program that will fund ongoing hydrant construction in the region.</p> <p>The annual capital budget for this initiative is \$15,000 and it is recommended that it be funded on an ongoing basis (i.e. base budget) from parcel tax revenue.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual hydrant maintenance work and associated expenditures are directly associated with the age and condition of the hydrants as well as the number of hydrants in the service area. Increases to the inventory of hydrant assets installed and maintained by the SCRD will result in increased valve exercising, annual hydrant maintenance and replacement costing in future years.

4	<i>Function Number – Project Name:</i>	[365] – New or Expansion of Water Conservation Programs – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	<p>Total : \$ 19,000</p> <p>\$ 400 (Washing Machine) [365]</p> <p>\$ 15,000 (Rainwater) [See BP through 370]</p>

		<p>\$ 3,000 (Washing Machine) [See BP through 370]</p> <p>\$ 600 (Washing Machine) [see BP through 366]</p>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Expanding water conservation programs is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report Water Conservation Rebate Program Options presented at the November 21, 2019 Infrastructure Services Committee meeting.</p> <p>As indicated in this report, the current water conservation rebate program is budgeted at \$25,000 for Regional Water [370], \$1,500 for North Pender, and \$2,000 for South Pender.</p> <p>The proposal will increase the Regional Water rainwater rebate by \$15,000 to \$40,000 and add \$4,000 for the BC Hydro washing machine program to be divided between all service areas (as indicated above).</p> <p>Based on the Board direction received following its consideration of this report, this budget proposal could be amended and be brought forward at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

B BOARD STRATEGIC AND CORPORATE GOALS

5	<i>Function Number – Project Name:</i>	[365] – North Pender Harbour Water Service – Water Supply Plan
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>One of the tactics identified in the 2019-2023 Strategic Plan is to develop water supply plan for this water system.</p> <p>The Water Supply Plan will be based on 2 components: 1) A technical analyses the impacts on the water system of internal and external trends and developments and 2) extensive community participation.</p> <p>This project would allow for the development of a hydrological model for this water systems to undertake technical analyses in support of the development of the water supply plan and associated community participation. This plan is currently scheduled to be completed in 2021.</p>
	<i>Climate Action Impact</i>	N/A
6	<i>Function Number – Project Name:</i>	[365] – Metering Program 2: Water Meter Data Analytics
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	<p>Total: \$60,000</p> <p>\$3,000 [365]</p>

		\$6,000 [See BP through 366] \$51,000 [See BP through 370]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The development and implementation of the water metering program is one of the tactics listed in the 2019-2023 Strategic Plan and was the subject of the report Universal Water Metering Program Update presented at the May 16, 2019 Infrastructure Services Committee meeting. This budget would support the current priorities in the incremental development of the universal water metering program:</p> <ol style="list-style-type: none"> 1. a data warehouse and management system with analytical capabilities; 2. Online portal for customers to learn about water consumption trends; and 3. Development of statement of work for a customer relationship management system. <p>The budget will be used for software licensing fees and consultant support for implementation of the data warehouse. Additionally, consultant support will be required for implementing the online customer portal and the customer relationship management statement of work.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>The data warehouse will result in annual licensing fees of approximately \$10,000.</p> <p>Exact values are for the customer portal are not determined yet by the software developer.</p>

7	<i>Function Number – Project Name:</i>	[365] – Water Governance Program
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$TBD \$ TBD (365) \$ TBD (See BP through 366) \$ TBD (See BP through 370)
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>One of the Strategies identified in the 2019-2023 Strategic Plan is to increase the intergovernmental collaboration, including water management. This topic was also discussed at the November 25, 2019 Inter-Governmental meeting.</p> <p>Based on approaches taken and lessons learned by other jurisdictions (incl. RDN and CVRD) and following direction received by the Board, staff could present a project plan for 2020 at the January 16, 2020 Infrastructure Services Committee meeting for the Board's consideration.</p> <p>Based on the direction provided at that time staff could update this budget proposal for consideration at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 461,024	\$ 526,024	\$ 526,024	\$ 526,024	\$ 526,024
2020 Budget Proposals	\$ -	\$ -	\$ -	\$ -	\$ -
2020 Contributions (Estimate)	\$ 65,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 526,024	\$ 526,024	\$ 526,024	\$ 526,024	\$ 526,024

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 218,352	\$140,852	\$140,852	\$140,852	\$140,852
2020 Budget Proposals	-\$ 77,500	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 140,852	\$140,852	\$140,852	\$140,852	\$140,852

Reviewed by:			
Manager		CFO/Finance	X – B. Wing
GM	X. R. Rosenboom	Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [366] SOUTH PENDER HARBOUR WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [366] South Pender Harbour Water Service be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[366] – Base Budget Increase (Construction Archaeological Funding)
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Archaeological sites on both public and private land are protected under the Heritage Conservation Act and must not be altered without a permit. The Utility Services Division engages in

		<p>infrastructure work such as leak repairs, service locates and meter installations within shíshálh and Squamish First Nation territory that requires permitting and archaeological monitoring and reporting.</p> <p>Existing operating budget funds are not adequate to fund the increasing costs associated with archaeological expenditures. This proposal is recommending an increase to the base budget to account for ongoing archaeological monitoring, reporting and compliance as it relates to regular installation and repairs of in-ground infrastructure occurring in the Sechelt Nation's territory.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	\$5,000 increase to the annual operating budget for South Pender Harbour Water.

2	<i>Function Number – Project Name:</i>	[366] – McNeil Lake Dam Safety Audit
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	This safety audit may result in recommendations and/or action items involving upgrades or repairs to the Edwards Lake Dam. Any new construction, betterments or replacement of assets will be incorporated into future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>This dam is used to regulate the water levels at McNeill Lake which is the water source for the South Pender Harbour Water System.</p> <p>This project will procure a qualified structural engineer to perform a physical weir inspection, and based upon the</p>

		<p>inspection results, prepare a recommendation(s) for upgrading each of the weir structures along with a repair cost estimate, if any are required.</p> <p>Completion of this Dam Safety Audit will satisfy one of the requirements associated of the Dam Safety Regulation.</p> <p>If the required upgrades are minor in nature, the District can either make those repairs with District staff or a construction contractor. If the repairs are of a complex nature and costly, a budget 2021 budget proposal will be developed for the completion of those repairs</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The initial scope of this project is a one-time expenditure and will not result in any additional annual O&M. Any future asset-related improvements and/or works at this site would require a detailed evaluation of operating and capital costing.

MANDATORY – Safety Requirement

3	<i>Function Number – Project Name:</i>	[366] – Confined Space Document Review
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	\$5,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	A confined space is an enclosed or partially enclosed space, not for continuous human occupancy and has limited entry/exit. Examples of a confined space is a water reservoir, an underground pressure reducing valve or a wastewater tank. Serious injury or death can occur when confined spaces are not monitored or entered correctly.

		The SCRD Utility Services department has 100+ confined spaces that all require site specific Hazard Assessments, Entry Procedures and First Aid assessment documents. The current documents that are in use by the Utility Department were developed in 2010. These documents need to be accurate and up to date to ensure safety for staff entering the spaces. This proposal is recommending that the SCRD hire a qualified professional to review and update our current documentation, address any new locations needing documentation and train/educate staff in the use of all documents.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

2020 R1 Budget Proposals by Category

A BUSINESS CONTINUITY (Mandatory)

4	<i>Function Number – Project Name:</i>	[366] – South Pender Harbour Water Service – Hydrant Program – Increase to Base Capital Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Parcel Taxes
	<i>Asset Management Plan Implications:</i>	As new assets are created the installation date, useful life, asset type and replacement value will be incorporated into any future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	The Utility Services department, in collaboration with the Pender Harbour Fire Department has identified a need within the South Pender Harbour Water

		<p>Service Area to install additional fire hydrants to reduce the spacing distance and improve fire suppression abilities within the region. Currently there are residential areas in Pender Harbour that do not have fire hydrants within adequate geographical distance(s) that can be accessed by the fire department to utilize for fire suppression. The Regional Water Service Area has had a budget for fire hydrants as part of its annual base capital budget for years.</p> <p>This proposal will address the inadequate number of fire hydrants in the region by implementing an annual replacement and capital program that will fund ongoing hydrant construction in the region.</p> <p>The annual capital budget for this initiative is \$15,000 and it is recommended that it be funded on an ongoing basis (i.e. base budget) from parcel tax revenue.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual hydrant maintenance work and associated expenditures are directly associated with the age and condition of the hydrants as well as the number of hydrants in the service area. Increases to the inventory of hydrant assets installed and maintained by the SCRD will result in increased valve exercising, annual hydrant maintenance and replacement costing in future years.
5	<i>Function Number – Project Name:</i>	[366] – New or Expansion of Water Conservation Programs – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	Total: \$ 19,000 \$ 600 (Washing Machine) [366]

		<p>\$ 15,000 (Rainwater) [See BP through 370]</p> <p>\$ 3,000 (Washing Machine) [See BP through 370]</p> <p>\$ 400 (Washing Machine) [see BP through 365]</p>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Expanding water conservation programs is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report Water Conservation Rebate Program Options presented at the November 21, 2019 Infrastructure Services Committee meeting.</p> <p>As indicated in this report, the current water conservation rebate program is budgeted at \$25,000 for Regional Water [370], \$1,500 for North Pender, and \$2,000 for South Pender.</p> <p>The proposal will increase the Regional Water rainwater rebate by \$15,000 to \$40,000 and add \$4,000 for the BC Hydro washing machine program to be divided between all service areas (as indicated above).</p> <p>Based on the Board direction received following its consideration of this report, this budget proposal could be amended and be brought forward at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

6	<i>Function Number – Project Name:</i>	[366] – South Pender Harbour Water Treatment Plant Upgrades
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	As new assets are created the installation date, useful life, asset type and replacement value will be incorporated into any future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>The South Pender Harbour Water Treatment Plant (SPHWTP) is over 5 years old and requires the replacement of treatment system components as well as system improvements related to improved diagnostic and automation equipment. Upgrading this facility will allow for more efficient operation, and will improve response time(s) related to treatment quality concerns and help maintain the reliable service delivery of high quality water to the residents of Madeira Park.</p> <p>This project will involve the procurement and installation of WTP components including actuating valves for pre-filter, UV spectrophotometer, weir automation, turbidity meter and other mechanical and electrical components required at the treatment plant.</p>
	<i>Climate Action Impact</i>	Automating certain controls may have a nominal reduction in travel to and from the WTP thereby reducing net carbon emissions.
	<i>Life Cycle Cost Breakdown</i>	The project involves one-time expenditures and will not result in any significant increases to annual O&M and can be funded with existing operating budget funds.

B BOARD STRATEGIC AND CORPORATE GOALS

7	<i>Function Number – Project Name:</i>	[366] – South Pender Harbour Water Service – Water Supply Plan
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	\$75,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>One of the tactics identified in the 2019-2023 Strategic Plan is to develop water supply plan for this water system.</p> <p>The Water Supply Plan will be based on 2 components: 1) A technical analyses the impacts on the water system of internal and external trends and developments and 2) extensive community participation.</p> <p>This project would allow for the development of a hydrological model for this water systems to undertake technical analyses in support of the development of the water supply plan and associated community participation. This plan is currently scheduled to start in 2020 and be completed in 2021.</p>
	<i>Climate Action Impact</i>	N/A
8	<i>Function Number – Project Name:</i>	[366] – Metering Program 2: Water Meter Data Analytics
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A and SIGD
	<i>2020 Funding Required:</i>	Total: \$60,000 \$6,000 [366]

		\$3,000 [See BP through 365] \$51,000 [See BP through 370]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The development and implementation of the water metering program is one of the tactics listed in the 2019-2023 Strategic Plan and was the subject of the report Universal Water Metering Program Update presented at the May 16, 2019 Infrastructure Services Committee meeting. This budget would support the current priorities in the incremental development of the universal water metering program:</p> <ol style="list-style-type: none"> 1. a data warehouse and management system with analytical capabilities; 2. Online portal for customers to learn about water consumption trends; and 3. Development of statement of work for a customer relationship management system. <p>The budget will be used for software licensing fees and consultant support for implementation of the data warehouse. Additionally, consultant support will be required for implementing the online customer portal and the customer relationship management statement of work.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>The data warehouse will result in annual licensing fees of approximately \$10,000.</p> <p>Exact values are for the customer portal are not determined yet by the software developer.</p>

9	<i>Function Number – Project Name:</i>	[366] – Water Governance Program
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$TBD \$ TBD [366] \$ TBD [See BP through 365] \$ TBD [See BP through 370]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>One of the Strategies identified in the 2019-2023 Strategic Plan is to increase the intergovernmental collaboration, including water management. This topic was also discussed at the November 25, 2019 Inter-Governmental meeting.</p> <p>Based on approaches taken and lessons learned by other jurisdictions (incl. RDN and CVRD) and following direction received by the Board, staff could present a project plan for 2020 at the January 16, 2020 Infrastructure Services Committee meeting for the Board's consideration.</p> <p>Based on the direction provided at that time staff could update this budget proposal for consideration at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$273,445	\$333,445	\$333,445	\$333,445	\$333,445
2020 Budget Proposals	-\$ 50,000	\$ -	\$ -	\$ -	\$ -
2020 Contributions (Estimate)	\$110,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$333,445	\$333,445	\$333,445	\$333,445	\$333,445

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 581,906	\$ 461,906	\$ 461,906	\$ 461,906	\$ 461,906
2020 Budget Proposals	-\$ 120,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 461,906	\$ 461,906	\$ 461,906	\$ 461,906	\$ 461,906

Reviewed by:			
Manager		CFO/Finance	X – B. Wing
GM	X - R. Rosenboom	Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee - December 5/6, 2019

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

SUBJECT: REGIONAL WATER SERVICE [370] BUDGET PROPOSAL FUNDING IMPLICATIONS

RECOMMENDATION(S)

THAT the report titled Regional Water Service [370] Budget Proposal Funding Implications be received.

