



## **SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE**

### **Round 1 Budget Meetings**

**Monday, February 4, 2019**  
**SCRD Boardroom, 1975 Field Road, Sechelt, B.C.**

## **AGENDA**

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**CALL TO ORDER**      9:30 a.m.

### **AGENDA**

1. Adoption of Agenda

### **PRESENTATIONS AND DELEGATIONS**

### **REPORTS**

- |  |                       |
|--|-----------------------|
| 2. Chief Administrative Officer – 2019 Budget Introduction   | VERBAL                |
| 3. General Manager, Corporate Services / Chief Financial Officer<br>2019-2023 Financial Plan Overview and Update at Round 1<br><b>(Voting – All Directors)</b>                             | Annex A<br>Pages 1-12 |
| 4. General Manager, Corporate Services / Chief Financial Officer<br>2019 BC Assessment Impacts<br><b>(Voting – All Directors)</b>  | Annex B<br>pp. 13-17  |
| 5. Senior Manager, Administration and Legislative Services<br>2019 Round 1 Budget Proposal [110] General Government<br><b>(Voting – All Directors)</b>                                     | Annex C<br>pp. 18-20  |
| 6. General Manager, Corporate Services / Chief Financial Officer<br>2019 Round 1 Budget Proposal for Finance [113] – Asset<br>Management Function [111]<br><b>(Voting – All Directors)</b> | Annex D<br>pp. 21-23  |
| 7. General Manager, Corporate Services / Chief Financial Officer<br>SCRD Asset Management Program<br><b>(Voting – All Directors)</b>   | Annex E<br>pp. 24-35  |
| 8. Senior Manager, Human Resources<br>2019 Round 1 Budget Proposal [115] Human Resources<br><b>(Voting – All Directors)</b>  | Annex F<br>pp. 36-37  |

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|---|------------------------------|
| <p><b>9.</b> Manager, Purchasing and Risk Management<br/>2019 Round 1 Budget Proposal for Finance [113] – Purchasing<br/>and Risk Management Function [116]<br/><b>(Voting – All Directors)</b></p>   | <p>Annex G<br/>pp. 38-39</p> |
| <p><b>10.</b> Senior Manager, Administration and Legislative Services<br/>2019 Round 1 Budget Proposal [200] Bylaw Enforcement<br/><b>(Voting – A, B, D, E, F, SIGD)</b></p>  | <p>Annex H<br/>pp. 40-41</p> |
| <p><b>11.</b> Senior Manager, Administration and Legislative Services<br/>Potential Weekend Bylaw Enforcement Coverage<br/><b>(Voting – A, B, D, E, F, SIGD)</b></p>  | <p>Annex I<br/>pp. 42-44</p> |
| <p><b>12.</b> Chief Administrative Officer<br/>2019 R1 Budget Proposal for Protective Services for [210]<br/>(Gibsons and District Fire Protection (FP)), [212] (Roberts Creek<br/>FP), [216] (Halfmoon Bay FP) and [218] (Egmont FP)<br/><b>(Voting – Various)</b></p> | <p>Annex J<br/>pp. 45-47</p> |
| <p><b>13.</b> Chief Administrative Officer<br/>2019 Round 1 Budget Proposal for [222] Sunshine Coast<br/>Emergency Planning<br/><b>(Voting – All Directors)</b></p>   | <p>Annex K<br/>pp. 48-50</p> |
| <p><b>14.</b> Manager, Transit and Fleet<br/>2019 Round 1 Budget Proposal for [312] Maintenance Facility<br/>(Fleet)<br/><b>(Voting – All Directors)</b></p>  | <p>Annex L<br/>pp. 51-52</p> |
| <p><b>15.</b> General Manager, Planning and Community Development<br/>2019 Round 1 Budget Proposal for [345] Ports Services<br/><b>(Voting – B, D, E, F)</b></p>  | <p>Annex M<br/>pp. 53-56</p> |
| <p><b>16.</b> General Manager, Infrastructure Services<br/>2019 Round 1 Budget Proposal for [350] Solid Waste<br/><b>(Voting – All Directors)</b></p>   | <p>Annex N<br/>pp. 57-60</p> |
| <p><b>17.</b> General Manager, Infrastructure Services and Manager, Utility<br/>Services<br/>2019 Round 1 Budget Proposal for [365] North Pender Harbour<br/>Water Service<br/><b>(Voting – A, SIGD)</b></p>  | <p>Annex O<br/>pp. 61-66</p> |

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|---|------------------------|
| <b>18.</b> General Manager, Infrastructure Services and Manager, Utility Services<br>2019 Round 1 Budget Proposal for [366] South Pender Harbour Water Service<br><b>(Voting – A)</b>   | Annex P<br>pp. 67-69   |
| <b>19.</b> General Manager, Infrastructure Services and Manager, Utility Services<br>2019 Round 1 Budget Proposal for [370] Regional Water Service<br><b>(Voting – A, B, D, E, F, DoS)</b>  | Annex Q<br>pp. 70-79   |
| <b>20.</b> General Manager, Infrastructure Services<br>Water Supply and Distribution Services – Regional Water<br><b>(Voting – A, B, D, E, F, DoS)</b>  | Annex R<br>pp. 80-82   |
| <b>21.</b> General Manager, Infrastructure Services<br>2019 Round 1 Budget Proposal for [381-395] Wastewater Treatment Services<br><b>(Voting – A, B, D, E, F)</b>  | Annex S<br>pp. 83-88   |
| <b>22.</b> General Manager, Infrastructure Services<br>Wastewater Treatment Facilities – Organizational Capacity<br><b>(Voting – A, B, D, E, F)</b>   | Annex T<br>pp. 89-91   |
| <b>23.</b> Chief Building Officer<br>2019 Round 1 Budget Proposal for [520] Building Inspection<br><b>(Voting – A, B, D, E, F, SIGD)</b>  | Annex U<br>pp. 92-93   |
| <b>24.</b> Manager, Pender Harbour Aquatic and Fitness Centre<br>2019 Round 1 Budget Proposal for [625] Pender Harbour Aquatic and Fitness Centre<br><b>(Voting – A)</b>  | Annex V<br>pp. 94-97   |
| <b>25.</b> Manager, Facility Services and Parks<br>2019 Round 1 Budget Proposal for [650] Community Parks – Operation<br><b>(Voting – A, B, D, E, F)</b>  | Annex W<br>pp. 98-100  |
| <b>26.</b> General Manager, Planning and Community Development<br>2019 Round 1 Budget Staff Report and Proposal for Community Parks [650] – Lower Road – Ocean Beach Esplanade Connector Trail<br><b>(Voting – A, B, D, E, F)</b> | Annex X<br>pp. 101-107 |
| <b>27.</b> General Manager, Planning and Community Development<br>2019 Round 1 Budget Proposal for [670] Regional Recreation<br><b>(Voting – All Directors)</b>   | Annex Y<br>pp. 108-109 |

**COMMUNICATIONS**

**NEW BUSINESS**

**IN CAMERA**

**ADJOURNMENT**

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Service Committee – February 4, 2019

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

**SUBJECT:** 2019 – 2023 FINANCIAL PLAN OVERVIEW AND UPDATE AT ROUND 1

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### RECOMMENDATION(S)

**THAT the report titled 2019-2023 Financial Plan Overview and Update at Round 1 be received.**

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### BACKGROUND

At the November 30, 2018 Special Corporate and Administrative Service Committee (CAS) meeting staff presented preliminary budgetary information on changes which may affect the upcoming 2019-2023 Financial Plan and is attached for reference (Attachment A). Impacts of assessment changes were not included as the information was not available from BC Assessment at that time.

The purpose of this report is to provide an update on the information provided during pre-budget with the inclusion of assessment changes, impact of including mandatory proposals (safety, imminent asset failure and regulatory compliance), update on user rates and parcel taxes, and any other items affecting the 2019-2023 Financial Plan.

### DISCUSSION

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

#### ***Assessments:***

On January 1, 2019 staff received the revised 2019 Assessment Roll from the BC Assessment Authority. A supplementary staff report is included in this agenda to provide the Committee with additional information on the impacts of the assessment changes.

#### ***Taxation:***

There are a few notable items aforementioned at the November 30, 2018 Pre-Budget deliberations impacting preliminary taxation for 2019. An updated summary going into Round 1 is as follows:

- Changes in assessments (above);
- Support Services impacts to taxing functions (see below);

- Collective agreement and exempt salaries and benefits-tax impact only-\$159,427
- Director remuneration to cover 1/3 tax exemption- \$20,163
- New Employer Health Tax-\$156,248;
- Increase in landfill closure and post-closure liability funding-\$125,000;
- Operational contract increases for 911 Fire Dispatch [220] recycling depots [350], Islands Clean up [350]; Ports maintenance [345]; Dakota Ridge snow clearing [680]- all totaling \$112,426;
- Pro-rated changes for Roberts Creek [212]- \$31,184, and Halfmoon Bay [216] Fire Chief roles-\$17,294;
- Increase for draft BC Transit Annual Operating Agreement [310]-\$57,289
- Rural grant-in-aid and economic development surplus/deficit amendments from 2018

There were several one-time projects in 2018 which were funded through taxation totaling \$180,700 which will drop off in the 2019 budget.

Projects carried forward from 2018 do not have any financial impact to the 2019 Budget.

During pre-budget deliberations, 16 mandatory proposals were requested and included into Round 1 Budget. Of these requests, four had taxation impacts in the amount of \$68,769 and related to Gibsons and District Volunteer Fire Department [210], Regional Solid Waste [350] and Community Recreation Facilities [615].

Therefore, preliminary overall taxation going into Round 1 of the 2019 budget has increased \$749,561 or 3.95% from 2018 approved budget. A detailed analysis is attached (Attachment B) **“2019 Round 1 Budget-Tax by Area Function”** which is also available online for the public.

<b>Area</b>	<b>Overall Increase/ (Decrease)</b>	<b>Overall Change in Dollars</b>	<b>Average Change- Residential Property Class</b>
A	1.92%	\$43,671	7.30%
B	5.86%	\$185,597	3.42%
D	5.65%	\$135,815	3.24%
E	5.20%	\$98,803	3.80%
F	<b>(-0.05%)</b>	<b>(\$1,543)</b>	2.73%
SIGD	0.46%	\$1,432	5.88%
DoS	5.48%	\$197,580	5.87%
ToG	3.84%	\$88,205	3.25%
<b>Total</b>	<b>3.95%</b>	<b>\$749,561</b>	

**Parcel Taxes, User Rates & Frontage Fees:**

Amendments to the 2019 Regional, North and South Pender Water services parcel taxes (P/T\*) and user rates (U/R\*\*) have now been approved through the various bylaws. Parcel Taxes for Pender Harbour Pool and Community Recreation have decreased slightly over 2018 which is the result of an increase in overall parcel allocation. The Rural Areas Refuse Collection rates and Wastewater user rates and frontage charges are to be determined (tbd) in February 2019. Preliminary rates and fees are as follows:

Type	Actual % Increase	2018 Rate	2019 Proposed 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	(-0.07%)	\$114.60 P/T	\$113.75 P/T	(-\$0.85)
PH Recreation	2.16%	\$24.96 P/T	\$25.50 P/T	\$0.54
Refuse Collection (Single Family Dwelling)		\$146.90	\$ tbd	
Waste Water Rates		Various	\$ tbd	

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

**Administrative Support:**

At the beginning of Round 1 Administrative Support increased by 3.90% (\$169,800) over 2018 (Attachment C). This amount reflects the increases related to the full year impact of new hires for IT (1.0 FTE- IT Support) and HR (0.6 FTE- Health and Safety Officer), as only ¾ of the positions were budgeted in 2018, as well as additional incremental capital funding for Information Technology (IT) in the amount of \$50,000 per year for five years. Support Services are covered by approximately 70% taxing functions and 30% from user fees and charges.