BACKGROUND

An amendment to Water Rates and Regulations Bylaw No. 422 will need to be adopted in January 2020 in order to meet the legislated timeline for the Parcel Tax Roll Review. The Regional Water Service Area (RWSA) consists of approximately 11,000 parcels and 10,450 billable water users.

As this will occur prior to Round 2 budget meetings and final adoption of the Financial Plan Bylaw, decisions made and direction provided during Round 1 Budget will guide subsequent recommendations with respect to rate increases.

The purpose of this report is to inform the Committee of the potential funding implications associated with the 2020 Regional Water Service budget proposals included for consideration in Round 1 budget package as they relate to fees and charges and reserve balances.

DISCUSSION

Staff have completed a high level analysis of the funding implications associated with the 2020 Regional Water Service budget proposals. The intent of this analysis is to provide a general picture of the rate increases that will be required to fund these proposals if approved as presented.

Given the complexities and variables involved, the following assumptions and generalizations have been made:

- All budget proposals are assumed to be approved as presented. In cases where final amounts are still 'to be determined', an estimate has been included in the analysis (with the exception of Budget Proposal No. 25 for which no amount was included).
- Percentage increases are based on the applicable revenue requirement divided by combined 2019 budgeted user fee and parcel tax revenue.
- Dollar value increases are based on the percentage increase applied to the combined 2019 user fee and parcel tax rate of \$550.31 for a property up to one acre in size with one single family residential dwelling.

- Debt servicing for equipment financing loans are budgeted for a half year in 2020.
- No debt servicing impacts for long term borrowing in 2020, these are included in the full impact analysis.
- Opening reserve balances are based on the uncommitted amount in reserve, unspent reserve funds allocated to projects in 2019 are excluded on the assumption that the projects will carry forward to 2020.
- Uncommitted reserve balances are reflective of combined operating and capital reserves.
- All values included in Scenarios 1 to 3 are estimates.

Summary of 2019 Budgeted Revenue and Rates

The basis for the analysis in this report is the 2019 budgeted fees and charges revenue and rates. There are varying rates depending on the use and size of the property; however, the majority of residential properties connected to the system pay a combined user fee and parcel tax of \$550.31 annually.

The full Regional Water Service rate Schedule B from Water Rates and Regulations Bylaw No. 422 is attached to this report (Attachment A) for reference.

Budget user fee and parcel tax revenue totaled \$6,728,604 in 2019. Of this amount, \$3,740,700 (55.6%) was for user fees which are fully allocated to funding operations.

Budgeted parcel tax revenue totaled \$2,987,904 and is intended to fund the ongoing capital maintenance, upgrading, renewal and expansion of water supply, treatment and distribution infrastructure as well as any associated debt servicing costs. However, a historical imbalance exists between user fee and parcel tax revenue resulting in a portion of parcel taxes being used to fund operations. The distribution of parcel tax revenue based on the 2019 budget is as follows:

Cost Category	Amount	Percentage
Operations	\$ 943,112	32%
Base budget capital programs (mains replacement, meter installation, minor capital upgrades & equipment replacement)	808,940	27%
Debt servicing	221,485	7%
Capital reserve contribution	1,014,367	34%
Total	\$ 2,987,904	100%

Based on the current funding mix, the Regional Water Service budget is balanced by increasing or decreasing the budgeted contribution to capital reserves. In other words, the capital reserve contribution is what's left over after all other funding requirements have been met. As such, the scenarios presented in the analysis below are based on varying levels of annual contributions to reserve.

Analysis

Methodology

Three scenarios are presented which summarize the rate increase associated with approval of all budget proposals and a specified contribution to reserves. That is, if the contribution to reserves or uncommitted reserve balance is X, the required increase to fees and charges will be Y.

Each scenario includes the 2020 budget impact and the full annualized impact. The 2020 budget impact is based on pro-rated values where applicable. The full annualized impact assumes that all proposals are fully funded for 2020 including the full impact of any debt servicing costs. In reality, debt servicing costs associated with long term borrowing will not be incurred until 2021 or later; however, rates will eventually need to increase to support those costs.

Scenario 1 – Balanced budget with no budgeted contribution to reserves

This scenario can be considered the minimum required funding level. It would result in a balanced budget and no budgeted contribution to reserve. This scenario would result in an uncommitted reserve balance of \$3,716,970 at the end of 2020.

Fees & Charges Summary	2020 Impact	Full Impact
Additional Revenue Requirement	\$72,428	\$994,724
Increase to fees & charges	1.1%	14.8%
Residential impact - one single family dwelling on a parcel up to 1 acre in size	\$5.92	\$81.36
Reserve Summary	2020 Impact	Full Impact
Opening Uncommitted Balance	\$6,873,670	\$6,873,670
Budgeted Transfer to Reserves	-	-
Budgeted Transfer from Reserves	(3,156,700)	(3,156,700)
Ending Uncommitted Balance	\$3,716,970	\$3,716,970

Scenario 2 – Balanced budget with \$1,000,000 budgeted contribution to reserves

This scenario would balance the budget and maintain a budgeted contribution to reserve of \$1,000,000 which is slightly less than the 2019 contribution of \$1,014,367. This scenario would result in an uncommitted reserve balance of \$4,664,542 at the end of 2020.

Fees & Charges Summary	2020 Impact	Full Impact
Additional Revenue Requirement	\$1,072,428	\$1,994,724
Increase to fees & charges	15.9%	29.6%
Residential impact - one single family dwelling on a parcel up to 1 acre in size	\$87.71	\$163.14
Reserve Summary	2020 Impact	Full Impact
Opening Uncommitted Balance	\$6,873,670	\$6,873,670
Budgeted Transfer to Reserves	1,000,000	1,000,000
Budgeted Transfer from Reserves	(3,156,700)	(3,156,700)
Ending Uncommitted Balance	\$4,664,542	\$4,664,542

Scenario 3 – Balanced budget with \$2,000,000 budgeted contribution to reserves

This scenario would balance the budget and increase the budgeted contribution to reserves to \$2,000,000. This scenario would result in an uncommitted reserve balance of \$5,664,542 at the end of 2020.

Fees & Charges Summary	2020 Impact	Full Impact
Additional Revenue Requirement	\$2,072,428	\$2,994,724
Increase to fees & charges	30.8%	44.5%
Residential impact - one single family dwelling on a parcel up to 1 acre in size	\$169.50	\$244.93
Reserve Summary	2020 Impact	Full Impact
Opening Uncommitted Balance	\$6,873,670	\$6,873,670
Budgeted Transfer to Reserves	2,000,000	2,000,000
Budgeted Transfer from Reserves	(3,156,700)	(3,156,700)
Ending Uncommitted Balance	\$5,664,542	\$5,664,542

Asset Management Considerations

The Regional Water system [370] does not have a comprehensive service and asset management plan, similar to the one recently drafted for the Wastewater facilities. The last review of this type was done as part of the Comprehensive Regional Water Master Plan which also established a rate model which aligned with projects and service delivery. It has been identified, and put into staff's operational work-plans, to begin drafting such plan, which will also include identifying the funding required for both operational and capital needs. It is anticipated that in addition to the analysis outlined in this report, that there will be additional funding gaps.

Financial Implications

Under each scenario above, the uncommitted reserve balance at the end of 2020 would be less than at the end of 2019. Given the 2019 uncommitted reserve balance of \$6,873,670 is already small in relation to the overall replacement value of tangible capital assets, it is recommended

that this balance, at the very least, not be depleted any further over the coming five year financial plan period.

Continued development of the asset management plan in the years to come will provide more certainty with respect to ongoing capital funding requirements for renewal of existing infrastructure and the annual reserve contributions required to support it.

Addressing the water supply situation in the Regional Water System is expected to continue to have substantial funding requirements in the upcoming years.

STRATEGIC PLAN AND RELATED POLICIES

The vast majority of the budget proposals for the Regional Water Service [370] are supporting several Strategies identified in the 2019-2023 Strategic Plan, including:

- Strategy 2.1: Plan for and ensure year round water availability now and in the future.
- Strategy 2.2: Continue to develop and implement comprehensive asset management strategy
- Strategy 3.3: Increase intergovernmental collaboration
- Strategy 4.1: Develop climate change adaptation strategy

Section 1.2 of the Financial Sustainability Policy reads as follows:

The adoption of the Regional District's budget is one of the most critical functions undertaken by the Board to achieve its stated goals. Budgets and business plans shall be developed in a consistent and planned manner. Budgets shall take into consideration the impacts of initiatives on both the current and future years and the Regional District's ability to fund those initiatives.

Building on this, the following sections of the Financial Sustainability Policy are of particular relevance to the funding implications associated with Regional Water Service budget proposals:

- Section 4.2 – Fees and Charges: *Fees and charges are a significant portion of the Regional District's revenues. They must be reviewed on a regular basis to ensure they are set at the appropriate rate and to provide users with adequate notice of any changes.*
- Section 4.8 – Demand Management and Efficiencies: *The Regional District does not have the resources to meet all the demands that are made for services. Demand must be managed to make sure that expectations reflect our fiscal reality.*
- Section 4.11 – Capital Projects: *Capital projects and programs are funded from a variety of sources including taxation, grants, debt and reserves. Once the project or program is completed, its full on-going operation and maintenance costs need to be included in the operating budget, and future upgrade and/or replacement costs need to be included in the Capital Plan. These on-going and future costs must be clearly understood before a capital project is approved.*
- Section 4.13 – Debt Management: *The Regional District recognizes that, properly applied, debt can be an affordable and effective source of funding that complements the sustainability of an organization by matching costs to the appropriate tax payer in the year in which the benefit is received. The Regional District also recognizes that*

excessive debt reduces an organization's flexibility and its ability to handle unforeseen challenges. Debt decisions shall balance quality of life and financial considerations.

- Section 4.14 – Reserve Funds and Rate Stabilization: *The Regional District strives to develop appropriate reserves with respect to Regional District capital assets, landfill closure and post closure costs, employee benefit obligations, and other significant future financial obligations. Reserves and Rate Stabilization Funds contribute to the financial stability of Regional District services.*

CONCLUSION

An amendment to Water Rates and Regulations Bylaw No. 422 will need to be adopted in January 2020, prior to Round 2 budget meetings, in order to meet the legislated timeline for the Parcel Tax Roll Review.

Staff have completed a high level analysis of the funding implications associated with the 2020 Regional Water Service budget proposals to provide a general picture of the rate increases that will be required to balance the budget and maintain specified contributions to reserves if all proposals are approved as presented.