**Human Resources Plan:**

The Human Resources Plan (HR Plan) for 2019 includes 195.57 Full Time Equivalent (FTE) and in 2018, the FTE count was 195.65. The HR Plan summary is attached for reference (Attachment D).

### ***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 2019-2023 Financial Plan meetings will conclude February 5 with Round 2 scheduled for March 4 and 5, and final Financial Bylaw adoption scheduled for March 28, 2019.

### ***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.

For 2019, staff have prepared a new “*Budget Book*” which includes the detailed Financial Planning Documents. This is in an effort to make the information more transparent and accessible for the public. Since this is the first version, staff will be continuing to improve and expand on the information.

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

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

### **CONCLUSION**

The purpose of this report is to provide an update on items affecting the 2019-2023 Financial Plan subsequent to pre-budget deliberations heading into Round 1 Budget.

There are several items impacting preliminary taxation for 2019 which are as follows: changes in assessments; support services; collective agreement and exempt salaries and benefits; director remuneration to cover 1/3 tax exemption; new Employer Health Tax; increase in landfill closure and post-closure liability funding; operational contract increases for 911 Fire Dispatch [220] recycling depots [350], Islands Clean up [350]; Ports maintenance [345]; Dakota Ridge snow clearing [680]; Changes for Roberts Creek and Halfmoon Bay [216] Fire Chief roles;

Increase for draft BC Transit Annual Operating Agreement; rural grant-in-aid and economic development surplus/deficit amendments from 2018. Therefore, preliminary overall taxation going into Round 1 of the 2019 Budget has increased \$749,561 or 3.95% from 2018 approved budget.

Amendments to the 2019 Regional, North and South Pender Water services parcel taxes and user rates have now been approved through the various bylaws. Parcel Taxes for Pender Harbour Pool and Community Recreation have decreased slightly over 2018, and Refuse Collection and Wastewater rates are to be determined in February 2019.



The information provided is preliminary data before any impacts of decisions for the 2019 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.

Reviewed by:			
Manager		CFO/Finance	
GM		Legislative	
CAO	X-J. Loveys	Other	X-B. Wing

Attachments:

1. A-November 30, 2018-Staff Report to CAS- 2019-2023 Financial Plan Overview
2. B-2019 Preliminary Budget Taxation by Area and Function
3. C-2019 Administrative Support Summary
4. D-2019 Human Resources Plan Summary

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – November 29, 2018

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

**SUBJECT:** 2019-2023 FINANCIAL PLAN OVERVIEW

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### RECOMMENDATION(S)

**THAT the report titled 2019-2023 Financial Plan Overview be received.**

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### 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 SCRD's Financial Plan was presented at the November 22, 2018 Corporate and Administrative Services Committee (*2019-2023 Financial Plan Process and Timetable*).

Following the Budget adoption, a de-brief meeting is held with the Board. This is an opportunity for the Board to identify improvements to the process for the following year. At the April 26, 2018 Corporate and Administrative Services Committee, staff recommended changes for the 2018-2022 Financial Planning process which have been incorporated. The most significant impact for pre-budget is that mandatory proposals relating to safety, imminent asset failure, and regulatory compliance are incorporated into the pre-budget figures. Proposals relating to business continuity will still come to Round 1 (R1) Budget as they relate to maintaining or setting service level standards.

The purpose of this report is to present preliminary budgetary information on changes which may affect the upcoming budget and taxation. This information does not contain any impacts of assessment changes as the information is not available from BC Assessment until January 1, 2019 and will be presented at R1 Budget deliberations.

### DISCUSSION

#### *External Scan*

The Vancouver Consumer Price Indices (CPI) at the end of September 2018, 12-month average percent change is up 2.9% over 2017, with the Canadian average up 2.2% (Source: Statistics Canada - September 2018).

Non-residential construction values in Vancouver are up an average of 5.8% over Q3 2017 (source: Stats Can- table 18-10-0135-01). This increase has been reflected in recent tenders for Sunshine Coast Regional District (SCRD) projects.

Short term borrowing interest rates have increased over the past year with the daily floating rate increasing from 1.86% in December 2017 to the current rate of 2.62%. A rate of 3.08% has been applied for budgeting purposes in anticipation of further rate increases through 2019. As a result, budgeted interest payments in 2019 for short term borrowing will increase by an estimated \$10,000 in the 2019-2023 Financial Plan.

Interest earned on investments for SCRD funds range from 2.05% for short term placements up to 3.00% for longer term deposits.

BC Assessment released the preliminary non-market change to the assessment base on November 16. This figure is mainly attributable to growth but does include other items such as changes in use/zoning or change in exemption status. For 2019, the preliminary increases in assessment due to non-market change are as follows: Sechelt Indian Government District (SIGD) – 0.05%, Town of Gibsons (ToG) – 1.30%, District of Sechelt (DoS) – 1.88%, Rural Areas – 1.34%, Overall – 1.47%.

### *SCRD Current Situation*

There were several one-time projects in 2018 which were funded through taxation totaling \$180,700 which will drop off in the 2019 budget.

The implementation of the Employer Health Payroll Tax will have a material impact on the salaries and benefits budget in 2019 with an estimated cost of \$260,000. Approximately \$160,000 of this increase is funded from taxation which is equivalent to a 0.85% increase. This increase will be offset by an estimated \$163,000 reduction in 2020 when MSP Premiums are eliminated. Combined with the 50% reduction in MSP Premiums implemented for 2018, the SCRD will see a net reduction in expenses of \$80,000 as compared to 2017 once all changes have been implemented.

In addition, there are items which were previously approved by the Board which will impact the 2019-2023 Financial Plan as summarized below:

- The collective agreement with UNIFOR was ratified at the end of in 2015 for a four year term (2016-2019). Wage increases were approved in the amounts of 1%-2016, 1.5%-2017, 1.75%-2018 and 2.0%-2019. The 2019 impact is approximately \$274,000 with approximately \$162,000 to be funded from taxation and the remaining coming from user fees and parcel taxes.
- The full year impact of new hires in 2018 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 will increase by approximately \$164,000 based on increased costs and changes to the allocation base resulting from service expansion.
- Contract increases for ongoing services totaling \$84,000 have been included in the preliminary base budget. These include renewed contracts for recycling depot operations, 911 fire dispatch and Dakota Ridge snow clearing.
- 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 2019 is \$550,000 and will increase to \$800,000 annually in 2021.

The following table summarizes the preliminary overall Ad Valorem Tax for 2019 (increase over the 2018 Approved Budget) with all the above related items included.

<b>Area</b>	<b>Base Budget (without Mandatory)</b>	<b>Pre-Budget with Mandatory included</b>	<b>Change in Dollars</b>
A	5.01%	5.11%	\$116,304
B	2.04%	2.28%	\$72,152
D	1.92%	2.12%	\$50,970
E	3.05%	3.58%	\$67,987
F	1.67%	2.02%	\$61,337
SIGD	3.92%	4.34%	\$13,527
DoS	3.84%	4.27%	\$154,100
ToG	2.47%	3.19%	\$73,208
<b>Total</b>	<b>2.85%</b>	<b>3.21%</b>	<b>\$609,585</b>

2019 user rates and parcel taxes have yet to be approved for Regional Water Service [370], North Pender Harbour Water Service [365] and South Pender Harbour Water Service [366], and Rural Refuse Collection Service [355], and are scheduled to be presented through January 2019 Committee meetings. 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]. The Community Recreation Facilities [615] and Pender Harbour Pool [625] parcel taxes for debt servicing are expected to remain the same for 2019.

#### *5 Year Historical Budget Data*

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

<b>Historical Budget Details</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Change 2015-2018</b>	<b>Preliminary 2019</b>
<b>Ad Valorem Taxation</b>	17,367,491	17,599,897	18,199,440	18,990,440	1,622,949	19,600,330
% Change Over Prior Year		1.34%	3.41%	4.35%	9.35%	3.21%
<b>FTE Count</b>	187.89	187.50	190.77	195.65	7.76	195.35
% Change Over Prior Year		0.53%	1.75%	1.75%	4.13%	-0.16%
<b>Inflation*</b>	1.0%	1.1%	2.2%	2.4%	<b>6.7%</b>	<b>2.9%</b>

*Other potential budget impacts for 2019*

The following items are currently in progress and have the potential to significantly impact the budget in 2019:

- Curbside Organics and Recycling Collection – tender closing imminent with report to follow prior to R1 Budget;
- Water Projects – review of project and funding options currently underway;
- Utility Rate Reviews – water, wastewater and curbside collection rate reviews targeted for January 2019;
- Protective Services Budgets – proposed budgetary changes based on results of service review will be forthcoming;
- 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.

*Timeline for next steps or estimated completion date*

R1 Budget meetings are scheduled for January 21-23, 2019 with R2 Budget meetings scheduled for March 4 and 5, 2019.

Final adoption of the 2019-2022 Financial Plan Bylaw is scheduled for March 28, 2019 Regular SCRD Board meeting.

**STRATEGIC PLAN AND RELATED POLICIES**

The financial planning process is directly linked to the Board's Financial Substantiality Policy.

**CONCLUSION**

Preliminary budgetary information shows an overall increase of taxation of 3.21% over 2018 which includes mandatory proposals. Factors such as assessments, year-end results or are not included and future proposals may have significant impacts to the actual budget results.

This report summarizes the preliminary status of the 2019-2023 Financial Plan.

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

**2019 Budget Values  
Taxation by Area Function  
Start of Round 1**

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	2019 Taxation	2018 Taxation	\$ Change 18 to 19	% Change 18 to 19
<b>General Government</b>												
110 General Government	178,497	172,722	124,310	95,585	161,441	25,806	353,432	160,915	\$ 1,272,707	\$ 1,184,504	\$ 88,203	7.4%
121 Grant in Aid - Area A	39,278	-	-	-	-	-	-	-	\$ 39,278	\$ 33,195	\$ 6,083	18.3%
122 Grant in Aid - Area B	-	26,689	-	-	-	-	-	-	\$ 26,689	\$ 29,079	\$ (2,390)	-8.2%
123 Grant in Aid - Areas E & F	-	-	-	1,897	3,205	-	-	-	\$ 5,102	\$ 2,780	\$ 2,322	83.5%
125 Grant in Aid - Community Schools	1,643	1,590	1,144	880	1,486	-	3,253	1,481	\$ 11,478	\$ 10,990	\$ 488	4.4%
126 Grant in Aid - Greater Gibsons	-	-	-	4,272	7,215	-	-	-	\$ 11,487	\$ (4,809)	\$ 16,296	-338.9%
127 Grant in Aid - Area D	-	-	35,476	-	-	-	-	-	\$ 35,476	\$ 32,484	\$ 2,992	9.2%
128 Grant in Aid - Area E	-	-	-	19,075	-	-	-	-	\$ 19,075	\$ 16,061	\$ 3,014	18.8%
129 Grant in Aid - Area F	-	-	-	-	25,107	-	-	-	\$ 25,107	\$ 16,191	\$ 8,916	55.1%
130 UBCM/Elections	22,976	22,232	16,001	12,303	20,780	-	-	-	\$ 94,293	\$ 125,940	\$ (31,647)	-25.1%
136 Regional Sustainability	2,566	2,483	1,787	1,374	2,320	371	5,080	2,313	\$ 18,293	\$ 21,112	\$ (2,819)	-13.4%
151 Feasibility- Area A	-	-	-	-	-	-	-	-	\$ -	\$ (2,153)	\$ 2,153	-100.0%
<b>Protective Services</b>												
200 Bylaw Enforcement	42,838	41,452	29,833	22,940	38,745	6,193	-	-	\$ 182,001	\$ 175,702	\$ 6,299	3.6%
204 Halfmoon Bay Smoke Control	-	999	-	-	-	-	-	-	\$ 999	\$ 991	\$ 8	0.0%
206 Robert Creek Smoke Control	-	-	998	-	-	-	-	-	\$ 998	\$ 991	\$ 7	0.0%
210 Gibsons & District Fire Protection	-	-	-	293,923	199,572	-	-	494,971	\$ 988,466	\$ 984,329	\$ 4,137	0.4%
212 Roberts Creek Fire Protection	-	-	458,774	-	-	-	-	-	\$ 458,774	\$ 428,570	\$ 30,204	7.0%
216 Halfmoon Bay Fire Protection	-	422,268	-	-	-	-	-	-	\$ 422,268	\$ 404,367	\$ 17,901	4.4%
218 Egmont & District Fire Protection	106,792	-	-	-	-	-	-	-	\$ 106,792	\$ 107,436	\$ (644)	-0.6%
220 911 Emergency Telephone	56,307	54,485	39,213	30,152	50,926	8,140	111,490	50,760	\$ 401,474	\$ 397,375	\$ 4,099	1.0%
222 SCEPT	31,613	30,590	22,016	16,929	28,592	4,570	62,595	28,499	\$ 225,405	\$ 237,420	\$ (12,015)	-5.1%
290 Animal Control	-	14,346	10,325	7,939	9,565	2,143	-	-	\$ 44,318	\$ 49,896	\$ (5,578)	-11.2%
291 Keats Island Dog Control	-	-	-	-	2,533	-	-	-	\$ 2,533	\$ 231	\$ 2,302	996.5%
<b>Transportation Services</b>												
310 Transit	-	434,026	312,373	240,191	405,677	64,846	888,123	404,356	\$ 2,749,591	\$ 2,622,424	\$ 127,167	4.8%
320 Regional Street Lighting	8,679	8,399	6,044	4,648	7,850	-	-	-	\$ 35,620	\$ 36,618	\$ (998)	-2.7%
322 Langdale Street Lighting	-	-	-	-	2,552	-	-	-	\$ 2,552	\$ 2,296	\$ 256	11.1%
324 Granthams Street Lighting	-	-	-	-	2,552	-	-	-	\$ 2,552	\$ 2,682	\$ (130)	-4.8%
326 Veterans Street Lighting	-	-	-	511	-	-	-	-	\$ 511	\$ 460	\$ 51	11.1%
328 Spruce Street Lighting	-	-	256	-	-	-	-	-	\$ 256	\$ 249	\$ 7	2.8%
330 Woodcreek Street Lighting	-	-	-	2,066	-	-	-	-	\$ 2,066	\$ 2,122	\$ (56)	-2.6%
332 Fircrest Street Lighting	-	-	-	511	-	-	-	-	\$ 511	\$ 498	\$ 13	2.6%
334 Hydaway Street Lighting	-	256	-	-	-	-	-	-	\$ 256	\$ 248	\$ 8	3.2%
336 Sunnyside Street Lighting	-	-	-	1,019	-	-	-	-	\$ 1,019	\$ 995	\$ 24	2.4%
340 Burns Road Street Lighting	-	-	-	-	256	-	-	-	\$ 256	\$ 249	\$ 7	2.8%
342 Stewart Road Street Lighting	-	-	-	-	511	-	-	-	\$ 511	\$ 498	\$ 13	2.6%
345 Ports	-	44,751	36,227	25,572	106,550	-	-	-	\$ 213,099	\$ 296,132	\$ (83,033)	-28.0%
346 Langdale Dock	-	-	-	-	33,695	-	-	-	\$ 33,695	\$ 33,838	\$ (143)	-0.4%
<b>Environmental Services</b>												
350 Solid Waste	279,338	270,301	194,538	149,585	252,645	40,385	553,101	251,822	\$ 1,991,714	\$ 1,772,895	\$ 218,819	12.3%
<b>Health Services</b>												
400 Cemetery	16,019	15,500	11,156	8,578	14,488	2,316	31,718	14,441	\$ 114,215	\$ 110,395	\$ 3,820	3.5%
410 Pender Harbour Health Clinic	138,330	-	-	-	-	-	-	-	\$ 138,330	\$ 137,381	\$ 949	0.7%
<b>Planning &amp; Development Services</b>												
500 Regional Planning	22,504	21,776	15,673	12,051	20,354	3,253	44,559	20,288	\$ 160,458	\$ 161,353	\$ (895)	-0.6%
504 Rural Planning	225,314	204,096	156,915	120,655	145,334	-	-	-	\$ 852,315	\$ 780,552	\$ 71,763	9.2%
510 Civic Addressing	-	-	-	-	-	-	-	-	\$ -	\$ -	\$ -	0.0%
515 Heritage Conservation	357	346	249	191	323	-	-	-	\$ 1,466	\$ (633)	\$ 2,099	-331.6%
520 Building Inspection	65,484	63,366	45,605	35,067	59,227	9,467	-	-	\$ 278,215	\$ 244,999	\$ 33,216	13.6%
531 Economic Development - A	68,081	-	-	-	-	-	-	-	\$ 68,081	\$ 53,971	\$ 14,110	26.1%
532 Economic Development - B	-	47,262	-	-	-	-	-	-	\$ 47,262	\$ 40,458	\$ 6,804	16.8%
533 Economic Development - D	-	-	39,276	-	-	-	-	-	\$ 39,276	\$ 34,692	\$ 4,584	13.2%
534 Economic Development - E	-	-	-	38,843	-	-	-	-	\$ 38,843	\$ 21,131	\$ 17,712	83.8%
535 Economic Development - F	-	-	-	-	51,530	-	-	-	\$ 51,530	\$ 43,079	\$ 8,451	19.6%
540 Hillside	3,682	3,562	2,564	1,971	3,330	532	7,290	3,319	\$ 26,250	\$ 18,365	\$ 7,885	42.9%
<b>Recreation &amp; Cultural Services</b>												
615 Community Recreation Facilities	-	826,965	471,782	420,368	652,136	134,632	1,601,486	620,708	\$ 4,728,077	\$ 4,598,664	\$ 129,413	2.8%
625 PH Pool	476,823	-	-	-	-	-	-	-	\$ 476,823	\$ 452,694	\$ 24,129	5.3%
630 Joint Use - School Facilities	428	414	298	229	387	-	847	385	\$ 2,987	\$ 2,919	\$ 68	2.3%
640 Gibsons Library	-	-	-	157,910	266,706	-	-	265,837	\$ 690,453	\$ 689,856	\$ 597	0.1%
643 Egmont/Pender Harbour Library Service	33,955	-	-	-	-	-	-	-	\$ 33,955	\$ 34,837	\$ (882)	-2.5%
645 Halfmoon Bay Library Service	-	128,981	-	-	-	-	-	-	\$ 128,981	\$ 128,696	\$ 285	0.2%
646 Roberts Creek Library Service	-	-	157,571	-	-	-	-	-	\$ 157,571	\$ 157,372	\$ 199	0.1%
648 Museum Service	19,082	18,464	13,289	10,218	17,258	2,759	37,783	17,202	\$ 136,055	\$ 136,142	\$ (87)	-0.1%
650 Community Parks	417,542	404,034	290,787	223,593	377,644	-	-	-	\$ 1,713,600	\$ 1,681,735	\$ 31,865	1.9%
665 Bike & Walking Paths	-	18,175	9,928	8,842	13,718	-	-	-	\$ 50,664	\$ 60,985	\$ (10,321)	-16.9%
667 Area A Bike & Walking Paths	11,526	-	-	-	-	-	-	-	\$ 11,526	\$ 12,611	\$ (1,085)	-8.6%
670 Recreation Programs	21,673	20,972	15,094	11,606	13,983	3,133	42,914	19,539	\$ 148,915	\$ 149,404	\$ (489)	-0.3%
680 Dakota Ridge	30,467	29,482	21,218	16,315	27,556	4,405	60,327	27,466	\$ 217,236	\$ 214,201	\$ 3,035	1.4%
<b>Total</b>	<b>\$ 2,321,794.04</b>	<b>\$ 3,350,984.55</b>	<b>\$ 2,540,719.37</b>	<b>\$ 1,997,808.95</b>	<b>\$ 3,027,747.39</b>	<b>\$ 312,952.99</b>	<b>\$ 3,803,996.13</b>	<b>\$ 2,384,302.59</b>	<b>\$ 19,740,306</b>	<b>\$ 18,990,745</b>	<b>\$ 749,561</b>	<b>3.95%</b>
Percentage of Total Taxation	11.8%	17.0%	12.9%	10.1%	15.3%	1.6%	19.3%	12.1%				

**Overall Change in Taxation - All Property Classes**

	Area A	Area B	Area D	Area E	Area F	SIGD	DoS	ToG	Total
2018 Taxation by area	2,278,123	3,165,387	2,404,904	1,899,006	3,029,290	311,521	3,606,416	2,296,098	\$ 18,990,745
\$ Change	43,671	185,597	135,815	98,803	(1,543)	1,432	197,580	88,205	\$ 749,561
% Change	1.92%	5.86%	5.65%	5.20%	-0.05%	0.46%	5.48%	3.84%	3.95%

**Average Change in Taxation - Residential Property Class**

	Area A**	Area B***	Area D	Area E	Area F***	SIGD	DoS	ToG
<b>Average Residential % Change*</b>	<b>7.30%</b>	<b>3.42%</b>	<b>3.24%</b>	<b>3.80%</b>	<b>2.73%</b>	<b>5.88%</b>	<b>5.87%</b>	<b>3.25%</b>

\*based on average SCD residential property class market value increase of 10.97%

\*\*excludes Egmont & District Fire Protection

\*\*\*mainland only for B & F

## Draft-Internal Support Services- at Round 1

	2015	2016	2017	2018	2019
<b>General Government</b>	486,390	797,743	697,622	668,582	689,570
<b>Finance</b>	1,174,067	1,155,661	1,368,005	1,409,655	1,444,427
<b>Field Rd</b>	440,096	431,480	526,269	471,711	472,220
<b>Human Resources</b>	427,424	417,514	447,190	533,840	551,713
<b>Information Technology</b>	613,590	628,017	773,790	913,351	1,000,912
<b>Corporate Sustainability</b>	58,473	59,627	63,364	20,894	21,205
<b>Property Information Mapping</b>	320,287	323,979	338,386	333,522	341,308
<b>Total</b>	<b>3,520,327</b>	<b>3,814,021</b>	<b>4,214,626</b>	<b>4,351,555</b>	<b>4,521,355</b>
Change from Prior Year		293,694	400,605	136,929	169,800
% Change from Prior Year		8.34%	10.50%	3.25%	3.90%

## 2019 Draft Human Resources Plan at Round 1

	2018	2019	2020	2021	2022	2023	Net Increase (Reduction) 2018 to 2019
<b>Office of the CAO</b>	2.00	2.00	2.00	2.00	2.00	2.00	-
<b>Human Resource Services</b>	3.45	3.60	3.60	3.60	3.60	3.60	0.15
<b>Administration and Legislative Services</b>							
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	4.80	4.80	4.80	5.00	4.80	(0.20)
	8.80	8.60	8.60	8.60	8.80	8.60	(0.20)
<b>Corporate Services</b>							
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Financial Services	8.60	8.20	8.20	8.20	8.20	8.20	(0.40)
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	1.00	1.00	1.00	1.00	1.00	1.00	-
Information Technology and GIS Services	8.55	8.80	8.80	8.80	8.80	8.80	0.25
	24.15	24.00	24.00	24.00	24.00	24.00	(0.15)
<b>Infrastructure Services</b>							
Senior Management/Admin Asst.	2.00	2.00	2.00	2.00	2.00	2.00	-
Utility Services	30.82	30.82	30.82	30.82	30.82	30.82	-
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	-	-	-	-	-	-	-
	77.92	77.92	77.92	77.92	77.92	77.92	-
<b>Planning &amp; Community Development Services</b>							
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	4.09	4.09	4.09	4.09	4.09	4.09	-
Facility Services and Parks	24.04	24.26	24.26	24.26	24.26	24.26	0.22
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	1.00	0.80	1.00	1.00	1.00	1.00	(0.20)
Fire Services	6.10	6.20	6.00	6.00	6.00	6.00	0.10
	79.33	79.45	79.45	79.45	79.45	79.45	0.12
<b>Total Full Time Equivalent Positions</b>	<b>195.65</b>	<b>195.57</b>	<b>195.57</b>	<b>195.57</b>	<b>195.77</b>	<b>195.57</b>	<b>(0.08)</b>

(0.70) Temporary FTE's 2018

0.40 Full year impact of new permanent FTEs approved in 2018

0.22 New permanent FTE - Arena regulatory requirements

(0.08)



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

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**TO:** Special Corporate and Administrative Services Committee – January 22, 2018

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

**SUBJECT:** **2019 PROPERTY ASSESSMENT IMPACTS**

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### **RECOMMENDATION(S)**

**THAT the report titled 2019 Property Assessment Impacts be received.**

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### **BACKGROUND**

The 2019 Assessment Roll was released by the BC Assessment Authority on January 1, 2019.