Reviewed by:			
Manager		Finance	
GM	X-R. Rosenboom	Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT

BYLAW NO. 422

SCHEDULE "B"

***This Schedule does not apply to the North Pender Harbour Water Service Area
as established under Bylaw No. 1070 (see Schedule "D")***

OR

***The South Pender Harbour Water Service Area
as established under Bylaw No. 1074 (see Schedule "E")***

ANNUAL WATER SERVICE RATES AND CHARGES

1.	<u>Land Charges – billed annually</u>	<u>Annual</u>
(1)	Up to and including one acre in area	\$ 263.00
(2)	Greater than one acre, up to and including two acres	\$ 279.94
(3)	Greater than two acres, up to and including three acres	\$ 315.65
(4)	Greater than three acres, up to and including four acres	\$ 357.86
(5)	Greater than four acres, up to and including five acres	\$ 376.76
(6)	Greater than five acres, \$18.55 for each additional acre or part of an acre, up to and including ten acres	
(7)	Greater than ten acres, \$10.42 for each additional acre or part of an acre, up to and including twenty acres	
(8)	Greater than twenty acres, \$7.07 for each additional acre or part of an acre	
2.	<u>User Fees – billed annually</u>	<u>Annual</u>
(1)	For each dwelling unit (a dwelling unit being a single suite in a dwelling, a single strata lot, or any building or structure customarily used as a self contained living unit)	\$ 287.31
(2)	Motels – per unit	\$ 151.82
(3)	Apartments	\$ 231.30
(4)	Mobile Homes - per occupied pad	\$ 231.30
(5)	Hospital and Intermediate Care Facilities - per bed	\$ 151.82
(6)	All other users not herein provided for - per user	\$ 287.31
3.	<u>Meter Rates – billed quarterly</u>	<u>Per Quarter</u>
	Per cubic metre	\$ 0.85
	Minimum charge per quarter (meter rental extra)	\$ 71.83

SUNSHINE COAST REGIONAL DISTRICT

BYLAW NO. 422

Schedule "B" continued

4.	<u>Meter Rentals – billed quarterly</u>	<u>Per Quarter</u>	<u>Annual</u>
	(1) Up to and including 3/4"	\$ 9.00	\$ 36.00
	(2) Over 3/4", up to and including 1"	\$ 12.00	\$ 48.00
	(3) Over 1", up to and including 1 ½"	\$ 30.00	\$ 120.00
	(4) Over 1 ½", up to and including 2"	\$ 36.00	\$ 144.00
	(5) Over 2", up to and including 4"	\$ 45.00	\$ 180.00
	(6) Over 4", up to and including 6"	\$ 60.00	\$ 240.00
5.	<u>Manual Water Meter Readings</u>		
	Per reading	\$25.00 (up to a maximum of \$300 per annum)	
6.	<u>Connection Charges</u>		
	(1) 3/4" Connection		\$ 1,200.00
	(2) 1" Connection		\$ 1,800.00
	(3) Over 1"	(minimum)	\$ 2,000.00
	(Plus additional costs incurred for fittings and installation)		
7.	<u>Turning Off/On Fees</u>		
	Subsequent to the initial turn on, the fee for turning the water off shall be the sum of \$50.00 payable at the time of application.		
8.	<u>Hydrant Rental</u>		
	An annual charge of TWENTY DOLLARS (\$20.00) shall be levied for each hydrant operating from the Utility. The charge will be payable by the Fire Improvement Districts and Fire Protection Districts served by the Regional District Water Authority.		
9.	<u>Temporary Lawn Watering Permit</u>		
	The fee for a Temporary Lawn Watering Permit shall be \$50.00 payable at the time of application.		

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Shane Walkey, Manager, Utility Services
Steve Misiurak, Manager, Capital Projects

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [370] REGIONAL WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [370] Regional Water Service be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[370] – Cove Cay Pump Station Rebuild and Access Improvements
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	The updated condition and useful life of this asset will be incorporated into any future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.

<p><i>Rationale / Service Impacts:</i></p>	<p>The Cove Cay pump station is located at the North-East corner of Ruby Lake and pumps water into a reservoir that provides potable water to the communities of Earls Cove and Jervis Inlet.</p> <p>The existing pump station building is in need of upgrades such as a new roof, siding and interior work.</p> <p>All existing pump station interior infrastructure requires upgrading including pump, motors, controls and fittings. One of the two water distribution pumps has failed and is currently out of commission and the second pump is operating beyond its useful life, is in poor mechanical condition and requires recurring maintenance to remain operational. A new intake line should also be considered as part of this upgrade as the current line is shallow and made of inferior piping.</p> <p>Road access to this pump station is via a four wheel drive steep dirt driveway that is in constant need of repair, while also regularly challenging to drive on. A hard surface such as concrete or asphalt is proposed.</p>
<p><i>Climate Action Impact</i></p>	<p>This project may result in nominal reductions in energy consumption associated with replacing aged and inefficient pumps and mechanical/electrical system.</p>
<p><i>Life Cycle Cost Breakdown</i></p>	<p>This project should result in reduced annual maintenance expenditures of the pump systems associated with reactive repairs. O&M expenditures related to this pump station are being funded by existing operating budget revenue and it is anticipated that once complete, there will not be a noticeable increase/decrease in annual O&M costs.</p>

MANDATORY – Regulatory Compliance

2	<i>Function Number – Project Name:</i>	[370] – Edwards Lake Dam Safety Audit Additional Funding
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	This safety audit may result in recommendations and/or action items involving upgrades or repairs to the Edwards Lake Dam. Any new construction, betterments or replacement of assets will be incorporated into future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>This dam is used to regulate the water levels at Edwards Lake which is one of the water sources for the Regional Water Service Area.</p> <p>This project will procure a qualified structural engineer to perform a physical weir inspection, and based upon the inspection results, prepare a recommendation(s) for upgrading the weir structure along with a repair cost estimate, if any are required.</p> <p>A sub-study of the Raw Water Phase 3 study will be evaluate the resultant Dam Consequence of Failure downstream impacts should a Dam breach occur at this location. Funding for an Edwards Lake Dam Safety Audit was approved as part of the 2019 budget process however it has been identified that additional funding is required to complete a structural site assessment of the dam weir structure followed by a field report for submittal to the Province for review and approval in order to obtain the issuance of the required Provincial Dam Operating Permit.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The initial scope of this project is a one-time expenditure and will not result in any

		additional annual O&M. Any future asset-related improvements and/or works at this site would require a detailed evaluation of operating and capital costing.
3	<i>Function Number – Project Name:</i>	[370] – Chapman Lake Dam Safety Audit
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2020 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	This safety audit may result in recommendations and/or action items involving upgrades or repairs to the Chapman Lake Dam. Any new construction, betterments or replacement of assets will be incorporated into future asset management planning. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>This dam is used to regulate the water levels at Chapman Lake which is the primary water source for the Regional Water Service Area.</p> <p>This project will procure a qualified structural engineer to perform a physical weir inspection, and based upon the inspection results, prepare a recommendation(s) for upgrading each of the weir structures along with a repair cost estimate, if any are required.</p> <p>A sub study of the Raw Water Phase 3 study will be evaluate the resultant Dam Consequence of Failure downstream impacts should a Dam breach occur at this location. This project will perform a structural field review of the weir structure and identify the required repairs necessary to bring the structure up to current structural stability standards (if any). If the repairs are minor in nature, the District can either make those repairs with District staff or a construction contractor. If the repairs are of a complex nature and costly, a budget proposal for funds in 2021 will be brought forward for the completion of those repairs</p>

		and issue a final repair report to the Province.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The initial scope of this project is a one-time expenditure and will not result in any additional annual O&M. Any future asset-related improvements and/or works at this site would require a detailed evaluation of operating and capital costing.

4	<i>Function Number – Project Name:</i>	[370] – Base Budget Increase (Construction Archaeological Funding)
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Archaeological sites on both public and private land are protected under the Heritage Conservation Act and must not be altered without a permit. The Utility Services division engages in infrastructure work such as leak repairs, service locates and meter installations within shíshálh and Squamish First Nation territory that requires permitting and archaeological monitoring and reporting.</p> <p>Existing operating budget funds are not adequate to fund the increasing costs associated with archaeological expenditures. This proposal is recommending an increase to the base budget to account for ongoing archaeological monitoring, reporting and compliance as it relates to regular installation and repairs of in-ground infrastructure occurring in the Sechelt and Squamish Nations' territory.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	\$35,000 increase to the annual operating budget for the Regional Water Service Area.

MANDATORY – Safety Requirement

5	<i>Function Number – Project Name:</i>	[370] – Confined Space Document Review
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$22,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>A confined space is an enclosed or partially enclosed space, not for continuous human occupancy and has limited entry/exit. Examples of a confined space is a water reservoir, an underground pressure reducing valve or a wastewater tank. Serious injury or death can occur when confined spaces are not monitored or entered correctly.</p> <p>The SCRD Utility Services division has 100+ confined spaces that all require site specific Hazard Assessments, Entry Procedures and First Aid assessment documents. The current documents that are in use by the Utility Services department were developed in 2010 These documents need to be accurate and up to date to ensure safety for staff entering the spaces. This proposal is recommending that the SCRD hire a qualified professional to review and update our current documentation as well as address any new locations needing documentation and train/educate staff in the use of all documents.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	One-time operating expenditures. Lifecycle costing is not applicable.

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

6	<i>Function Number – Project Name:</i>	[370] – Base Budget Increase (Operational Supplies)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$80,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	Recognizes the increasing costs of operating and maintaining the assets within the service area. An asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>Staff have reviewed the base operating budget for the Regional Water Service Area and due to rising material costs (i.e. chemicals, piping and appurtenances, and other miscellaneous supplies) have determined that existing base operating budget funds are not sufficient to cover annual expenditures. Increasing the base budget will address inflationary pressures on materials and other goods and supplies purchased as part of the core operating activities within the Regional Water Service Area.</p> <p>This proposal is in line with the SCRD's Financial Sustainability Policy, Section 4.6 Cost of Existing Services.</p> <p>Recognizing the cost of existing services and evaluating the impact of inflation and market conditions on rising materials and supplies is an important tool in ensuring that funding is in place to meet existing service levels.</p> <p>The requested increase would be the first for these expenditure types in many years.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	\$80,000 increase to the base operating budget for 2020 onwards.

7	<i>Function Number – Project Name:</i>	[370] – Base Budget Increase (Capital Watermain Replacement)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	<p>\$650,000</p> <p>Alternatively this funding increase could be achieved over 2 years:</p> <p>2020: \$325,000</p> <p>2021: \$325,000</p>
	<i>Funding Source(s):</i>	Parcel Taxes
	<i>Asset Management Plan Implications:</i>	<p>The water distribution system in the Regional Water Service Area (RWSA) is the single largest asset type maintained by the SCRD. Investing in the replacement, refurbishment and new capital construction of water mains and related appurtenances is critical to reliable service delivery. Current financial models and capital planning documents include significant investment in water main spending in order to keep the Region's distribution system assets in functional condition. A detailed asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.</p>
	<i>Rationale / Service Impacts:</i>	<p>The RWSA has an annual base capital budget that funds capital water main upgrades and replacements. This base capital budget has not seen a significant increase in over 15 years. Due to rising costs of construction (contractor services, pipes and fittings, gravel etc.), increased MOTI road reconstruction requirements (full lane paving) and the identified need to complete necessary upgrades and replacement work in a reasonable timeframe.</p> <p>The annual base budget requires a significant increase. Current available funding is not sufficient to fund asset replacement in a timely manner and</p>

		<p>could result in high reactive maintenance repairs as well as risks to service delivery. The increase in budget will enable an expedited schedule in the proposed staff-generated water main replacement and upgrade program to be completed by 2027 rather than the existing end date of 2033. The benefits of an expedited construction schedule are:</p> <ul style="list-style-type: none"> • Reduction in repairs and reactive maintenance expenses. • Increase water conservation by reducing potential water main leaks or breaks. • Risk reduction due to more reliable service levels and improved fire protection.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Annual capital cost increase: \$650,000</p> <p>This spending is not typically related to new infrastructure but rather the replacement and/or upgrading of existing water lines, therefore it will not be associated with increases in operating budget spending on an annual basis. Proactive replacement of gradually degrading pipes will have a benefit by reducing costly reactive maintenance expenditures and reducing service interruptions in the region.</p>

8	<i>Function Number – Project Name:</i>	[370] – Reed Road and Elphinstone Road Watermain Replacement
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E
	<i>2020 Funding Required:</i>	\$750,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Cost savings by coordinating the construction of water mains on Reed Road and Elphinstone Avenue with the construction of new water mains related to the groundwater development project.

		Improved system reliability by replacing water mains which are undersized and of substandard materials.
	<i>Rationale / Service Impacts:</i>	<p>The SCRD currently does not have a water main on Reed Road between Payne Road and North Road. SCRD customers are provided water service through a Town of Gibsons water main, and the Town is compensated for the water provided to SCRD customers. Additionally, the Town's water main in asbestos cement and therefore more vulnerable to failure. Constructing a water main in this location would provide security to SCRD customers and would further the separation of the SCRD and Town of Gibsons water systems initiated in 2012.</p> <p>The existing water main on Elphinstone Avenue is undersized and of poor quality material. There have been two leaks in this area within the summer of 2019. Replacing the existing water main would improve system reliability and fire flows in the area.</p> <p>Design and construction of these projects are to be coordinated with the construction of infrastructure related to the groundwater development project.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Construction of a new water main will add longevity and redundancy to the distribution system in this area. Once completed, after hour and weekend call outs to responding to emergency water main repairs and leaks in this area will be greatly reduced, if not eliminated.