Assessed values are based on the estimated market value of properties on July 1 and condition on October 31 of the preceding year.

This report details the impacts that changes to the Assessment Roll will have on the tax apportionment for the Sunshine Coast Regional District (SCRD) services between service participants, property class changes, and impacts for an average residential property in each area.

All calculations in this report are based on status quo 2018 taxation levels for the various services.

### **DISCUSSION**

Overall, taxation apportionment varies from service to service depending on which areas participate. Unlike a Municipality, the apportionment between participating areas in a Regional District service changes from year to year as a result of changes in the assessment base due to market (market condition) and non-market factors (growth).

In general, if assessments in an electoral area, property class or individual property increase by more than the respective average, tax apportionment to that area, class or property will also increase. Conversely, if assessments increase by less than the respective average, tax apportionment will decrease.

*Overall Change in Assessments*

Overall, assessments in the Regional District increased by 12.30% in 2019 (16.08% increase in 2018) as detailed in Table 1 below:

<b>Table 1: Overall Change in Assessed Values</b>		
	Assessed Value	% Change
2018 (Cycle 10)	12,091,405,489	
Increase due to NMC*	182,911,280	1.51%
Increase due to Market	1,304,450,157	10.79%
<b>2019 Total</b>	<b>13,578,766,926</b>	<b>12.30%</b>
*Non-market Change		

Non-market change (NMC) is generally related to growth and results in an overall increase to the tax base. When all other factors remain equal, an increase due to NMC will result in reduced taxation to existing property owners in all areas.

Market change refers to changes in assessment related to market shifts. These values are determined based on actual sales data in a particular area. When all other factors remain equal, if an individual property's market value increases by more than the average, taxation for that property will increase. If the value increases by less than the average, taxation will decrease.

*Change in Apportionment by Area*

Converted values are used to calculate the change in tax apportionment between areas and property classes. The total converted value for each area is the sum of assessed values multiplied by the tax rate conversion factor for each property class.

As an example, Residential properties have a conversion factor of 0.1 while businesses have a conversion factor of 0.245; therefore, the business tax rate is 2.45 times greater than the residential tax rate. Conversion factors for Regional Districts are prescribed by Provincial regulation.

Table 2 shows a comparison of 2018 and 2019 converted values. In general, areas where the percentage increase is greater than the total % increase will see an increase in overall tax apportionment. Areas where the increase is less than the average will see a decrease in apportionment.

Table 2: Comparison of Converted Values by Area					
Area	2018	2019	\$ Increase	% Increase	Apportionment
Area A	201,515,027	213,796,011	12,280,984	6.1%	↓
Area B	180,309,250	206,879,278	26,570,028	14.7%	↑
Area D	128,421,394	148,892,956	20,471,563	15.9%	↑
Area E	99,916,332	114,487,233	14,570,902	14.6%	↑
Area F	179,031,329	193,366,506	14,335,177	8.0%	↓
TOG	167,182,692	192,736,715	25,554,023	15.3%	↑
DOS	372,345,193	423,325,144	50,979,951	13.7%	↑
SIGD	28,908,423	30,909,066	2,000,643	6.9%	↓
<b>Total</b>	<b>1,357,629,640</b>	<b>1,524,392,910</b>	<b>166,763,270</b>	<b>12.3%</b>	

The actual impact on overall tax apportionment is dependent on service participation. Table 3 shows the actual change in tax apportionment by area as a result of changes in assessments with no overall increase in taxation.

Table 3: Overall Change in Tax Apportionment Due to Assessments				
Area	2018	2019	\$ Change	% Change
Area A	2,278,123	2,204,896	(73,227)	-3.21%
Area B	3,165,387	3,240,025	74,638	2.36%
Area D	2,404,904	2,442,602	37,698	1.57%
Area E	1,899,006	1,920,309	21,303	1.12%
Area F	3,029,290	2,943,924	(85,366)	-2.82%
DoS	3,606,416	3,632,970	26,554	0.74%
ToG	2,296,098	2,307,102	11,004	0.48%
SIGD	311,521	298,917	(12,604)	-4.05%
	<b>18,990,745</b>	<b>18,990,745</b>	<b>0</b>	

#### Change in Apportionment by Property Class

Table 4 is a summary of the overall change in converted value and apportionment by property class.

Table 4: Comparison of Converted Values by Property Class					
Property Class	2018	2019	\$ Increase	% Increase	Apportionment
Residential	1,125,251,576	1,263,920,266	138,668,690	12.3%	-
Utilities	52,285,809	61,895,199	9,609,390	18.4%	↑
Major Industry	30,771,734	31,537,516	765,782	2.5%	↓
Light Industry	23,480,706	25,193,932	1,713,226	7.3%	↓
Business and Other	118,194,801	133,122,884	14,928,083	12.6%	↑
Managed Forest Land	4,318,320	5,208,930	890,610	20.6%	↑
Rec/Non-Profit	3,242,440	3,430,330	187,890	5.8%	↓
Farm	84,254	83,853	(401)	-0.5%	↓
<b>Total</b>	<b>1,357,629,640</b>	<b>1,524,392,910</b>	<b>166,763,270</b>	<b>12.3%</b>	

The utilities, business and managed forest property classes all increased more than the overall average indicating that taxation will shift to these classes from those that increased less than the average. The residential class increased by the same as the overall average which indicates that apportionment will not change.

*Average Residential Property Impact*

Table 5 below summarizes the impact of 2019 assessment changes for the residential property class in each area based on status quo taxation and average market value increase of 10.97%. The impact on individual residential properties is dependent on service participation and individual property assessment increases in relation to the average.

Table 5: Average Residential % Change	
Area	Average Residential % Change in Taxation
Area A	1.63%
Area B	-0.08%
Area D	-0.71%
Area E	-0.23%
Area F	0.06%
SIGD	1.02%
DOS	1.10%
TOG	-0.07%

**STRATEGIC PLAN AND RELATED POLICIES**

The information in this report is intended to support the Board's decision making process during 2019 budget deliberations.

**CONCLUSION**

Overall assessments in the SCRD increased by 12.30% in 2019 as compared to the 2018 assessment roll.

Converted assessed values used to determine tax apportionment between areas also increased by 12.3%. Apportionment to Area B, Area D, Area E, the Town of Gibsons and the District of Sechelt increased due to higher than average increases in assessments. Apportionment to Area A, Area F and the Sechelt Indian Government District decreased due to lower than average increases in assessments.

Converted assessed values for the utilities, business and managed forest classes also increased by more than the average property class increase. The result of this is a shift in taxation to the utilities, business and managed forest classes from property classes that increased by less than the average. There is no change to the residential property class apportionment as it increased in line with the average.

Based on the static taxation, the impact of changes in assessments will result in increased taxation for an average residential property in Area A, Area F, the Sechelt Indian Government

District and the District of Sechelt. Conversely, taxation for an average residential property in Area B, Area D, Area E, and the Town of Gibsons will decrease.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR GENERAL GOVERNMENT [110]

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### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for General Government [110] be received.**

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### E - OTHER or NOT CURRENTLY CLASSIFIED

1	<i>Function Number – Project Name:</i>	[110] – Website (Phase 1) – Consulting Services
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Consulting services to review and make recommendations on the SCRD website, as well as develop a scope of work for an RFP for a Content Management System (CMS) and to re-design the site.

		<p>The website contains a vast amount of information on SCRD programs and services and can be difficult for some users to navigate. A professional review of website analytics and structure will inform the proposed redesign and ultimately result in a more positive user experience.</p> <p>An update of the CMS software is overdue and the anticipated cost carries an obligation for a public procurement process. This provides the opportunity to review design, content and features. The actual re-design would be proposed as a second phase for consideration in 2020.</p> <p>The last major update to the website was completed in 2011.</p>
	<i>Energy Saving Potential (if applicable):</i>	n/a
	<i>Future Funding Implications (if applicable):</i>	Subject to the outcome of the study, a preliminary estimate for Phase 2 is \$100,000 plus possible staffing resource requirements.

2	<i>Function Number – Project Name:</i>	<b>***NEW</b> [110] – Video Streaming Meetings
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	<p>\$10,000-45,000</p> <p>The lower cost end would provide an option to allow for recording and streaming meetings to YouTube from a static position in the room (no zoom, pan or tilt features). If there is a desire to selectively edit recordings prior to release, then additional software costs, contractor and staff resources will be required.</p> <p>The higher end would support more options for angles, camera switching,</p>

		etc. This may also trigger a need for additional staffing resources to manage.
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	Equipment will require maintenance and replacement on a <b>5 year</b> cycle.
	<i>Rationale / Service Impacts:</i>	Video streaming and archiving would make local government business more accessible to the public and supports transparency. This may encourage greater public engagement on issues and the decision making process.
	<i>Energy Saving Potential (if applicable):</i>	n/a
	<i>Future Funding Implications (if applicable):</i>	\$12,000-20,000 annual operations and maintenance

### Financial Implications

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$223,622	\$203,622	\$203,622	\$203,622	\$203,622
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Website Review Consultant	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Microfiche scan year 3	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$203,622	\$203,622	\$203,622	\$203,622	\$203,622

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR FINANCE [113] - ASSET MANAGEMENT FUNCTION [111]

### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for Finance [113] - Asset Management Function [111] be received.**

### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### ***2019 R1 Budget Proposals by Category***

##### ***A- MANDATORY / BUSINESS CONTINUITY***

The following Budget Proposal is supported by the supplementary staff report titled- SCRD Asset Management Program.

1	Function Number – Project Name:	***NEW [111] - Manager, Asset Management and Corporate Projects, 1.0 FTE						
	Rating:	Enhancement to Service						
	Areas Affected (A-F, Regional, Islands):	Regional						
	2019 Funding Required:	\$108,000 estimated Q2 start date: <table><tr><td>Total 2019 cost</td><td>\$108,000</td></tr><tr><td>Less: Prior funding for support Staff</td><td>-( \$37,000)</td></tr><tr><td>Total Net Impact</td><td>\$71,000</td></tr></table>		Total 2019 cost	\$108,000	Less: Prior funding for support Staff	-( \$37,000)	Total Net Impact
Total 2019 cost	\$108,000							
Less: Prior funding for support Staff	-( \$37,000)							
Total Net Impact	\$71,000							

	Funding Source(s):	Support Services, Capital Projects and Prior funding			
				2019	2020
	Funding Required:			\$108,000	\$135,000
	Support Services	60%	70% Taxation	\$29,820	\$56,700
			30% User Fees	\$12,780	\$24,300
	Capital Projects	40%	Other	\$28,400	\$54,000
	Prior Funding			\$37,000	\$0
	Total			\$108,000	\$135,000
	Asset Management Plan Implications:	Directly supports the effectiveness and success of the SCRD's Asset Management Program			
	Rational / Service Impacts:	<p>-Staff Report Provided:</p> <p><b>**New 1.0 FTE, staff position (Professional Engineer and Project Manager) will lead the strategic development of the corporate wide asset management plan, capital plans, risk assessments, rate models, service plans, and will act as a corporate wide capital projects manager. Technical staff, such as the Asset Management Coordinator will report to this position.</b></p> <p>There will still be significant impact to existing staff in all divisions that manage capital assets to assist with data collection and implementation of new asset management practices and processes.</p>			
	Energy Saving Potential (if applicable):	By having another Professional Engineer on staff, it will help in ensuring projects encompass energy saving or environmental benefits where possible.			
	Future Funding Implications (if applicable):	Future funding allocation will need to be reviewed as it relates to the apportionment between support and capital projects.			
				2020	
	Funding Required:				\$135,000
	Support Services	60%	70% Taxation	\$56,700	
			30% User Fees	\$24,300	
	Capital Projects	40%	Other	\$54,000	
	Prior Funding			\$0	
	Total			\$135,000	

**Financial Implications:**

<b>Five-Year Operating Reserve Plan</b>					
<b>Reserves for Finance (including Purchasing and Risk Management [116] and Asset Management [111])</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$167,000	\$125,000	\$ 75,000	\$ 75,000	\$ 50,000
Contributions Surplus	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Insurance Asset Appraisal	-\$ 25,000	\$ -	\$ -	-\$ 25,000	\$ -
**New Asset Management Proposal	-\$ 37,000	\$ -	\$ -	\$ -	\$ -
ERP Update		-\$ 50,000	\$ -	\$ -	-\$ 50,000
Closing Balance in Reserve	\$125,000	\$ 75,000	\$ 75,000	\$ 50,000	\$ -

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

## SUNSHINE COAST REGIONAL DISTRICT- STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee- February 4, 2019

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

**SUBJECT:** **SCRD ASSET MANAGEMENT PROGRAM**

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### RECOMMENDATION(S)

**THAT the report titled SCRD Asset Management Program be received.**

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### BACKGROUND

In 2006, new Public Sector Accounting Board Standards (PSAB 3150) required public bodies to account for its capital assets by 2008 year-ends. This standard meant that public bodies would need to inventory all its assets, record them at their historical cost, and would materially changes how tangible capital assets were accounted for. This project took the Sunshine Coast Regional District (SCRD) over 3 years (2006-2008) to complete and was the start of Asset Management Planning for local governments.

From 2009 to 2013, the Federal and Provincial Governments began to report on “Canada’s Infrastructure deficit”, followed by indicating that future funding for infrastructure grants, such as the 2013 budget for the ‘New Building Canada Plan’, would be contingent on an Asset Management Plan being in place. In provinces such as Ontario, it is now legislated that a local government have an Asset Management Plan in place.

Several asset management (AM) working groups have been formed in BC and in Canada to provide resources for local governments. The AM working group organized through the Federation of Canadian Municipalities (FCM) define it as follows: “*Asset management is an integrated approach, involving all organization departments, to effectively manage existing and new assets to deliver services to customers. The intent is to maximize benefits, reduce risks and provide satisfactory levels of service to the community in a sustainable manner – providing an optimum balance. Good asset management practices are fundamental to achieving sustainable communities.*”

In 2013, the SCRD added Asset Management Planning and Implementation as part of the Financial Sustainability Policy and Strategic Plan Priorities.

In 2014, the SCRD Board approved a Budget Proposal for the “Corporate Asset Management Plan Development and Implementation”. Subsequently, an internal resource was hired in late 2014 and the first edition of the [SCRD's Corporate Asset Management Plan](#) was completed in early 2015, including the adoption of the Boards “*Asset Management Policy*” (Attachment A). One of the tools to assist in guiding the process is the “*Asset Management BC Roadmap*” (Attachment B).

A number of topics were not covered in the first edition, including:

1. A condition assessment of the infrastructure assets. Condition, not age, is a better indicator of an asset's remaining useful life;
2. Sustainable levels of service that considers both the desires of the community and the possible consequences of providing those services;
3. Assessing Risk by creating a model to identify which infrastructure is most critical if failure were to occur;
4. Determining the lifecycle costs of the infrastructure assets; from design and procurement, to operation and maintenance, to their removal and disposal;
5. Creating a long-term strategy to fund asset maintenance and replacements, including rate and funding structures.

From 2015 to current, several condition assessments have been completed, such as the Community Recreation Facilities, Gibsons and District Public Library, Fire Halls, Ports, Information Technology, and the most recent initiative being for the rural areas Wastewater facilities. Most of these projects were partially or fully funded through grants. Some capital plans have been developed with associated funding being approved. However, the more significant asset segments which account for almost 2/3 of the SCRD's tangible capital asset class- water utility infrastructure, has not been addressed.

The purpose of this report is to update the Board on the current state of the SCRD's Asset Management Program and strategies on how to further this initiative. This report also provides background to support the business case for the 2019 Budget Proposal for additional resources toward Asset Management and Project Management.

## **DISCUSSION**

### *Situational Analysis*

Since 2014, the SCRD has made successful progress towards AM planning within certain segments of the organization, but there are still several gaps in critical services such as water (Regional, North and South Pender), wastewater, solid waste, and protective services, as well as in discretionary services such as parks and recreation. The draft SCRD Asset Management Service Plan has modeled a Work Plan up to 2023, but will require resourcing to make any meaningful impact (Attachment C). It currently does not include any project management work.

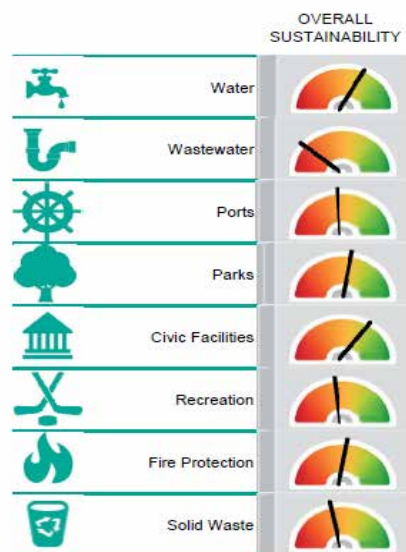
In 2016, the SCRD was also successful in receiving a Strategic Priorities Fund-Gas Tax Grant in the amount of \$412,000 for the implementation of an Enterprise Asset Management (EAM) software system. This was staff's focus for most of 2016 and the system went live in January 2017. The grant scope was changed in 2018 to allow the funds to be used to conduct condition assessment to help develop asset management plans for the wastewater and ports functions, due to the critical nature and low financial stature of the services. While the grant components of the project will be completed this June, much work is still required past these timelines to create the Asset Management Plan for Wastewater and Ports, as well as fully implement the new EAM system.

### *Current Risks and Constraints*

As part of the newly elected Board orientation in mid-November 2018, staff provided a visual snapshot of the overall sustainability of key asset segments within the SCRD. The tool measures current and future preparedness of the assets in the areas of service delivery,

financial sustainability, and governance. The color of the dials in the dashboard align with a “heat map” risk model, where areas closer to the red (high risk) are in need of more attention than those in the green (low risk). Exhibit 1 below provides a dashboard of main asset classes.

Exhibit 1- 2018-SCRD Asset Management Dashboard



Due to unforeseen circumstances, the AM position was vacant for 1.5 years (2017-18). The role was temporarily filled in mid-2018, however, the long vacancy caused delays to several projects related to AM, including the EAM software implementation. Ensuring ongoing stable and skilled resources are critical to the success of the program. Currently, the SCRD does not have permanent resources for Asset Management.

In 2016, staff brought forward a preliminary capital plan for the Community Recreation Facilities [615], including some funding options for the plan. Expiring short-term debt payments provided an opportunity to divert funds toward capital repairs and maintenance, which the Board approved. Although this was a positive step toward funding critical infrastructure, resources were not added to support the implementation of the plan. As a result, many projects have not been completed, causing some cost overruns and an increase in the capital requirements as outlined in the January 31, 2019 Staff Report to the Corporate and Administrative Service Committee on the update to the Community Recreation Facilities Capital Plan.

Staff now understand and have experienced the necessary skillsets required to procure, manage, and execute more complex projects, which often requires professional consultants or engineers to develop scopes of work and project manage. The example with the Community Recreation Facilities is the same for many functions such as Ports, Fire Halls (Roof Replacements), Civic Facilities such as Field Road Building and the Gibsons and District Public Library (Roof and HVAC Replacement). An example where having an internal resource resulted in positive return was with the 2018 HVAC replacements at the Gibsons and District Public Library (see staff report to [November 22, 2018 Corporate & Administrative Services Committee- Gibsons and District Public Library HVAC Unit Replacement Funding](#)). External consultants, as part of the facility audit and condition assessment, estimated this project costing \$125,000. This estimate was to include equipment, materials, disposal, installation as well as professional services (engineering and project management). By using internal temporary staff with Professional Engineering credentials to scope and manage the project, the HAVC replacement

not only was on-time, had moderate impact to the Library staff and patrons, but also came under budget by approximately \$60,000. This resulted in the project being funded internally (reserves and operational funds) instead of short term debt in the amount of \$125,000.

Therefore, staff are recommending that a new position - Manager, Asset Management and Corporate Projects be considered for as part of the 2019 budget. The new staff position (Professional Engineer and Project Manager) will lead the strategic development of the corporate wide asset management plan, capital plans, risk assessments, rate models, service plans, and will act as a corporate wide capital projects manager. Technical staff, such as the Asset Management Coordinator will report to this position.

#### *Organizational and Intergovernmental Implications*

There are several projects that are in progress related to AM, such as for the Wastewater Facilities. Condition assessments of the plans have been completed and data is not being collated from internal and external consultants. Preliminary operational rate structures have been determined, however, the next phase is to determine the capital plans for the facilities and establish a comprehensive Wastewater Asset Management Plan. This will also require a significant amount of public consultation for the various communities these proposed changes will impacts. Public consultation plans are being drafted and will require the appropriate resources to execute. This is also where the new position would play a pivotal role.

Another emerging issue related to AM is the integration of the proposed water projects to rate structures. As highlighted in the three rate reports for [North, South and Regional Water functions at the January 24, 2019 Infrastructure Services Committee](#), matching the current rates to the operational and infrastructure needs will need to be reviewed, in conjunction with the development of the overall Asset Management Plans for these services. Internal resources are already over-subscribed and would require either internal or external resources to do this work.

Also, there are several functions that have carry-forward capital projects approved and require support to execute, such as the roof replacement at the Roberts Creek Fire Hall, Sechelt Arena Chiller project, and Vaucroft Dock-capital upgrades. If this position was to be approved, these would be examples of projects where they would assist in the project management. If the resource is not approved, external consultants will be required costing on average \$150-\$200/hr.

#### *Financial Implications*

For 2019, it is anticipated the position could not be hired until Q2 of 2019, therefore, only a portion of the estimated cost has been included. The position's proposed funding allocation is through Support Services, Capital Projects and for 2019, a portion remaining from prior year's for asset management support held in operating reserves. The Boards Support Service Policy allocated AM costs as follows:

##### 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.*

The proposed cost allocations and associated funding implications for 2019 and 2020 are as follows:

			<b>2019</b>	<b>2020</b>
<i>Funding Required:</i>			\$108,000	\$135,000
<i>Support Services</i>	60%	70% Taxation	\$29,820	\$56,700
		30% User Fees	\$12,780	\$24,300
<i>Capital Projects</i>	40%:	Other	\$28,400	\$54,000
<i>Prior Funding-Operating Reserves</i>			\$37,000	\$0
<i>Total</i>			\$108,000	\$135,000

*Timeline for next steps or estimated completion date*

This report is in support of the 2019 Round 1 Budget Proposal. If approved, staff will finalize job description and will begin recruitment for the position.

Work plans for AM and project allocations are contingent on the new role. If, the position was not approved, senior staff would need to revisit staff and project resourcing plans.