9	<i>Function Number – Project Name:</i>	[370] – Chapman Water Treatment Plant Instrumentation
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	The updated condition and useful life of any new assets will be incorporated into any future asset management planning. A detailed asset management plan for this service area and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	The Chapman Creek Water Treatment Plant requires new and replacement diagnostic, instrumentation and treatment facility equipment. In-house testing and real-time analysis of water samples is critical to operational effectiveness. Microscopes, jar testing equipment, turbidity meter, UV spectrophotometer and other diagnostic and instrumental components improve operational efficiencies at the treatment plant and reduce service disruptions and/or mitigate risks to water quality.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The project is a one-time expenditure and will not result in any additional annual O&M. Current annual base budget for small tools, equipment and supplies was not adequate to fund these additional 'one-time' expenditures.

10	<i>Function Number – Project Name:</i>	[370] – Chapman Creek Water Treatment UV Upgrade
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	This project will help improve the reliability of the UV treatment system at Chapman and reduce O&M costs associated with repairs and maintenance of the current UV system.
	<i>Rationale / Service Impacts:</i>	<p>The Chapman Creek WTP utilizes Ultraviolet (UV) radiation as one of the many treatment processes at the facility. UV treatment is extremely efficient and effective at targeting and destroying illness-causing microorganisms and is a key component of the disinfection system at Chapman Creek WTP.</p> <p>The current UV system is over 14 years old, has increasingly costly maintenance issues, has reached the end of its operational life and is in need of replacement.</p> <p>The new UV system will be designed for redundancy while the current UV system only employs a single UV module and regulatory requirements is to have multiple UV systems to allow for redundancy in case of failure of a single unit.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Initial Capital Cost: \$250,000</p> <p>Annual O&M costs associated with maintaining a UV treatment system include the cost of maintenance and bulb replacements and varies based on the age and condition of the asset. The average annual O&M costs of a single UV treatment system at Chapman are estimated as \$10,000 - \$15,000</p>

		<p>annually. The funding for ongoing O&M expenditures will be funded with existing base operating budget funds.</p> <p>Any changes to annual operating budget spending will be dependent on the final design selection.</p>
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11	<i>Function Number – Project Name:</i>	[370] – Bylaw 422 Update
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$30,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Water Rates and Regulations Bylaw 422 is the bylaw to regulate the rates, operational policies, and regulations of the Regional Water Service Area. The bylaw has not been reviewed fully for many years, is in need of modernizations and needs to be updated to allow for the implementation of updated water use and conservation strategies, like those presented in the report Bylaw Opportunities For Water Conservation presented at the October 24, 2019 Infrastructure Services Committee meeting.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

12	<i>Function Number – Project Name:</i>	[370] – Chapman Creek Water Treatment Plant Sludge Residuals Disposal and Planning
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2020 Funding Required:</i>	\$200,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	As part of this project a long term sludge handling plan will be developed for the Chapman Creek Water Treatment plant. This information will be used to assist in a future asset management plan development.
	<i>Rationale / Service Impacts:</i>	<p>The Chapman Creek Water Treatment Plant began operations in 2004, and there has been constant management of the residual solids produced from the water treatment process. Residual water from the Plant is currently discharged into a concrete residual pond to facilitate the settling of residual solids. A soak away pond, next to the concrete pond was designed to take in the overflow water from the residual storage reservoir. Unfortunately, the quantity of residual has exceeded the volume that the concrete pond and soak away pond can hold leaving these existing ponds at capacity. The residuals need to be removed and disposed of.</p> <p>This project will include the following:</p> <ul style="list-style-type: none"> • Tender a contract for a proponent to dispose of existing treatment plant residual solids. • An engineered feasibility study and long term management plan needs to be developed for ongoing residual management.
	<i>Climate Action Impact</i>	The sludge handling plan may address energy saving and disposal methods that could save water and energy.
	<i>Life Cycle Cost Breakdown</i>	The disposal of the current sludge volume is a onetime expenditure. The sludge handling plan final design will have future life cycle implications.

13	<i>Function Number – Project Name:</i>	[370] – Regional Pressure Reducing Valve Replacements
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$125,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	<p>The cost(s) to schedule the replacement of these assets would be considerably lower than reactively attempting to repair and replace a PRV if it were to suffer a catastrophic failure and is consistent with asset management planning best practices.</p> <p>Replacing the aged inferior PRV stations with new stations enable better access and working conditions for staff.</p> <p>Above ground PRVs may be installed which will eliminate confined space entries which will increase staff safety, improve access for maintenance and will reduce the number of staff required to be present during inspections and during operations and maintenance work.</p>
	<i>Rationale / Service Impacts:</i>	<p>The SCRD water system has four (4) pressure zones that are regulated by Pressure Reducing Valves (PRV) that help maintain and control water pressure. These PRVs are critical infrastructure components within the water system.</p> <p>Several of the PRVs within the Regional Water Service Area are aged and are at or approaching the end of their operational lives. In order to sustain continued operation and reduce risks of large-scale service interruption, full replacement of three (3) PRV systems is required.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Initial Capital Cost: \$125,000

		Replacement of these aged assets will reduce reactive maintenance operating expenditures. Future asset management plans and tangible capital asset listings will be updated to reflect the new assets and replacement costing will be factored into planning and funding decisions.
14	<i>Function Number – Project Name:</i>	[370] – Exposed Watermain Rehabilitation (Funding Increase)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$87,500
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Recoating of the exposed water mains will extend to the useful life of the product for several more years. Through extension of the useful life, replacement of the asset can be deferred.
	<i>Rationale / Service Impacts:</i>	An RFP for this work was originally issued in 2018 and all submissions were well over budget. Additional funding is required to clean and refurbish the exterior coating(s) of several exposed water mains located throughout the Regional Water Service Area. This work will improve the expected useful life of these critical assets.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Recoating the corroded exposed exterior pipe will extend the life of the asset, thus extending the useful life of the asset.

15	<i>Function Number – Project Name:</i>	[370] – Langdale Pump Station (Phase 2)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	F
	<i>2020 Funding Required:</i>	\$175,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	Upon completion of these upgrades, the replacement energy efficient pump motor could result in an overall annual energy operational savings cost in excess of 25 percent.
	<i>Rationale / Service Impacts:</i>	A detailed analysis of the required work on this well and pump station identified that much more work is required than estimated at the time the 2019 Budget was approved. Besides essential updates to the pump and associated infrastructure, the pump house requires perimeter site fencing, new access doors, a new concrete pad, and conversion from a fixed speed motor control pump and motor to a variable speed pump and motor.
	<i>Climate Action Impact</i>	The conversion from a fixed speed high energy consumption pump and motor to an energy efficient pump and motor drive system will result in energy consumption savings. With installation of this energy efficient drive system, the pump will be able to vary its water output to closely match the demand rather than only pump water at full throttle as is the current pump operation.
	<i>Life Cycle Cost Breakdown</i>	These improvements and enhancements to the 50 year old pump station will lengthen the useful life and the associated capital replacement funding in future periods. Staff would expect to see some reductions in associated O&M expenditures at the pump station and more energy efficiencies will be realized with the installation of the variable speed pump, motor and drive assembly.

16	<i>Function Number – Project Name:</i>	[370] – Utility Vehicle Purchase
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$46,500 Breakdown: \$ 45,000 for vehicle \$ 1,500 for charging station
	<i>Funding Source(s):</i>	MIFA 5-Year Equipment Financial Loan
	<i>Asset Management Plan Implications:</i>	All new fleet vehicles will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	Currently there are limited and sometimes not enough vehicles for Regional Water staff which results in the inefficient allocation of resources to job sites. While vehicle sharing and carpooling is encouraged this is not always an ideal solution due to the dynamic nature of work and the geographical range of services provided by Utilities along the entire Sunshine Coast. An electric vehicle is required to support Utility Field Road staff to allow for the current Ford Escape to be transferred to the Mason Road facility.
	<i>Climate Action Impact</i>	An electric vehicle will avoid 2.5 to 5 tonnes of CO ₂ e per year that would be associated with a Ford Escape.
	<i>Life Cycle Cost Breakdown</i>	Annual debt servicing of \$9,600/year for the repayment of the loan. Maintenance costs are estimated at \$3,000 per year. As these vehicles are integrated in the fleet, there will be a learning curve around maintenance patterns. Electricity costs will be lower than fuel costs and will be covered by the service function. The life cycle cost for the charging stations will be included in the corporate fleet management plan to be developed.

17	<i>Function Number – Project Name:</i>	[370] – New or Expansion of Water Conservation Rebate Programs – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	<p>\$ 19,000</p> <p>\$ 15,000 (Rainwater) [370]</p> <p>\$ 3,000 (Washing Machine) [370]</p> <p>\$ 400 (Washing Machine) [see BP through 365]</p> <p>\$ 600 (Washing Machine) [see BP through 366]</p>
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Expanding water conservation programs is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report Water Conservation Rebate Program Options presented at the November 21, 2019 Infrastructure Services Committee meeting.</p> <p>As indicated in this report, the current water conservation rebate program is budgeted at \$25,000 for Regional Water [370], \$1,500 for North Pender, and \$2,000 for South Pender.</p> <p>The proposal will increase the Regional Water rainwater rebate by \$15,000 to \$40,000 and add \$4,000 for the BC Hydro washing machine program to be divided between all service areas (as indicated above).</p> <p>Based on the Boards direction received when considering the recommendation to bring forward this proposal made at this committee meeting, this budget proposal could be amended and be brought forward at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

B- BOARD STRATEGIC AND CORPORATE GOALS

18	<i>Function Number – Project Name:</i>	[370] – Metering Program: Meter Installation Phase 3 District of Sechelt and Sechelt Indian Government District
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	DoS and SIGD
	<i>2020 Funding Required:</i>	\$7,000,000
	<i>Funding Source(s):</i>	Long Term Loan
	<i>Asset Management Plan Implications:</i>	The replacement costs of the meters will be included in the Asset Management Plan to be developed in the upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>The development and implementation of the water metering program is one of the tactics listed in the 2019-2023 Strategic Plan and was the subject of the report Universal Water Metering Program Update presented at the May 16, 2019 Infrastructure Services Committee meeting.</p> <p>This budget would allow for the retaining of a contractor to install all the meters within DOS and SIGD and all management, all auxiliary expenditures (e.g. archeological studies, outreach and education and invasive species removal) and support staff resources required. This includes a 0.5 FTE Senior Utility Operator funding (\$42,150) (temp position) to be the liaison between the contractor and SCR D staff and our residents during the meter installations.</p> <p>The funding also accounts for increased costs for the installation of the meters due to inflation between spring 2019 when the cost estimate included in the May 2019 report was prepared and fall 2020 when a metering installation contract would most likely be signed.</p>
	<i>Climate Action Impact</i>	N/A

	<i>Life Cycle Cost Breakdown</i>	Water meters are expected to have a lifecycle of at least 20 years and require almost no maintenance until time of replacement. Replacement costs will be factored into the Asset Management plan for this water system that will be developed in the upcoming years.
19	<i>Function Number – Project Name:</i>	[370] – Metering Program 2: Water Meter Data Analytics
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	Total: \$60,000 \$51,000 [370] \$3,000 [See BP through 365] \$6,000 [See BP through 366]
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>The development and implementation of the water metering program is one of the tactics listed in the 2019-2023 Strategic Plan and was the subject of the report Universal Water Metering Program. Update presented at the May 16, 2019 Infrastructure Services Committee meeting.</p> <p>This budget would support the current priorities in the incremental development of the universal water metering program:</p> <ol style="list-style-type: none"> 1. A data warehouse and management system with analytical capabilities; 2. Online portal for customers to learn about water consumption trends; and

		<p>3. Development of statement of work for a customer relationship management system.</p> <p>The budget will be used for software licensing fees and consultant support for implementation of the data warehouse. Additionally, consultant support will be required for implementing the online customer portal and the customer relationship management statement of work.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>The data warehouse will result in annual licensing fees of approximately \$10,000.</p> <p>Exact values are for the customer portal are not determined yet by the software developer.</p>

20	<i>Function Number – Project Name:</i>	[370] – Groundwater Investigation – Phase 3 –Gray Creek
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B
	<i>2020 Funding Required:</i>	\$200,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report Groundwater Investigation Project Update presented at the November 21, 2019 Infrastructure Services Committee meeting.</p> <p>As indicated in this report, this project would be focused on confirming the feasibility of a production well at this site and would include:</p> <ul style="list-style-type: none"> - Desktop study, test drilling on one or more sites and associated pump tests; - Preliminary design and cost estimates for a production well and

		<p>associated upgrades to the distribution system.</p> <p>Based on the Boards direction received when considering the recommendation to bring forward this proposal made at this committee meeting, this budget proposal could be amended and be brought forward at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