## **STRATEGIC PLAN AND RELATED POLICIES**

This report supports the SCRD Board’s Asset Management and Financial Sustainability Policies, and the SCRD’s Corporate Asset Management Plan.

## **CONCLUSION**

The purpose of this report is to update the Board on the current state of the SCRD’s Asset Management Program, strategies on how to further this initiative, and provides background to support the business case for the 2019 Budget Proposal for additional resources toward Asset and Project Management.

In 2006, new Public Sector Accounting Board Standards (PSAB 3150) required public bodies to account for its capital assets, which was the start of Asset Management Planning for local governments. The Federal and Provincial Governments began to report on “Canada’s Infrastructure deficit”, followed by indicating that future funding for infrastructure grants would be contingent on an Asset Management Plan being in place.

In 2013, the SCRD added Asset Management Planning and Implementation as part of the Financial Sustainability Policy and Strategic Plan Priorities. In 2014, the SCRD Board approved funding for “Corporate Asset Management Plan Development and Implementation”, and the first edition of the [SCRD’s Corporate Asset Management Plan](#) was completed in early 2015, including the adoption of the Boards “*Asset Management Policy*”. However, a number of topics



were not covered in the first edition, such as: condition assessments; levels of service; risk assessments; lifecycle costs; and long-term funding strategies.

Since 2014, the SCRD has made successful progress towards Asset Management planning within certain segments of the organization, but there are still gaps in critical services. There are several current items which are in progress or emerging, such as the work related to the wastewater facilities, and water rate structures, which are dependent on resources to complete. Functions where capital plans have been approved and associated resourcing to execute was not included has caused delays and cost overruns. By using higher level internal resources to manage projects has resulted in on-time and cost savings for the organization.

It is recommended that a new position - Manager, Asset Management and Corporate Projects be considered for as part of the 2019 budget. The new staff position (Professional Engineer and Project Manager) will lead the strategic development of the corporate wide asset management plan, capital plans, risk assessments, rate models, service plans, and will act as a corporate wide capital projects manager. The proposed funding for the position is through Support Services, Capital Projects, and for 2019, a portion remaining from prior years for AM support held in operating reserves.

Work plans for AM and project allocations are contingent on the new role. If, the position was not approved, senior staff would need to revisit staff and project resourcing plans.

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

**Attachments:**

- 1. SCRD Board- Asset Management Policy**
- 2. Asset Management BC Roadmap**
- 3. Draft Asset Management Work Plan**

## Sunshine Coast Regional District

### BOARD POLICY MANUAL

Section:	Finance	5
Subsection:	Asset Management and Inventories	1025
Title:	Asset Management Policy	1

#### 1.0 POLICY

Asset management is an integral component of moving the Sunshine Coast Regional District (SCRD) toward the Board's Strategic Goals of Financial Sustainability. As stated in the Financial Sustainability Policy, it is the degree to which a government is capable of funding the service needs of its community, including the management and maintenance of assets.

In order to accomplish the Board's commitment to asset management, the following actions will help guide the SCRD as it develops its Asset Management Plans:

- 1.1. Determine and maintain the replacement value of assets;
- 1.2. Determine and maintain the condition of assets and their expected service life;
- 1.3. Maintain and manage infrastructure assets at defined service levels to provide uninterrupted services, support public safety, and the Board's strategic goals;
- 1.4. Establish and define the level of service and standards to which assets will be maintained;
- 1.5. Plan for and provide sustainable long term financial plans to renew and/or replace assets, including their de-commissioning;
- 1.6. Where appropriate, consider and incorporate asset management in its other corporate plans;
- 1.7. Report regularly to the Board on the status and performance of the work related to asset management;

## 2.0 DEFINITIONS

- 2.1. **Board**- refers to the elected officials that make up the SCRD Board of Directors.
- 2.2. **Asset Management** - Asset Management BC defines asset management as: *“An integrated approach involving planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risks and provide satisfactory levels of service to community users in a socially, environmentally, and economically sustainable manner.”* Engineering and operations to effectively maintain infrastructure assets.
- 2.3. **Infrastructure assets** – Physical assets that provide a service to the community and require maintenance in order to maintain its service capacity over its anticipated life span. SCRD infrastructure for the purpose of asset management includes: water, wastewater, fleet, parks, recreation, docks, transportation, and facilities.

## 3.0 SCOPE

This policy applies to services within the SCRD that “manage” infrastructure assets or asset systems in the delivery of services to the various communities it serves.

## 4.0 PURPOSE

- 4.1. The purpose of the asset management policy is to:
  - 4.1.1. Articulate the SCRD's commitment to asset management.
  - 4.1.2. To demonstrate to the community that the SCRD is exercising good stewardship, and delivering services in the most sustainable manner.
  - 4.1.3. To guide staff in the implementation of the policy through the use of asset management principles, guidelines and practices.

## 5.0 AUTHORITY TO ACT

5.1. The Board has authority to approve, update, amend or rescind this policy.

5.2. The following outlines the roles and responsibilities for the policy:

Role	Responsibility
Identification of issues, and development of policy updates	Board and Sr. Management Staff
Establish levels of service	Board, Chief Administrative Officer, and Staff
Exercise stewardship of assets, adopt policy and budgets	Board
Implementation of policy	Chief Administrative Officer and Staff
Development of principles, guidelines and practices	Chief Administrative Officer and Staff
On-going review of policies	Board and Staff

## 6.0 PROCEDURE

6.1. An organizational Asset Management Plan will be developed and maintained for all infrastructure assets of the Regional District, outlining long term goals, processes, and steps on how they will be achieved.

6.2. The policy and plans will be implemented by using industry guidelines and best management practices (such as the Asset Management of BC and the Federation of Canadian Municipalities).

6.3. The Asset Management Plan will be integrated into strategic and operational plans throughout the organization.

Implementation, review and reporting of the Asset Management Plan will be reported annually to the Board and the community.

Approval Date:	February 12, 2015	Resolution No.	058/15 Rec. No. 4
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	
Amendment Date:		Resolution No.	

The following ‘building block’ diagram shows all of the Asset Management Practice Modules that are currently included in the Roadmap:



No	Type	Description	Est. Time (hrs)	Est. Hours Spent	Est. Hours Rem.	Deadline	Current Effort Level	IMP	LOE	PRI	Status	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
5	Complete	PCD - Gibsons Emergency Leak Inspection	8	8	0				5	5	25	Complete as of March 2018																							
5	Complete	CAS - SPF Grant Rescoping	16	16	0				5	5	25	Complete as of May 2018																							
5	Complete	CAS - CityWorks SPF Grant Summary for Tina	6	6	0				5	5	25	Complete as of May 2018																							
5	Complete	CAS - NAOSH Week Participation	20	20	0	6-May-18			3	5	15	Complete as of April 2017																							
5	Complete	PCD - Gibsons HVAC Replacement Project	100	60	0	30-Sep-18			5	4	20	Complete as of August 2018.																							
5	Complete	PCD - Gibsons Roof Repair Project	40	20	0				5	5	25	Complete as of October 2018																							
4	Review	CAS - Corporate Space Planning	160	10	150				5	5	25	Hold until further direction from Janette and Tina																							
4	Review	IS - Water/Wastewater Grass Cutting Program	40	20	20		0%		5	5	25	Out for advertisement.																							
3	Working	CAS - Agresso Improvement Group	Ong.	NA	NA		3%		5	5	25																								
3	Working	CAS - CityWorks Improvement Group	Ong.	NA	NA		3%		5	5	25																								
3	Working	CAS - Project Management User Group	Ong.	NA	NA		3%		5	5	25																								
3	Working	CAS - Work Planning	Ong.	NA	NA		1%		5	5	25																								
3	Working	IS - Wastreater Treatment Capital Planning	800	400	400		45%		5	1	5	Most capital modeling compelted. Conducting sensitivity analysis fund.																							
3	Working	IS - Wastewater CCTV Program	60	20	34	31-Dec-18	20%		3	5	15	Project awarded. Project kickoff early November.																							
3	Working	PCD - Madeira Park Ranger Station Condition Assessment	40	4	36	31-Dec-18	5%		3	5	15	Project advertised. Awarding next week.																							
3	Working	PCD - Ports Asbults and Load Ratings	60	20	40	31-Dec-18	10%		3	5	15	Project awarded. Project kickoff early November.																							
3	Working	CAS - Corporate Asset Management Service Plan	40	10	30		10%		5	5	25	In progress.																							
2	To Do/Waiting	CAS - Statement of Values Review	20	0	0				5	5	25	Request from Valerie to provide date of construction for all buildings																							
2	To Do/Waiting	IS - Parcel and User Rates Review (Capital Water Sheet)	80	0	0				5	5	25	Request from Tina to review budget model for CWMP																							
2	To Do/Waiting	CAS - Capital Planning AM Department Review Sheet and Policy	20			25-Jun-18			5	5	25	Creating policy to foster continuous review and imp. of cap planning info.																							
2	To Do/Waiting	CAS - Updated Corporate Asset Management Policy	40						5	5	25	Updating policy to reflect process improvements in asset management.																							
2	To Do/Waiting	CAS - Asset Management Update to the Board (February CAS)	30			1-Sep-18			3	5	15	This may be done in November - kept in sheet for documentation.																							
2	To Do/Waiting	CAS - Technical Review - Format and Sensitivity of Funding Models	40						5	5	25	Reviewing cap. Models for sensitivity to timeline and const. model type																							
2	To Do/Waiting	CAS - Cityworks Completion Project	100						5	5	25	Reviewing the current buildout of CityWorks and completing budget process																							
1	Backlog	PCD - Recreation Facilities Capital Plan Review	60						5	5	25	Reviewing and updating capital planning spreadsheets wrt policy																							
1	Backlog	PCD - Fire Hall Capital Plan Review	60						5	5	25	Reviewing and updating capital planning spreadsheets wrt policy																							
1	Backlog	IS - Water Collection Capital Planning	3000						5	1	5	Creating a new capital plan for underground water																							
1	Backlog	IS - Booster Stations Condition Assessment and Capital Planning	300						5	2	10	Conducting a general condition assessment and capital plan																							
1	Backlog	IS - Reservoir Condition Assessment and Capital Planning	300						5	2	10	Conducting a general condition assessment and capital plan																							
1	Backlog	PRO - Emergency Services Capital Plan Modeling and Reporting	250						4	3	12	Creating a new capital plan for the ES assets (non FD) (incl Dept./Board)																							
1	Backlog	CAS - Field Road Office Facility Capital Plan Modeling and Reporting	250						4	3	12	Creating a new capital plan for the Field buildings (incl Dept./Board)																							
1	Backlog	IS - Utilities Building Capital Plan Modeling and Reporting	250						4	3	12	Creating a new capital plan for the utilities building (incl Dept./Board)																							
1	Backlog	PCD - Parks Hut Building Capital Plan Modeling and Reporting	150						3	4	12	Creating a new capital plan for the parks hut (incl Dept/Board Review)																							
1	Backlog	PCD - Transit Building Capital Plan Modeling and Reporting	250						4	3	12	Creating a new capital plan for the transit building (incl dept/board review)																							
1	Backlog	PCD - Transit Shelters, Pullouts, Bike Lanes Capital Planning	250						2	3	6	Creating a new capital plan for transit pullouts, shelters, bike lanes																							
1	Backlog	IS/PCD - Mason Road Site Planning and Capital Modeling	150						3	4	12	Creating a new capital plan for the exterior site at Mason Road																							
1	Backlog	PCD - Gibsons Public Library Facility Comp. and Cap. Bug	250						3	3	9	Creating a new capital plan for the GDPL (incl dept/board review)																							
1	Backlog	PCD - Parks (Non-Building) Capital Plan Modeling and Reporting	600						3	1	3	Creating a capital plan for the parks department external assets.																							
1	Backlog	PCD - Parks (Buildings and Halls) Capital Plan Modeling/Reporting	400						3	1	3	Creating a new capital plan for the parks halls and other buildings.																							
1	Backlog	IS - Fleet and Equipment Planning	400						5	1	5	Creating a more flexible capital fleet model and improving workflow.																							
1	Backlog	IS - Chapman Treatment Plant Condition Assessment	100						2	4	8	Conducting a general condition assessment and health check of plant comp.																							
1	Backlog	CAS - 2018 FCM and UBCM Asset Management Grant	40						5	5	25	May be used for external asset management activities.																							
1	Backlog	IS - Infrastructure Planning Grant	40						5	5	25	May be used for internal or external infrastructure planning activities.																							
1	Backlog	PCD - Parks CityWorks Implementation	400						4	1	4	Creating process, formwork, and training for parks implementation																							
1	Backlog	PCD - Recreation Cityworks Implementation	400						4	1	4	Creating process, formwork, and training for recreation implementation																							
1	Backlog	IS - Underground Water CityWorks Implementation	400						5	1	5	Creating process, formwork, and training for UG water implementation																							
1	Backlog	IS - Treatment/Storage Water CityWorks Implementation	400						5	1	5	Creating process, formwork, and training for AG water implementation																							
1	Backlog	IS - Wastewater CityWorks Implementation	200						4	4	16	Creating process, formwork, and training for wastewater implementation																							
1	Backlog	CAS - CityWorks Mobile Rollout	200						4	4	16	Creating process, formwork, and training for CityWorks Mobile																							
1	Backlog	CAS - Yearly Review of Proposed Capital Works	80						5	2	10	Partially completed, needs further work on policy																							
1	Backlog	IS - Solid Waste Management Planning	400						5	1	5	Asset management involvement in IS project																							
1	Backlog	IS - Reservoir Siting Planning	400						5	1	5	Asset management involvement in IS project																							
1	Backlog	IS - Condition Assessment Templates for Buildings	150						4	4	16	Improving CityWorks usage with building maintenance (BM request)																							
1	Backlog	IS - Condition Assessment Templates for Pipe Uncovering	75						3	5	15	Improving CityWorks usage with UG water (IS request)																							
1	Backlog	IS - Wastewater Inspection Templates	150						5	4	20	Improving CityWorks usage with WW																							
1	Backlog	IS - Wastewater Takeover Process and Policy	150						5	4	20	Process improvement for reviewing new wastewater submissions																							
1	Backlog	IS - Wastewater Rates Bylaw	150						5	4	20	Process improvement for the wastewater capital planning and legal																							

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## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

**AUTHOR:** Gerry Parker, Senior Manager, Human Resources

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR [115] HUMAN RESOURCES

### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for 115 Human Resources be received.**

### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### 2019 R1 Budget Proposals by Category

##### A- MANDATORY / BUSINESS CONTINUITY

1	<i>Function Number – Project Name:</i>	<b>**NEW</b> Collective Agreement Negotiations Support
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2019 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The Collective Agreement expires December 31, 2019 and will need to be renegotiated between September – December, 2019. Additional assistance for consultant and/or legal services is anticipated.
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	Annual contributions to reserve for this purpose are \$6,000 in 2019 and \$10,000 in 2020 and subsequent years.



**Financial Implications**

Five-Year Operating Reserve Plan					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 159,040	\$ 139,040	\$ 129,040	\$ 119,040	\$109,040
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Collective Bargaining	-\$ 20,000		\$ -	\$ -	\$ -
Other		-\$ 10,000	-\$ 10,000	-\$ 10,000	-\$ 10,000
Closing Balance in Reserve	\$ 139,040	\$ 129,040	\$ 119,040	\$ 109,040	\$ 99,040

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM		Legislative	
CAO	X-J. Loveys	Other	X – G. Parker

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

**AUTHOR:** Valerie Cropp, Manager, Purchasing and Risk Management

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR FINANCE [113] – PURCHASING AND RISK MANAGEMENT FUNCTION [116]

### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for Finance [113] – Purchasing and Risk Management Function [116] be received.**

### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### *2019 R1 Budget Proposals by Category*

##### *A- MANDATORY – BUSINESS CONTINUITY*

1	<i>Function Number – Project Name:</i>	[116] – Insurance Asset Appraisal
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	Up to \$25,000
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	Will provided appraised replacement value on SCRD currently owed assets
	<i>Rational / Service Impacts:</i>	A statement of values is a tool for the SCRD and its Insurer to determine the value of insured assets. Completing and maintaining an accurate statement of values benefits all, as more detailed information provides the Insurer with a

		<p>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>Having an appraisal done is best practice and has been recommended by our insurance company (Aon), as it has been at least 5 years (2014) since the last appraisal. 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>
	<i>Energy Saving Potential (if applicable):</i>	n/a
	<i>Future Funding Implications (if applicable):</i>	Results from the appraisal may impact our annual premium costs. Staff to report in Q4 2019 on preliminary impacts.

### Financial Implications

<b>Five-Year Operating Reserve Plan</b>					
<b>Reserves for Finance (including Purchasing and Risk Management [116] and Asset Management [111])</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve –	\$165,000	\$123,000	\$ 73,000	\$ 73,000	\$ 48,000
Contributions Surplus	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Insurance Asset Appraisal	-\$ 25,000	\$ -	\$ -	-\$ 25,000	\$ -
**New Asset Management Proposal	-\$ 37,000	\$ -	\$ -	\$ -	\$ -
ERP Update		-\$ 50,000	\$ -	\$ -	-\$ 50,000
Closing Balance in Reserve	\$123,000	\$ 73,000	\$ 73,000	\$ 48,000	-\$ 2,000

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR BYLAW ENFORCEMENT [200]

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### RECOMMENDATION(S)

**THAT** the report titled 2019 R1 Budget Proposal for Bylaw Enforcement [200] be received.

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### E. OTHER or NOT CURRENTLY CLASSIFIED

1	<i>Function Number – Project Name:</i>	[200] – Increase Human Resource Plan by 0.2 FTE
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A-F, Islands, SIGD
	<i>2019 Funding Required:</i>	\$15,680
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Increasing the HR plan by .2 FTE would result in a complement of 2.0 Officers thereby providing resources for calls where additional assistance is required as well as for covering unanticipated absences.

		This increase would also assist with responding to call volumes related to short term rentals and cannabis related issues.  Note: Information on expanding service hours to include weekends will be provided in a separate report.
	Energy Saving Potential (if applicable):	n/a
	Future Funding Implications (if applicable):	Ongoing funding required

### Financial Implications

Five-Year Capital Reserve Plan-Vehicle Replacement					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$31,003	\$31,003	\$31,003	\$ 1,003	\$ 1,003
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Replacement	\$ -	\$ -	-\$30,000	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$31,003	\$31,003	\$ 1,003	\$ 1,003	\$ 1,003

Five-Year Operating Reserve Plan					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$20,965	\$20,965	\$20,965	\$20,965	\$20,965
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$20,965	\$20,965	\$20,965	\$20,965	\$20,965

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019  
**AUTHOR:** Angie Legault, Senior Manager, Administration and Legislative Services  
**SUBJECT:** **POTENTIAL WEEKEND BYLAW ENFORCEMENT COVERAGE**

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### RECOMMENDATION(S)

**THAT the report titled Potential Weekend Bylaw Enforcement Coverage be received.**

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### BACKGROUND

At Pre-Budget meetings, the issue of responding to bylaw compliance complaints on the weekend was raised (e.g. short-term rentals and noise). The Sunshine Coast Regional District (SCRD) Board subsequently adopted the following recommendation at the December 13, 2018 regular meeting:

340/18      **Recommendation No. 6**      *2019 Budget Proposal for [200] Bylaw Enforcement*

THAT the Round 1 Budget Proposal for the proposed initiative Bylaw Enforcement [200] Increase HR Plan – 0.2 FTE include options to increase hours of service to provide weekend coverage.

### DISCUSSION

There are a number of questions to consider with respect to a policy decision to expand service hours; for example what is the service objective or problem to be solved, what are the options to meet the objective, what are the pros and cons of each option, and can the objective be achieved in any other way.

As per Board policy (Attachment A), bylaw enforcement is based primarily on written complaints, unless related to a required permit or life safety issue, and voluntary compliance is the preferred approach.

Currently, bylaw compliance staff work normal office hours Monday – Friday. Complaints are occasionally received on the weekends either through the answering service, email, voicemail or through the RCMP. Of these, the majority of complaints are related to parking (no SCRD enforcement authority), noise, burning or dogs at large. Most short-term rental (STR) complaints focus on noise, traffic and parking. After hour noise and vicious dog complaints are often addressed through the RCMP. Burning complaints are often addressed to the relevant Fire Department.

Noise complaints are most likely to be an issue after 11:00 p.m. (quiet hours outlined in bylaw) but even if an evening shift was implemented, response would likely still require a police presence for safety.

STR's are a relatively new issue for the SCRD. In response to the concern, a consultation process was undertaken and a new regulatory framework is in progress. Education is also a key component of compliance but public education campaigns have not been initiated due to the upcoming regulatory changes. In the interim, staff have responded to complaints and have attempted to address neighbourhood nuisances while balancing the changing regulatory environment.

### *Options and Analysis*

#### Option 1 – Status Quo

Staff recommend re-visiting the issue of providing weekend enforcement coverage after the revised regulatory framework is in place, educational material has been made available and staff have had the opportunity to work with STR service providers. Staff recommend this option.

#### Option 2 – Expand Service Hours to provide Saturday staffing between May and September

The peak season for STR's is May through September. A summer shift schedule would provide additional opportunities to investigate infractions but would not address late night complaints.

#### Option 3 – Expand Service Hours to provide Saturday staffing

This option would provide additional opportunities to investigate complaints on Saturday but may not have the desired return on investment through the winter months.

#### Option 4 – Expand Service Hours to provide Saturday and Sunday staffing

This option would provide additional opportunities to investigate complaints on weekends but would impact coverage during the work week. Staff do not recommend this option.

### *Organizational and Intergovernmental Implications*

The current Collective Agreement between the SCRD and Unifor Local 466 contains very specific language with respect to hours of work. Currently, any bylaw compliance staff working on a weekend would receive double time rates of pay. Negotiations to achieve a mutually agreeable Letter of Understanding for straight time pay would be recommended if weekend coverage is pursued.

As a small division, only one Officer would be on duty on the weekend which presents lone worker issues. This is a safety sensitive role and a detailed procedure and follow-up plan for weekend work would be required. This also has supervisory implications to follow-up on missed check-ins, as well as for case file management.

### *Financial Implications*

Internal staff resources would need to be allocated to negotiate a letter of understanding and to develop an appropriate framework for supervision and lone worker checks.

## STRATEGIC PLAN AND RELATED POLICIES

N/A

## CONCLUSION

Staff have reviewed options to provide bylaw enforcement coverage on the weekend. As it is not possible to address all possible scenarios and in light of the evolving regulatory framework with respect to short-term rentals, staff recommend that the issue of providing bylaw enforcement service on the weekend be revisited in 2020 and that Collective Agreement language modifications be pursued in the next round of bargaining.

Attachment A – Bylaw Enforcement Complaints Policy

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR PROTECTIVE SERVICES FOR [210] (GIBSONS AND DISTRICT FIRE PROTECTION (FP)), [212] (ROBERTS CREEK FP), [216] (HALFMOON BAY FP), [218] (EGMONT FP)

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### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for Protective Services for [210] (Gibsons and District Fire Protection (FP)), [212] (Roberts Creek FP), [216] (Halfmoon Bay FP) and [218] (Egmont FP).**

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### BACKGROUND

As part of the Sunshine Coast Regional District (SCRD) budget process, staff are to report potential budget adjustments, approved at pre-budget, 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.