21	<i>Function Number – Project Name:</i>	**NEW [370] – Groundwater Investigation – Phase 2, Part 2
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	TBD
	<i>Funding Source(s):</i>	TBD
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan. At the November 21, 2019 Infrastructure Services Committee meeting the Board requested staff to bring forward a budget proposal to drill more test wells to confirm the feasibility for more production wells.</p> <p>Proposed scope and funding required are to be determined. For comparison, the drilling, testing and preliminary design and costing of four test wells costed about \$325,000 in 2018.</p> <p>Staff will present a full proposal at Round 2 Budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

22	<i>Function Number – Project Name:</i>	[370] – Groundwater Investigation – Phase 4 – Church Road
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	F
	<i>2020 Funding Required:</i>	TBD
	<i>Funding Source(s):</i>	Capital Reserves and Long Term Loan
	<i>Asset Management Plan Implications:</i>	TBD
	<i>Rationale / Service Impacts:</i>	<p>Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report in the results of Groundwater Investigation Project Phase 3 – Church Road that will be presented at the December 12, 2019 Planning and Community Development Committee meeting.</p> <p>This budget proposal will be amended for discussion at Round 2 budget based on Board direction received on this topic.</p>
	<i>Climate Action Impact</i>	TBD
	<i>Life Cycle Cost Breakdown</i>	TBD

23	<i>Function Number – Project Name:</i>	[370] – Feasibility Study Upgrades Eastbourne Water System
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	F Islands
	<i>2020 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Investigating and Developing water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan. The Eastbourne system consists of multiple wells and are experiencing water supply challenges most summers.</p>

		<p>This project will include two desktop studies. One desktop study that will evaluate, identify and quantify the current water source and storage deficiency. As well as, based upon a review of the existing geological data and water hydrology information available, perform and complete a desktop hydrological study to identify the required additional well source and storage tank supply system improvements to service the customer needs of today and the future system community needs.</p> <p>Parallel to this study, staff will conduct community engagement process to determine a desired water supply service level for this water system.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

24	<i>Function Number – Project Name:</i>	**NEW [370] Regional Water Reservoir Feasibility Study Phase 4
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$ 225,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report Result of Raw Water Reservoir Feasibility Study Phase 3 presented at the November 21, 2019 Infrastructure Services Committee meeting.</p> <p>As presented in that report, this phase would primarily focus on the confirmation of the feasibility of Site B and would include:</p>

		<ul style="list-style-type: none"> - Limited geotechnical field investigation; - Refined design and cost estimates; and - Confirm revenue potential from excavated materials. <p>Considering the discussions of this subject at the committee meeting and any further direction received from the Board, staff will amend this budget proposal to be brought forward at Round 2 budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

25	<i>Function Number – Project Name:</i>	[370] Regional Water Reservoir Development Phase 1
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	TBD
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	TBD
	<i>Rationale / Service Impacts:</i>	<p>Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report Result of Raw Water Reservoir Feasibility Study Phase 3 presented at the November 21, 2019 Infrastructure Services Committee meeting.</p> <p>This budget proposal will be updated for the Boards consideration at Round 2 budget.</p>
	<i>Climate Action Impact</i>	TBD
	<i>Life Cycle Cost Breakdown</i>	TBD

26	<i>Function Number – Project Name:</i>	[370] – Water Supply and Conservation Public Engagement 2020 (including Water Summit)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$35,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>One of the tactics identified in the 2019-2023 Strategic Plan is to increase the public engagement on water strategy and conservation including the organization of a Water Summit. This budget supports:</p> <ul style="list-style-type: none"> - A one day Water Summit conference with a program to be confirmed early 2020 including items such as advertisements, information materials, accommodation, catering, facilitators and speakers. - Public participation on the SCRDS water supply and conservation initiatives.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

27	<i>Function Number – Project Name:</i>	<p>**RECATEGORIZED from MANDATORY – Safety Requirement</p> <p>[370] – Chapman Creek Environmental Flow Requirements Update</p>
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Operating Reserves

	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	This budget would allow for a retained Qualified Professional to undertake detailed an Environmental Flow Needs (EFN) assessment to support a request to the province for an amendment to our EFN-requirement in our Water License. This would include creek flow and habitat impact assessments at flows below the current EFN in the summer of 2020 and the submittal of a Water Licence amendment request to be submitted based on those findings.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

28	<i>Function Number – Project Name:</i>	[370] – Emergency Water Storage Tanks
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	The tanks will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	Purchase of up to five large (1000 gal) transportable tanks (including auxiliary equipment) to provide emergency water supply to support SCRD services or small communities (as an instant water source or for shuttling between water source and community).
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	It is expected that these tanks will need regular cleaning and periodic maintenance. Expenditures for the associated maintenance tasks is expected to be minimal and funded through operational budgets.

29	<i>Function Number – Project Name:</i>	[370] – Water Governance Program 2020
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$TBD \$ TBD (370) \$ TBD (See BP through 365) \$ TBD (See BP through 366)
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	One of the Strategies identified in the 2019-2023 Strategic Plan is to increase the intergovernmental collaboration, including water management. This topic was also discussed at the November 25, 2019 Inter-Governmental meeting and will be an agenda item on the January 16, 2020, Infrastructure Services Committee Meeting Based on the direction provided at that time staff could update this budget proposal for consideration at Round 2 budget.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A
30	<i>Function Number – Project Name:</i>	**NEW [370] – Summer student (4 months) - Water asset inventory update
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F, DoS and SIGD
	<i>2020 Funding Required:</i>	\$ 22,000
	<i>Funding Source(s):</i>	User fees

	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>Two of the tactics identified in the 2019-2023 Strategic Plan are the development of Water Supply Plans Assessment Management Plans.</p> <p>One of the first steps in developing both plans is the development or update of the asset inventory databases (GIS and AutoCAD) for the Regional Water System. Completion of this update in 2020 would allow for the development or update of the hydrological and financial models for these water systems in support of the development of the water supply plan in 2021.</p> <p>The updated databases would also form the basis for the Asset Management plans to be developed in the upcoming years.</p> <p>This budget proposal for 2020 is to hire a summer student for 4 months to assist staff with this work for the Regional Water System.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

31	<i>Function Number – Project Name:</i>	[370] – Vehicle Purchases – Strategic Infrastructure Division
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	<p>\$93,000</p> <p>Breakdown: \$ 90,000 for vehicle \$ 3,000 for charging station</p>
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan
	<i>Asset Management Plan Implications:</i>	The vehicle will be incorporated into future financial and asset management planning documents in order to ensure

		funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	2 electric vehicles to support proposed Strategic Infrastructure Initiatives divisional staff.
	<i>Climate Action Impact</i>	An electric vehicle will avoid 2.5 to 5 tonnes of CO ₂ e per year that would be associated with a Ford Escape.
	<i>Life Cycle Cost Breakdown</i>	<p>Annual debt servicing of \$9,600/year per vehicle for the repayment of the loan.</p> <p>Maintenance costs are estimated at \$3,000 per year, per vehicle. As these vehicles are integrated in the fleet, there will be a learning curve around maintenance patterns. Electricity costs will be lower than fuel costs and will be covered by the service function.</p> <p>An electric vehicle is required to support Utility Field Road staff to allow for the current Ford Escape to be transferred to the Mason Road facility.</p>

D OTHER or NOT CURRENTLY CLASSIFIED

32	<i>Function Number – Project Name:</i>	[370] – Chapman Creek Water Treatment Plant Hot Water Upgrade
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	D
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	The current gas water boilers are oversized and inefficient. Right sizing these tanks will enable cost savings on future gas usage. Replacement of aged infrastructure to reduce breakdowns and service interruption is best practice for asset management.
	<i>Rationale / Service Impacts:</i>	Domestic hot water for the plant is supplied by three (3) gas fired hot water storage tanks, each of these tanks has a

		<p>capacity of 269 liters. These tanks are 13+ years old and at the end of their life expectancy. Hot water from the tanks was originally designed to be used for water treatment plant processes but they are now only used for domestic use and emergency eye wash/shower station. The current system is oversized and a new hot water system needs to be designed and installed to replace the aged system.</p> <p>Hot water on demand or smaller site specific hot water tanks could be utilized.</p>
	<i>Climate Action Impact</i>	A large reduction in natural gas usage is expected which will reduce emissions and reduce the SCRD's use of a natural resource.
	<i>Life Cycle Cost Breakdown</i>	Most hot water tanks are expected to have a 10 year life expectancy and replacement costs will need to be addressed in an asset management plan to be developed in upcoming years.

33	<i>Function Number – Project Name:</i>	[370] – Cemetery Reservoir Fencing and Road Access
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	E
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	A fence installation will increase security and decrease the potential for vandalism or a security breach which may reduce costs. The installation of an additional asset will increase asset management costs and maintenance costs by approximately \$1,000 annually.
	<i>Rationale / Service Impacts:</i>	Security is important at all water and wastewater facilities and the installation of fencing and locked gates has become a normal process in new construction. The Cemetery reservoir was constructed a number of years ago and does not

		<p>have a fence which, if installed, will improve security.</p> <p>The road access to the reservoir needs to be improved as in recent years it has been impacted by flooding and erosion of the road surface.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Inspections and regular vegetation maintenance of the fence and ongoing road grading will incur costs. Expenditures associated to maintenance tasks is expected to be funded through existing operational budget funds.</p>

34	<i>Function Number – Project Name:</i>	[370] – Equipment Purchase – Utility Trailer
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$15,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	The trailer will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>The current trailer used by the Utilities crew for transporting equipment to work sites, and moving water storage containers is reaching the end of its useful life and needs to be replaced. During construction and maintenance, a number of large tools and equipment are required to be transported to the work site, these are moved via a trailer.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>The trailer life expectancy is 8-10 years. Regular maintenance and insurance will be required. Expenditures currently funding the existing old trailer will fund the new trailer.</p>

35	<i>Function Number – Project Name:</i>	[370] – Equipment Purchase - Excavator and Trailer
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$200,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan
	<i>Asset Management Plan Implications:</i>	The excavator will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>The Utilities crew regularly excavates sites to install new and repair old infrastructure. The existing SCRD backhoe is beyond its functional life as a primary excavation machine and is costing the Utilities Services division a considerable amount of annual expenditures related to maintenance and repairs.</p> <p>An excavator with trailer at our disposal will increase job efficiency, mobilization and better right size construction tasks. The excavator will be less disruptive to the landscaping and infrastructure due to its mobility compared to a backhoe.</p> <p>Replacing the backhoe with an excavator has the following additional benefits to the Utility Services Department:</p> <ul style="list-style-type: none"> • Reduction in contractor costs for excavation services; • Reduction in annual maintenance and repair expenditures associated with owning an aged backhoe in poor mechanical condition; • Reduction in “down-time” and emergency response time(s) (i.e. 24/7) associated with out of commission backhoe; quicker mobilization in certain situations;

		<ul style="list-style-type: none"> Less risk associated with relying on the availability to hire local machine (i.e. excavator) operators. <p>The backhoe will be retained and used as a yard machine to load dump trucks with material and snow removal.</p>
	<i>Climate Action Impact</i>	Compact excavators are smaller machines with smaller engines than those powering backhoes which typically translates to fuel savings and reduction in carbon emissions.
	<i>Life Cycle Cost Breakdown</i>	It is expected that the high expenses associated to the maintenance of the old backhoe will cover costs associated to maintain the excavator. Future increases may be required to vehicle base budget to address any shortfalls.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$4,145,305	\$ 3,368,805	\$ 3,368,805	\$ 3,368,805	\$ 3,368,805
2020 Budget Proposals	-\$1,776,500	\$ -	\$ -	\$ -	\$ -
2020 Contributions (Estimate)	\$1,000,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$3,368,805	\$ 3,368,805	\$ 3,368,805	\$ 3,368,805	\$ 3,368,805

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in Reserve	\$2,728,365	\$ 1,875,865	\$ 1,875,865	\$ 1,875,865	\$ 1,875,865
2020 Budget Proposals	-\$ 852,500	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,875,865	\$ 1,875,865	\$ 1,875,865	\$ 1,875,865	\$ 1,875,865

Reviewed by:			
Manager		CFO/Finance	X – B. Wing
GM		Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [381-395] WASTEWATER TREATMENT PLANTS

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [381-395] Wastewater Treatment Plants be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	**RECATEGORIZED from Business Continuity [387] – Square Bay Infiltration Reduction - 2020
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	The condition of the collection system was noted as being in poor condition in the Square Bay Wastewater Treatment Local Service Asset Management Plan. Capital funding requirements to address

		the collection system is noted in the asset management plan for this service area.
	<i>Rationale / Service Impacts:</i>	<p>During the 2019 budget process a budget proposal was recommended and approved that allocated \$25,000 towards investigating and remediating surface and ground water infiltration into the Square Bay WWTP collection system.</p> <p>Progress has been made in 2019 however additional funding is required in order to continue efforts in 2020.</p> <p>Reducing the amount of water entering the facility will benefit the treatment process and will result in reduced mechanical operations (i.e. pumps, aerator time, etc.).</p>
	<i>Climate Action Impact</i>	Reducing the amount of liquid treated at the facility may realize reductions in energy consumption at the facility.
	<i>Life Cycle Cost Breakdown</i>	<p>These one-time repairs will result in ad-hoc asset replacements (i.e. manholes, piping) that will lengthen the useful life and modify the associated capital replacement funding requirement in future periods.</p> <p>Staff expect to see some reductions in associated O&M expenditures at the treatment plant, as discussed, due to a lower overall volume of liquid being treated on site such as less pump outs due to high level events.</p>

D OTHER or NOT CURRENTLY CLASSIFIED

2	<i>Function Number – Project Name:</i>	[381-395] – Wastewater Treatment Plants Asset Management Plans
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Various
	<i>2020 Funding Required:</i>	TBD – Subject to Grant Approval
	<i>Funding Source(s):</i>	Operating Reserves/Grants
	<i>Asset Management Plan Implications:</i>	See Below
	<i>Rationale / Service Impacts:</i>	<p>At the November 28, 2019 Corporate and Administrative Services Committee meeting the asset management plans for the waste water plants operated by the SCRD were presented.</p> <p>At a January 2020 Committee meeting staff will present a report with recommendation with proposed projects for 2020.</p> <p>Based on the direction provided at that time staff will prepare budget proposals to be presented to the Board at Round 2 budget.</p>
	<i>Climate Action Impact</i>	TBD
	<i>Life Cycle Cost Breakdown</i>	TBD

Woodcreek Park Sand Filter Remediation project - Phase 2

At the October 24, 2019 Corporate and Administrative Services Committee meeting a Proposed Initiative was presented for the replacement of the second phase of the remediation of the sand filter at Woodcreek (Function 382).

Staff is awaiting the results of the engineering phase of this project (Q2/Q3 2020) before it can confirm the scope, required funding and potential funding options for the construction phase of this project. Staff will bring forward a report with the results of the engineering phase as well and proposed next steps for the construction phase in 2020.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
Square Bay Wastewater Treatment Plant [387]					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 7,730	\$ 7,730	\$ 7,730	\$ 7,730	\$ 7,730
Closing Balance in Reserve	\$ 7,730	\$ 7,730	\$ 7,730	\$ 7,730	\$ 7,730

Five-Year Operating Reserve Plan (or longer, if applicable)					
Square Bay Wastewater Treatment Plant [387]					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 82,649	\$ 57,649	\$ 57,649	\$ 57,649	\$ 57,649
2020 Budget Proposal	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 57,649	\$ 57,649	\$ 57,649	\$ 57,649	\$ 57,649

Reviewed by:			
Manager		Finance	X – B. Wing
GM	X- R. Rosenboom	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Allen Whittleton, Chief Building Official

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [520] BUILDING INSPECTION

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [520] Building Inspection be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A BUSINESS CONTINUITY (Mandatory)

1	<i>Function Number – Project Name:</i>	[520] Building Division Unit #440 Vehicle Replacement.
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, SIGD
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Capital Reserve
	<i>Asset Management Plan Implications:</i>	Vehicle conditions and replacement schedules are reviewed annually by the fleet maintenance supervisor.

	<i>Rationale / Service Impacts:</i>	<p>It is recommended that the Building Division vehicle unit #440 be replaced in 2020.</p> <p>Mileage: 320,000 kms.</p> <p>The Building Division requires reliable vehicles to provide inspection services. Unit #440 is a 2009 Ford Escape with more than 320,000 kilometers and is near the end of its functional life.</p>
	<i>Climate Action Impact</i>	<p>An attempt will be made to purchase a replacement vehicle that meets the needs of the Department that reduces our GHG emissions. An electric or hybrid vehicle will be a priority. An electric vehicle would avoid approximately 8 tonnes of CO₂e per year that would be associated with a Ford Escape.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>Studies suggest total cost of ownership for electric vehicles is typically 25% lower than for fossil fuel counterparts over an 8 to 16 year service life.</p>

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 67,439	\$ 23,439	\$ 29,439	\$ 35,439	\$ 41,439
Contributions Surplus	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Replacement	-\$ 50,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 23,439	\$ 29,439	\$ 35,439	\$ 41,439	\$ 47,439

Reviewed by:			
Manager	X – A. Whittleton	Finance	X – B. Wing
GM	X - I. Hall	Legislative	
I/CAO	X -	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Ken Robinson, Manager, Facility Services and Parks

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [313] BUILDING MAINTENANCE

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [313] Building Maintenance be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

1	<i>Function Number – Project Name:</i>	[313] – Facility Services and Parks – Building Maintenance Vehicle
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$25,000 capital expenditure \$6,000 increase base operating budget (pro-rated at \$1,500 in 2020)

	<i>Funding Source(s):</i>	<p>MFA 5-Year Equipment Financial Loan</p> <ul style="list-style-type: none"> • \$5,320 annual debt servicing cost for five years funded through internal recoveries. • \$6,000 base budget increase for operating costs funded through internal recoveries.
	<i>Asset Management Plan Implications:</i>	<p>An additional vehicle asset would be added to the inventory. End of life replacement for this used vehicle is estimated at 2027. There is currently no asset management plan for function 313.</p>
	<i>Rationale / Service Impacts:</i>	<p>Purchase used, light duty truck for travel to worksites, transport of tools and materials. There is currently one vehicle (cube van) serving up to three field staff for this service. Staff routinely work at separate worksites. Worksites are located in various locations from Egmont Fire Hall in the north to Hillside Industrial Park in the south.</p> <p>Staff currently attempt to source out vehicles from other areas within the SCRD when possible, or use personal vehicles when required. In some cases work is rescheduled or delayed due to transportation constraints.</p>
	<i>Climate Action Impact</i>	<p>Selection of a used, right-sized vehicle is currently the most fuel and resource efficient solution to this business need.</p> <p>Availability of a lighter-duty vehicle may reduce distance needing to be travelled by the larger cube van which would result in reduced fuel consumption and CO2 emissions.</p>

	<p><i>Life Cycle Cost Breakdown</i></p>	<p>Estimate annual operating cost (increase to base budget):</p> <ul style="list-style-type: none"> • \$6,000 per year for maintenance, fuel and vehicle insurance. This amount will be pro-rated at \$1,500 for 2020 based on estimate delivery. <p>End of Life Replacement is estimated in 2027:</p> <ul style="list-style-type: none"> • \$60,000 (New Replacement) • \$35,000 (Used Replacement) <p>The vehicle would be disposed of (typically by auction) at the end of useful life, with nominal value returned to SCRD.</p>
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Reviewed by:			
Manager	X - K. Robinson	Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Ken Robinson, Manager, Facility Services and Parks

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [615] COMMUNITY RECREATION FACILITIES

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [615] Community Recreation Facilities be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Regulatory Compliance

1	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities - Sunshine Coast Arena (SCA) Refrigeration Plant Regulatory Items
	<i>Areas Affected (A-F, Regional, Islands):</i>	DoS
	<i>2020 Funding Required:</i>	\$13,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable
	<i>Rationale / Service Impacts:</i>	Install additional ammonia detector in SCA compressor room and complete engineering design work and development of scope of work for ammonia relief vent stack extension.

		These are new Technical Safety BC orders and are not related to previous regulatory work completed.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	No operating cost. 5 – 7 year replacement cycle for additional ammonia detector = \$1,500 annual replacement contribution.

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

2	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities - Gibsons and District Aquatic Facility - Critical Capital Components
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	ToG
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Not Applicable. Spare parts are to be used in case of equipment failures. The planned equipment replacement schedule is not impacted by the purchasing of spares.
	<i>Rationale / Service Impacts:</i>	Several critical main pool system components have substantial lead times for ordering (made to order) which would result in extended closures (3-6 months) if components were to fail. Having replacement parts in inventory mitigates risk of extended closures. Spare parts recommended are the main pool heat exchanger, heat exchanger storage tank, heat exchanger controls and boiler circulation pumps. Note:

		Spare heat exchangers for rain pool and hot tub (additional \$20,000) are not in inventory but not included here due to reduced impacts on the facility if these amenities were closed.
	<i>Climate Action Impact</i>	Timely replacement of critical components may preserve heat energy in pool water and reduce energy use/costs.
	<i>Life Cycle Cost Breakdown</i>	Avoiding prolonged breakdown/closure could reduce service interruption costs and revenue loss.

B BOARD STRATEGIC AND CORPORATE GOALS

3	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Future Planning Further information on this item will be brought forward to Round 2.
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F (Except F Islands), ToG, DoS, SIGD
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	TBD
	<i>Asset Management Plan Implications:</i>	Regular review of facilities is part of asset management planning. A review of legacy facilities is included as a recommendation in the Parks and Recreation Master Plan.
	<i>Rationale / Service Impacts:</i>	Further information to be brought forward to Round 2.
	<i>Climate Action Impact</i>	Further information to be brought forward to Round 2.
	<i>Life Cycle Cost Breakdown</i>	Further information to be brought forward to Round 2.

D OTHER or NOT CURRENTLY CLASSIFIED

4	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities - Capital - Classified as "non-critical" in Asset Management Plan
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	DoS
	<i>2020 Funding Required:</i>	\$166,500
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>The Recreation Capital Plan provides annual funding to support end-of-life replacement of “critical” building components (those related to keeping the building safe and open) only.</p> <p>Some items, essential to operating the buildings as recreation centres, are not funded. These items are included in the asset management plan as unfunded items.</p> <p>Replacement of these items is a service level decision.</p>
	<i>Rationale / Service Impacts:</i>	<p>Several non-critical (defined as not required to keep building open) capital items have reached the end of their service life and will impact service levels at the recreation facilities if not replaced.</p> <p>Items are:</p> <ol style="list-style-type: none"> 1. Sunshine Coast Arena parking lot lighting \$15,000. 2. Sechelt Aquatic Centre diving board \$28,600. 3. Sechelt Aquatic Centre sound baffles \$122,900. <p>SCA parking lot light fixtures are obsolete, replacement parts are costly and increasingly difficult to source. Current lighting is not dark sky compliant or energy efficient.</p>

		<p>SAC diving board is reaching end of recommended service life and will be taken out of service if not replaced in 2020. Staff have replaced numerous smaller individual components, performed annual maintenance and resurfacing of the diving board over the past years to maximize the life of the diving board and maintain a safe condition.</p> <p>SAC sound baffles were installed with hanging wires that are beginning to fail. Hangers require replacement or baffles will need to be removed so they do not pose a risk to staff and patron safety. Removal of the sound baffles would have a negative impact on the acoustics of the facility rendering the facility unusable for most aquatic programs and degrade user experience. A major portion of the expense to replace the hanging wires for the sound baffles is to gain access to the wires in the ceiling space of the facility over the pools. The current sound baffles while functional are showing their age and should be replaced. For cost efficiency and overall project value the hanging wires and sound baffle replacement should be done concurrently.</p>
	<i>Climate Action Impact</i>	Replacing existing obsolete SCA parking lot lighting with modern LED lighting will result in reduced energy needs for parking lot lighting
	<i>Life Cycle Cost Breakdown</i>	<p>It is unlikely the SCA parking lot lighting will need another lifecycle replacement during the remaining serviceable life of the facility due to the age of the facility. Average annual maintenance costs for the parking lot lighting are estimated to be under \$500 per year.</p> <p>The SAC diving board will likely require end of life replacement again in 2030. Average annual maintenance costs for</p>

		<p>the diving board are \$1,000-\$1,500 per year.</p> <p>SAC sound baffles and hangers will likely require end of life replacement again in 2035 which could possibly be extended to 2040 with the use of fade resistant fabrics in the baffles and plastic coated corrosion resistant hanger materials.</p>
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Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$1,057,035	\$1,290,935	\$1,170,331	\$1,288,225	\$ 488,525
Annual Contribution	\$ 754,800	\$ 769,896	\$ 785,294	\$ 801,000	\$ 817,020
Capital Renewal Projects	-\$ 520,900	-\$ 890,500	-\$ 667,400	-\$1,600,700	-\$1,593,200
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$1,290,935	\$1,170,331	\$1,288,225	\$ 488,525	-\$ 287,655

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 130,905	\$ 130,905	\$ 130,905	\$ 130,905	\$ 130,905
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 130,905	\$ 130,905	\$ 130,905	\$ 130,905	\$ 130,905

Reviewed by:			
Manager	X - K. Robinson	Finance	X – B. Wing
GM	X – I. Hall	Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Deb Cole, Manager, Pender Harbour Aquatic and Fitness Centre

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [625] PENDER HARBOUR AQUATIC AND FITNESS CENTRE

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [625] Pender Harbour Aquatic and Fitness Centre be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals – Categorized Mandatory

MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	[625] Replacement of Main Pool Circulation Pump and 3 filters.
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$30,420 Main pool circulation pump: \$19,500 3 filters: \$10,920
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	Aligned with SCRD's Asset Management plan, an updated facility level asset management plan and associated capital plan is being developed.
	<i>Rationale / Service Impacts:</i>	The main pool circulation pump has reached end of service and in need of replacement. All 3 filters for the main

		pool have also reached end of service life and in need of replacement.
	<i>Climate Action Impact</i>	No impacts anticipated. Energy efficiency is considered when replacing electrical equipment.
	<i>Life Cycle Cost Breakdown</i>	Operation is funded as part of overall facility utility costs. Replacement is required on a multi-year cycle and will be planned for in the asset management plan being developed.

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

2	<i>Function Number – Project Name:</i>	[625] Spare circulation pump purchase for both the hot tub jet and main pool systems.
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$17,450 \$8,450 Main Pool Pump \$9,000 Hot tub jet circulation pump
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	Aligned with SCRD's Asset Management plan, an updated facility level asset management plan and associated capital plan is being developed.
	<i>Rationale / Service Impacts:</i>	In the event of a pump failure there would be minimal interruption to service if a spare pump was available.
	<i>Climate Action Impact</i>	No impact.
	<i>Life Cycle Cost Breakdown</i>	Spares remain in inventory without operating costs associated until needed.

C LOW COST, HIGH VALUE

3	<i>Function Number – Project Name:</i>	[625] Increase of annual contribution to gym equipment replacement plan
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$2,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Aligned with the SCRD's Asset Management Plan the annual gym equipment replacement plan assures continued service levels.
	<i>Rationale / Service Impacts:</i>	Currently the annual contribution is \$8,000. The upcoming pieces of equipment in need of replacement over the next 5 years will be the cardio equipment which comes with a higher cost as compared to the weight stations. Increasing the budget will provide for these equipment purchases and include considerations of industry inflation.
	<i>Climate Action Impact</i>	None anticipated. Energy efficiency is considered when replacing electrical equipment.
	<i>Life Cycle Cost Breakdown</i>	Gym equipment is maintained through a service contract. At end of life equipment is typically disposed of through an auction process.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 67,567	\$ 34,697	\$ 49,697	\$ 64,697	\$ 79,697
Annual Contributions	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000
BP # 1	-\$ 30,420				
BP #2	-\$ 17,450	\$ -	\$ -	\$ -	\$ -
Annual Gym Equipment	-\$ 8,000	-\$ 8,000	-\$ 8,000	-\$ 8,000	-\$ 8,000
Closing Balance in Reserve	\$ 34,697	\$ 49,697	\$ 64,697	\$ 79,697	\$ 94,697

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Kevin Clarkson, Parks Superintendent

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [650] COMMUNITY PARKS

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [650] Community Parks be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

1	<i>Function Number – Project Name:</i>	[650] Community Parks - Service Contract Value Adjustments - Inflation and Climate Change – Increase to Base Budget
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A,B,D,E,F
	<i>2020 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Development of an asset management plan for Parks is underway. Service contracts are essential to maintaining park assets.
	<i>Rationale / Service Impacts:</i>	Parks relies of contracted services for caretaking (halls), tree management, some specialty trades and on supplies

		<p>such as fuel and lumber. The parks operating budget has been static for a number of years; an increase will protect service levels.</p> <p>Climate change with more frequent and longer drought and more variable or extreme winter weather has resulted in increased costs for managing hazardous trees and associated damage in parks.</p>
	<i>Climate Action Impact</i>	Climate change means that Parks must deal with the requirements of changing forests including more vulnerable trees in park use areas and park-residential interface areas. Extra resources equate to the ability to respond to hazard tree mitigation requirements in a timely manner and will enhance capacity to incorporate climate resiliency and adaptive management into vegetation management practices.
	<i>Life Cycle Cost Breakdown</i>	N/A

2	<i>Function Number – Project Name:</i>	[650] Community Parks – New Service Contracts – Increase to Base Budget
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A and F
	<i>2020 Funding Required:</i>	\$13,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>Additional contracts for professional levels of infrastructure and asset maintenance services help ensure regular upkeep of highly-used and line-of-sight amenities like roads, community halls, water systems, etc. Additional contracts for regularly required maintenance and parks services equates to longer lasting assets and infrastructure.</p>
	<i>Rationale / Service Impacts:</i>	New contracts to maintain service levels: Grantham's Hall caretaking, testing/maintenance requirements for

		<p>Katherine Lake Campground and Lions Field drinking water systems. Ongoing/annual costs.</p> <p>Contracts required are for services beginning in 2020, related to safety management, user experience, climate resiliency and asset/infrastructure maintenance. Contracts will ensure our facilities are up kept and inspected regularly.</p>
	<i>Climate Action Impact</i>	No direct impact.
	<i>Life Cycle Cost Breakdown</i>	N/A

3	<i>Function Number – Project Name:</i>	[650] Parks Building (Partial replacement/upgrade)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$300,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>This project will improve existing or construct new assets, which will be included in the asset management plan.</p>
	<i>Rationale / Service Impacts:</i>	<p>Aligned with (draft) SCRD Space Plan, this project would seek to address staff space and storage space needs for the Parks service at Mason Road Yard.</p> <p>The existing workspace is inadequate for current and future requirements. Major challenges include insufficient work stations, inadequate storage capacity, conflicting workflow and site layout patterns, building deterioration concerns.</p> <p>The project would involve:</p> <ol style="list-style-type: none"> 1. Assessment of potential to reuse/rehabilitate existing structures;

		<p>2. Development of a plan for improvement, based on functional Space Plan;</p> <p>3. Implementation of improvements.</p>
	<i>Climate Action Impact</i>	Overall energy efficiency will be considered; the project is a suitable candidate for solar or heat pump deployment. Improving/being thoughtful about design of conditioned spaces may result in net energy savings.
	<i>Life Cycle Cost Breakdown</i>	To be determined through planning. In light of 10-year space plan goals, leasing options will be considered.

4	<i>Function Number – Project Name:</i>	[650] Community Parks - Establishment of a Parks Capital Budget – Increase to Base Budget
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>Projects undertaken through this initiative would relate to existing core assets only, and work would focus on maximizing useful life/value to community.</p>
	<i>Rationale / Service Impacts:</i>	<p>Development of an asset management plan for SCRD Parks is planned to maintain service continuity.</p> <p>Historically, the Parks division does not have ongoing capital funding to maintain assets. While a comprehensive plan is developed, staff recommend that a stepped approach to building toward sustainable asset management is applied. A modest capital budget can be used address (only) core existing infrastructure condition issues.</p>

		<p>No new assets would be developed; as that would be a service level change. 2020 priority projects include:</p> <ul style="list-style-type: none"> • Coopers Green Park boat ramp concrete repairs (\$35,000), • Katherine Lake campground water system repairs and upgrades (\$20,000), • parks flatbed trailer replacement (\$10,000), • picnic table and bench replacement (\$10,000), • Suncoaster trail Phase 1 signage replacement (\$5,000), • various repairs in community halls (\$10,000+). <p>Priority projects have been identified and evaluated against criteria such as risk/liability management, user experience and satisfaction, as well as the degree at which the project will benefit operational efficiency and effectiveness.</p> <p>A dedicated capital budget allows targeted resources to be allocated to specific tasks and improvements to infrastructure and operations. Strategically identifying and implementing priority fixes and upgrades equates to long term efficiencies and additional effectiveness in operations.</p>
	<p><i>Climate Action Impact</i></p>	<p>Parks-related issues resulting from longer, drier weather patterns and a changes in long-standing seasonal cycles are directly impacting parks service adaptability. These accumulating climate issues are already presenting a direct impact on resource allocation, prioritization and the availability of staff, as often they take budgetary precedent when they threaten public safety or property.</p>

		A proactive approach to planning and implementing an annual parks capital plan will assist in preventative maintenance and the effective allocation of available funding resources. Parks will therefore become more adaptable and resilient to emerging climate effects within the SCRD.
	<i>Life Cycle Cost Breakdown</i>	<p>Maximizing useful life of assets reduces the overall cost of operating the Parks service (assuming the same service level).</p> <p>Some projects within this initiative will have annual costs (e.g. trailer insurance) or will require future replacement (e.g. signage).</p>

5	<i>Function Number – Project Name:</i>	[650] Community Parks - Suncoaster Trail (Phase 2) Note: Staff are preparing additional information on this item, to be brought forward to a Committee prior to Round 2.
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$400,000
	<i>Funding Source(s):</i>	Grants (Approval of this project in the financial plan would be subject to obtaining grant funding)
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>Annual maintenance will be required to maximize the useful life of the trail and associated infrastructure (e.g. signage and bridges).</p> <p>In some cases, SCRD would be responsible for removal of infrastructure/returning lands to pre-trail condition if the trail was decommissioned.</p>

	<i>Rationale / Service Impacts:</i>	<p>Multi-year, phased and strategic approach to completion of Phase 2 of the Suncoaster Trail, based on the Final Trail Concept Design. Further information about phases and a supporting funding plan will be provided through the budget process.</p> <p>Service impacts for Parks will be influenced by the level of partnership, including grant support, that can be achieved and, over time, on the amount of use the trail receives.</p>
	<i>Climate Action Impact</i>	<p>Providing alternatives to vehicle transportation is essential to promoting regular active transportation. With accessible alternative travel options, less vehicle trips are logged on the coast (especially short community/local trips), which equates to less GHG emissions and a healthier, active population.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>Properly built trail infrastructure invites increased levels of usage and subsequent asset deterioration.</p> <p>Recurring costs related to regionally significant recreational trails approximate that 5-15% of total initial project investment should be planned and allocated on a 3-5 year cycle for ongoing maintenance and upgrade requirements.</p> <p>Once constructed, an annual maintenance budget of \$4,000-\$20,000/year will be required to maintain the trail.</p> <p>Costs can be offset through collaborative, leveraged volunteer and community partnership effort.</p>

6	<i>Function Number – Project Name:</i>	[650] Community Parks - Sports Field Equipment - Deep Aerator
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$60,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>Estimated useful life for an aerator is 10-15 years if regular equipment maintenance is completed.</p>
	<i>Rationale / Service Impacts:</i>	<p>This initiative would purchase specialized turf management equipment; estimated simple payback of less than 6 years (versus buying in service from lower mainland) with potential benefit to all Sunshine Coast fields (a cost-recovery process would need to be developed).</p> <p>More frequent deep aeration can help to address drainage challenges resulting in better playing surface. Equipment is anticipated to extend life of Cliff Gilker field. It also provides an ability to target critical compaction zones, layers, and organic matter accumulation, target beneficial timing for users under expected unfavorable weather patterns, and incorporate inter-seeding of drought tolerant species.</p> <p>Aligns with past consultant advice.</p>
	<i>Climate Action Impact</i>	Current sports field deep aeration services are contracted to off-coast service providers. Maintaining our own equipment negates unnecessary travel costs and emissions. As well, if adaptively managed, aeration will promote the conservation of inputs like fertilizers and wetting agents and promote greener fields which contribute to regional carbon sequestration.
	<i>Life Cycle Cost Breakdown</i>	Existing contracted services for deep aeration on SCRD sports fields

		<p>approximate \$15,000 annually. With an equipment purchase cost of \$60,000, the original asset purchase price is recovered in an estimated 4-6 years.</p> <p>Any equipment use after this timeframe serves to save the SCRD budget by at least \$15,000 annually, minus the costs for staff time, maintenance and upkeep.</p> <p>Typically, tractor mounted turf aerators are powered by a series of PTO, driveshaft, gearbox and drive belt. They come with some sealed bearings that do not require maintenance for the life of the bearing, but there are multiple grease nipples that must be maintained per maintenance schedule. A typical annual maintenance cycle will include in-house costs associated with checking belt tensions, greasing bearings and bushings, checking gearbox lubrication, checking torque of coring head fasteners, inspecting and replacing bearings as needed, re-painting, removing and cleaning tines and removing all debris. These recurring and scheduled annual costs are intended to be coordinated through divisional charge-out with Fleet maintenance (as per all other parks machinery and equipment) and can be estimated to total approximately \$1000-\$1500 annually. As per usual, following regimented in-house maintenance procedures will help with asset longevity and equipment preservation; keeping larger maintenance and replacement costs minimal over the anticipated asset lifecycle.</p> <p>SCRD Parks currently operates a total of 5 playing field pitches, with the addition of ball diamond turfs, sidelines and end lines. All this equates to approximately 500,000 sq. ft. of sport turf. Staff time to operate the machinery is anticipated at 2-3 hours/pitch (conditions dependent), but it should be noted that staff time spent on delivering proper aeration on a recurring basis will create efficiencies in other areas of field maintenance</p>
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		<p>procedures. For example, significantly less time will be required to deal with pooling water and the fertilization of grass on regularly aerated surfaces.</p> <p>In addition, multiple tine and turf guard configurations can be purchased to target the type of aeration required. Other accessories also exist (i.e. windrow attachments and core processors). Any significant accessory purchases required will be brought forward for budgetary considerations prior to purchase.</p> <p>The aerator would be disposed of at the end of useful life (typically through auction), with nominal value returned to SCRD.</p>
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7	<i>Function Number – Project Name:</i>	[650] Sports Field Replacement / Upgrades – Shirley Macey
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	F
	<i>2020 Funding Required:</i>	TBD
	<i>Funding Source(s):</i>	TBD
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>This project will improve existing or construct new assets, which will be included in the asset management plan.</p>
	<i>Rationale / Service Impacts:</i>	<p>Staff have done subsequent work with the Better Fields Committee and will be convening a regional sports fields discussion in January 2020.</p> <p>Further information will follow.</p>
	<i>Climate Action Impact</i>	TBD
	<i>Life Cycle Cost Breakdown</i>	TBD

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 407,387	\$ 104,887	\$ 162,387	\$ 219,887	\$ 277,387
Contributions Surplus	\$ 57,500	\$ 57,500	\$ 57,500	\$ 57,500	\$ 57,500
BP #3	-\$ 300,000	\$ -	\$ -	\$ -	\$ -
BP #6	-\$ 60,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 104,887	\$ 162,387	\$ 219,887	\$ 277,387	\$ 334,887

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 173,459	\$ 173,459	\$ 173,459	\$ 173,459	\$ 173,459
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 173,459	\$ 173,459	\$ 173,459	\$ 173,459	\$ 173,459

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Kevin Clarkson, Parks Superintendent

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [680] DAKOTA RIDGE

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [680] Dakota Ridge be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

1	<i>Function Number – Project Name:</i>	[680] Dakota Ridge Recreation Service Area - Service Contract Value Adjustments – Increase to Base Budget
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional (A, B, D, E, F)
	<i>2020 Funding Required:</i>	\$5,100
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	There is no asset management plan established for Dakota Ridge. Regular maintenance can avoid more costly major reconstruction work.

	<i>Rationale / Service Impacts:</i>	<p>SCRD holds a road permit for a portion of the Dakota Forest Service Road leading to Dakota Ridge Winter Recreation Area. SCRД is responsible for regular maintenance of the road (grading and drainage) and provides seasonal snow clearing.</p> <p>A road maintenance and snow clearing contract is essential to the operation of the winter recreation area, as public access is dependent on FSR road conditions.</p> <p>The 2019 value of this contract was \$65,000 annually (upset, based on service required, which depends on snowfall and road maintenance requirements). As noted to the Board during the contract award process, the cost of service has increased over recent years roughly in line with inflation.</p> <p>Presenting budget trends is challenging given the variable/weather-driven nature of the service provide.</p> <p>As staff cannot purchase more service than is budgeted, a potential consequence of not proceeding with the change would be that service would be constrained (e.g. snow plowing not ordered), which would have the effect of delaying opening/early closing of the Recreation Area.</p>
	<i>Climate Action Impact</i>	<p>Proposal would maintain current service level; no increase to associated emissions is anticipated.</p> <p>Demands for pre-season and in-season road maintenance may increase due to more variable or extreme weather.</p>
	<i>Life Cycle Cost Breakdown</i>	Not applicable.

2	<i>Function Number – Project Name:</i>	[680] Dakota Ridge Recreation Service Area – PistenBully Track Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional (A, B, D, E, F)
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	<p>No asset management plan is in place for Dakota Ridge at the current time.</p> <p>The PistenBully is the main/only heavy snow grooming equipment at Dakota Ridge and is a key asset for the service.</p>
	<i>Rationale / Service Impacts:</i>	<p>Required replacement for tracks on primary ski groomer which are in unsatisfactory condition for operation (one) and at end of life and in need of replacement to prevent in-service failure (all others).</p> <p>The PistenBully is the largest grooming equipment at Dakota Ridge, with supplemental grooming done by snowmobiles/draggs. Keeping the PistenBully in service is necessary to having trails open.</p>
	<i>Climate Action Impact</i>	No impact.
	<i>Life Cycle Cost Breakdown</i>	<p>There will be minimal regular maintenance costs, mostly associated with regular upkeep and alignment of aluminum working parts for tracks once installed. The major rubber portions of the tracks themselves rarely need additional maintenance with regular intended use. All indications are that new tracks are expected to last until the end of the PistenBully's service life, as the current tracks that require replacement lasted in excess of 15 years with very minimal service.</p> <p>The PistenBully currently sits at 3,600 hours of use, with an anticipated 5,000 hour useful life (beyond which</p>

		<p>maintenance costs are expected to increase).</p> <p>Each year, groomers put approximately 400 hours of use on the PistenBully, which equates to an anticipated 3-4 years of useable life left in the asset before operating costs begin to rise dramatically.</p> <p>Planning for replacement of Dakota Ridge assets will be considered in future asset management planning.</p>
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C LOW COST, HIGH VALUE

3	<i>Function Number – Project Name:</i>	[680] Dakota Ridge Recreation Service Area - One-Time Minor Capital - Upgrades and Renewal
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional (A,B,D,E,F)
	<i>2020 Funding Required:</i>	\$33,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	No asset management plan is in place for Dakota Ridge at the current time.
	<i>Rationale / Service Impacts:</i>	<p>It has been several years since SCRD has invested in this service. To respond to growth in programming and adapt to changing climate (icier, more freeze thaw), minor investments are recommended: visitor entry stairs, update entry kiosk, construct covered entrance to warming hut, procure new grooming drag, roof replacement on storage container, and a new pass printer.</p> <p>The recommended minor capital upgrades and renewals reflect the priorities over the full range of assets, properties and infrastructure. The recommendations are comprised of a 2019 inventory review and assessment, performed from an internal operations level and represent investments required to sustain service levels, manage risk and liability concerns, support</p>

		volunteerism, increase operational efficiency and enhance user experience and satisfaction.
	<i>Climate Action Impact</i>	<p>The proposed new grooming drag could reduce use of the PistenBully, which would both reduce fleet emissions and also extend the life of the PistenBully.</p> <p>Estimates are that each day the Piston Bully is in operation, about 100L of fuel is consumed. A grooming drag pulled behind our snowmobile or tracked UTV would use about half of the fuel for an equivalent distance of grooming.</p> <p>Quantifying impacts is not possible due to the variable nature of grooming requirements (driven by snowfall pattern, temperature and level of trail use).</p>
	<i>Life Cycle Cost Breakdown</i>	<p>In general, these identified minor capital upgrades and renewals can be segregated into 3 separate categories; Asset Upgrades, Materials and Equipment Purchases, and Priority Operational Projects.</p> <p>Asset upgrades (signage, stairs and covered warming hut vestibule/entrance) are anticipated to be constructed to high-quality recreational industry standard, and as such have significant life expectancy (greater than 10 years) and require minimal maintenance.</p> <p>Materials and equipment purchases (grooming drag, replacement storage roof and new seasons pass printer) are anticipated to increase user satisfaction, streamline service delivery, increase revenue generation for the service, and provide significant operational efficiencies. These purchases will also extend the life of our existing equipment, as new equipment used will reduce strain on the existing. As well, a new storage roof structure will ensure our assets are protected properly year round and minimize unforeseen replacement costs in the future.</p>

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 223,569	\$ 165,069	\$ 165,069	\$ 165,069	\$ 165,069
PistenBully track	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
One-time minor capital	-\$ 33,500	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 165,069	\$ 165,069	\$ 165,069	\$ 165,069	\$ 165,069

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Dave Pady, Manager, Planning and Development

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [500] REGIONAL PLANNING

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [500] Regional Planning be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

B- BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	[500] – Regional Housing Conference Partnership
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation, possible grant
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The Sunshine Coast is experiencing a housing crisis. Through a partnership with the Sunshine Coast Affordable Housing Society, SCRD would directly invest in components of a regional

		conference planned for fall 2020 aimed at building local solutions and capacity to housing needs. Funding could be used to support travel for expert speakers, for example. Although specifics are to be determined, staff have met with SCAHS and identified ways SCRD can have the greatest positive impact for a conference.
	<i>Climate Action Impact</i>	Unknown. Improved utilization, maintenance and efficiency of existing buildings can offset the need for new construction. One area SCRD can support at the conference would be green retrofits aimed at making housing more affordable.
	<i>Life Cycle Cost Breakdown</i>	One-time initiative without maintenance or disposal costs.

Financial Implications

Five-Year Operating Reserve Plan (Regional Planning)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 71,848	\$ 71,848	\$ 71,848	\$ 71,848	\$ 71,848
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 71,848	\$ 71,848	\$ 71,848	\$ 71,848	\$ 71,848

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Ian Hall, General Manager, Planning and Community Development

SUBJECT: **2020 R1 BUDGET PROPOSAL FOR [310] PUBLIC TRANSIT, [312] MAINTENANCE FACILITY (FLEET), [650] COMMUNITY PARKS AND [370] REGIONAL WATER SERVICE [370]**

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [310] Public Transit, [312] Maintenance Facility (Fleet), [650] Community Parks and [370] Regional Water Service [370] be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

1	<i>Function Number – Project Name:</i>	[310, 312, 650, 370] – Replacement of Mason Road Gate
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	\$30,000 cost shared as follows: <ul style="list-style-type: none"> • [310] Transit - \$6,000 • [312] Fleet Maintenance - \$6,000 • [650] Community Parks - \$4,000 • [370] Regional Water Service - \$14,000

	<i>Funding Source(s):</i>	Operating Reserves [310] Capital Reserves [312, 650, 370]
	<i>Asset Management Plan Implications:</i>	Existing gate asset will be removed from asset inventory and new gate will be amortized over an expected useful life. No organizational asset management plan for this asset type exists at this time.
	<i>Rationale / Service Impacts:</i>	The automated entrance gate to the yard from Mason Road provides site security and traffic flow management. The gate has reached the end of useful life and is in frequent need of repair. During the gate break downs the gate is left open for extended periods increasing security concerns.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual Operation and Maintenance expenditures related to this new asset are minimal and can be funded with existing operating budget funds within each department.

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
Interim CAO		Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – December 5/6, 2019

AUTHOR: Ian Hall, General Manager, Planning and Community Development
Remko Rosenboom, General Manager, Infrastructure Services

SUBJECT: 2020 R1 BUDGET PROPOSAL FOR [136] REGIONAL SUSTAINABILITY SERVICES

RECOMMENDATION(S)

THAT the report titled 2020 R1 Budget Proposal for [136] Regional Sustainability Services be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget. At 2019 Budget debrief the Board requested information on Categorized Mandatory Projects which have in previous years been included in base budget, these projects are reviewed and rated as required due to Imminent Asset Failure, Regulatory Compliance, and Safety Requirement. Other requests are presented for the Board's consideration under the following categories: Business Continuity, Board Strategic and Corporate Goals, Low Cost / High Value, and Other / Not Currently Classified.

DISCUSSION

2020 R1 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	[136] – Community Emissions Analysis
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$150,000 (see note below)
	<i>Funding Source(s):</i>	Taxation (possible grant funding)
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Strategic plan priorities related to Climate Change and Resilience include, as a near-term action, analysis of community greenhouse gas emissions. This analysis will guide many/most of the mitigation strategies that might be

		<p>undertaken by SCRD or through community partnerships.</p> <p>Note about scale/scope and funding:</p> <p>The above mentioned funding required describes a holistic inventory and model following the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories. The model would include recommended actions for reaching low carbon scenarios.</p> <p>A simplified inventory could be undertaken at lower cost. Research is required to determine preferred/recommended value-for-money approach. A future report will outline options in greater detail for the Board's consideration.</p>
	<i>Climate Action Impact</i>	Project may involve some consultant travel. Outcomes generally assumed to have beneficial result on climate action.
	<i>Life Cycle Cost Breakdown</i>	An inventory would be a point-in-time picture of emissions in the region. Repeating analysis on a regular, multi-year cycle is advisable. Staff can provide further recommendations relating to an inventory business practice as part of developing an initial inventory.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 54,093	\$ 54,093	\$ 54,093	\$ 54,093	\$ 54,093
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Projects	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 54,093	\$ 54,093	\$ 54,093	\$ 54,093	\$ 54,093

Reviewed by:			
Manager		Finance	X – B. Wing
GM		Legislative	
CAO		Other	