On January 10, 2019, the Planning and Community Development Committee received a Fire Services Strategic Plan report and Emergency Plan Review and staff recommended:

*“AND THAT as per Recommendation 4 of the SCRD Fire Department Strategic Plan; a Manager of Protective Services position be created from the existing Emergency Program Coordinator vacancy and that this position report to the Chief Administrative Officer”*

The Fire Services Strategic Plan report, page 65, contained the following recommendation:

*“If the SCRD creates an MPS (Manager, Protective Services) position, to the extent possible, the costs attributable to that role’s work with the fire services should be allocated across the collective tax base of the four service areas, to ensure that the budget impact is not disproportionately felt by Departments with the smallest tax bases.”*

The Emergency Plan Review report, page 37, contained the following recommendation:

*“Review the EPC role and consider whether it properly should be an exempt position. If the role is to be combined with that of a “fire services coordinator,” then those responsibilities also would need to be factored into such a consideration.”*

This is being presented to the Board along with a recommended cost allocation for consideration as part of the Round 1 Budget Proposals.

## DISCUSSION

### 2019 R1 Budget Proposals by Category

#### A- MANDATORY / BUSINESS CONTINUITY

1	<i>Function Number – Project Name:</i>	*** <b>NEW</b> -Manager, Protective Services (0.4 FTE)		
	<i>Rating:</i>	Enhancement to Service		
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F and ToG: [210] (Gibsons), [212] (Roberts Creek), [216] (Halfmoon Bay), [218] (Egmont).		
	<i>2019 Funding Required:</i>	\$32,000, estimated Q2 start date:		
		<b>Function</b>	<b>Allocation</b>	<b>Amount</b>
		[210] (Gibsons)	25%	\$8,000
		[212] (Roberts Creek)	25%	\$8,000
		[216] (Halfmoon Bay)	25%	\$8,000
		[218] (Egmont)	25%	\$8,000
			100%	\$32,000
	<i>Funding Source(s):</i>	Taxation		
	<i>Asset Management Plan Implications:</i>	N/A		
	<i>Rationale / Service Impacts:</i>	As recommended by Dave Mitchell and Associates to provide administrative support and guidance to both Fire Services and the Sunshine Coast Emergency Program. This exempt position will serve as and designate others as Emergency Program Coordinator, support Fire Services and SCRD Fire Chiefs, and oversee the E-911 program.		
	<i>Energy Saving Potential (if applicable):</i>	N/A		
	<i>Future Funding Implications (if applicable):</i>	\$52,000-approximate		

		Function	Allocation	Amount
		[210] (Gibsons)	25%	\$13,000
		[212] (Roberts Creek)	25%	\$13,000
		[216] (Halfmoon Bay)	25%	\$13,000
		[218] (Egmont)	25%	\$13,000
			100%	\$52,000
		Any revised wage allocations will be reviewed in 2020.		

### ***Financial Implications***

All four SCRD Fire services have operating and capital reserves.

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR SUNSHINE COAST EMERGENCY PLANNING [222]

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### RECOMMENDATION(S)

**THAT** the report titled 2019 R1 Budget Proposal for Sunshine Coast Emergency Planning [222] be received.

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

On January 10, 2019, the Planning and Community Development Committee received the Sunshine Coast Regional District (SCRD) Emergency Plan Review report and authorized production of Round 1 Budget Proposals to support implementation of recommendations outlined in Sections 5 and 6 of the report.

The recommendation for a new Manager, Protective Services position is being presented separately to the Board for consideration as part of the Round 1 Budget Proposals. The new position Manager, Protective Services will be exempt and partially allocated to Emergency Planning, Fire Services, and E-911. To maintain Emergency Planning support at historical full-time levels, a new 0.40 FTE exempt resource is needed and the funding for this role is in existing funding. The remaining existing funding from [222] Emergency Planning is being allocated to the Manager, Protective Services position.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### A- MANDATORY / BUSINESS CONTINUITY

1	Function Number – Project Name:	***NEW [222] – Sunshine Coast Emergency Planning
	Rating:	Status Quo Service
	Areas Affected (A-F, Regional, Islands):	All
	2019 Funding Required:	No financial impact anticipated for 2019.
	Funding Source(s):	
	Asset Management Plan Implications:	N/A

	<i>Rationale / Service Impacts:</i>	Based on the external review from Dave Mitchell & Associates, in support of the Sunshine Coast Emergency Planning function, the new exempt Manager of Protective Services will be allocated as 60% to Emergency Planning and an additional support staff will be hired for Emergency Support Services (ESS). This will assist in keeping the Emergency Plan and associated records up to date, act as Coordinator as assigned, and as additional support and/or relief coverage.
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	For 2020, a review of the wage allocations will be done in conjunction to the work-plan. The estimated impact will be approximately \$15,000 in additional taxation.

**D- LOW COST, HIGH VALUE**

2	<i>Function Number – Project Name:</i>	*** <b>NEW</b> [222] – Contracted Services for Statutory, Regulatory and Bylaw Review
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2019 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties.
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	N/A

**Financial Implications**

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 34,716	\$ 34,716	\$ 34,716	\$ 34,716	\$ 34,716
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 34,716	\$ 34,716	\$ 34,716	\$ 34,716	\$ 34,716

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 83,428	\$ 63,428	\$ 63,428	\$ 63,428	\$ 63,428
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
BP #2 - Contracted Services	-\$ 20,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 63,428	\$ 63,428	\$ 63,428	\$ 63,428	\$ 63,428

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM		Legislative	X-A. Legault
CAO	X-J. Loveys	Other	X-G. Parker

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR MAINTENANCE FACILITY (FLEET) [312]

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### RECOMMENDATION(S)

**THAT** the report titled **2019 R1 Budget Proposal for Maintenance Facility (Fleet) [312]** be received.

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

#### ***2019 Budget Additions Categorized Mandatory***

The following proposed initiative was presented at the November 29, 2018 Special Corporate and Administrative Services (Pre-Budget) Committee Meeting and approved to be incorporated into the 2019 Budget as a Categorized Mandatory item:

- [312] – Fleet Maintenance Facility - Exhaust Venting System for \$15,000 funded through Operating Reserves (Safety Requirement).

### DISCUSSION

#### ***2019 R1 Budget Proposals by Category***

##### ***E- OTHER or NOT CURRENTLY CLASSIFIED***

1	<i>Function Number – Project Name:</i>	[312] – Mason Road Forklift Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2019 Funding Required:</i>	<div>\$10,000 [312]</div> <div>\$15,000 [see BP through 370]</div> <div>\$25,000 Total project cost</div>

<i>Funding Source(s):</i>	Reserves  [312] Fleet \$10,000  [370] Regional Water \$15,000
<i>Asset Management Plan Implications:</i>	Annual Maintenance
<i>Rational / Service Impacts:</i>	It is recommended that the following departmentally shared vehicle be replaced in 2019:  <ul style="list-style-type: none"> <li>Unit #338 – 1976 Hyster Forklift</li> </ul> <p>This vehicle has exceeded its effective life. Replacement is recommended due to its age, lack of regulatory required safety features, increasing cost of maintenance.</p>
<i>Energy Saving Potential (if applicable):</i>	The replacement of older inefficient vehicles with modern vehicles will improve fuel efficiency and reduce overall carbon emissions.
<i>Future Funding Implications (if applicable):</i>	N/A

### Financial Implications

Five-Year Capital Reserve Plan					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 127,877	\$ 117,877	\$ 117,877	\$ 117,877	\$ 117,877
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Hyster Forklift	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 117,877	\$ 117,877	\$ 117,877	\$ 117,877	\$ 117,877

Five-Year Operating Reserve Plan					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 52,757	\$ 52,757	\$ 52,757	\$ 52,757	\$ 52,757
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 52,757	\$ 52,757	\$ 52,757	\$ 52,757	\$ 52,757

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



## ??SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR PORTS SERVICES [345]

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### RECOMMENDATION(S)

**THAT** the report titled 2019 R1 Budget Proposal for Ports Services [345] be received.

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### A- MANDATORY / BUSINESS CONTINUITY

1	<i>Function Number – Project Name:</i>	[345] –Ports Capital Maintenance (annual/ongoing)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F
	<i>2019 Funding Required:</i>	\$315,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>SCRD has prepared a 20-year capital plan for 9 Regional District ports. Capital projects are undertaken annually to maintain serviceable facility conditions.</p> <p>This plan was provided to the SCRD Infrastructure Services Committee in January 2018 (<a href="#">report link</a>).</p>

		<p>The plan is currently being enhanced and aligned with the Asset Management Plan.</p> <p>The capital plan is restricted to like-for-like replacement of end-of-life dock components and does not consider any enhancements to service.</p>
	<i>Rationale / Service Impacts:</i>	<p>Regular planned replacement of key structural components (piles, cross braces), railings and floats will ensure service levels of SCRD ports are maintained.</p> <p>The funding required is based on the best-available data and includes soft costs and a 20% contingency. A 10-year average is applied to maintain consistent taxation levels and will be reviewed regularly.</p> <p>Funds not required in the budget year will be maintained in reserves. The current reserve balance is \$290,477.</p> <p>An annual \$50,000 contribution to capital reserves is also made in an effort to ensure adequate resources are available to respond to a significant damage event.</p> <p>SCRD benefits from on-the-ground condition reports from the Ports Monitors (POMO) committee, which assists with timely identification of issues (such as weather damage) and cost-efficient resolution of physical defects.</p>
	<i>Energy Saving Potential (if applicable):</i>	None/not applicable.
	<i>Future Funding Implications (if applicable):</i>	Proactive replacement helps avoid costs associated with emergency repairs.

2	<i>Function Number – Project Name:</i>	[345] – Ports Major Inspections
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F
	<i>2019 Funding Required:</i>	\$18,000 (ongoing request – based on average 5-year inspection cycle spend of \$90,000)  2019 inspections are required for Halfmoon Bay Dock and Hopkins Landing Dock.
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	SCRD conducts major port inspections that include diving and sampling on a rolling 5-year cycle. These inspections provide real-world data for capital planning.
	<i>Rationale / Service Impacts:</i>	Port components are largely treated timber. These components can degrade from the inside out and condition issues are often at or below the water line. Routine major inspection ensures the Regional District has accurate condition information for planning and reduces the risks of unanticipated failure.
	<i>Energy Saving Potential (if applicable):</i>	None/not applicable.
	<i>Future Funding Implications (if applicable):</i>	Results from inspections guide capital planning, ensuring that only components requiring replacement are replaced and helping to manage unexpected costs.

**Financial Implications**

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 290,477	\$ 340,477	\$ 390,477	\$ 440,477	\$ 490,477
Contributions Surplus	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 340,477	\$ 390,477	\$ 440,477	\$ 490,477	\$ 540,477

Five-Year Operating Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 65,964	\$ 65,964	\$ 65,964	\$ 65,964	\$ 65,964
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 65,964	\$ 65,964	\$ 65,964	\$ 65,964	\$ 65,964

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4-5, 2019

**AUTHOR:** Remko Rosenboom, General Manager, Infrastructure Services

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR SOLID WASTE [350]

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### RECOMMENDATION(S)

**THAT** the report titled 2019 R1 Budget Proposal for Solid Waste [350] be received.

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

#### ***2019 Budget Additions Categorized Mandatory***

The following proposed initiative was presented at the November 29, 2018 Special Corporate and Administrative Services (Pre-Budget) Committee Meeting and approved to be incorporated into the 2019 Budget as a Categorized Mandatory item:

- [350] – Sechelt Landfill – Upgrade to Infiltration Pond - \$15,000 funded through Taxation (Regulatory Compliance).

### DISCUSSION

#### ***2019 R1 Budget Proposals by Category***

##### ***A- MANDATORY / BUSINESS CONTINUITY***

1	<i>Function Number – Project Name:</i>	[350] – Annual Landfill Maintenance for Various Landfill Sites
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2019 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Taxation

	<i>Asset Management Plan Implications:</i>	None
	<i>Rational / Service Impacts:</i>	<p>An increase to the base budget for maintenance of the landfill and transfer station sites is recommended:</p> <ul style="list-style-type: none"> <li>The annual base operating budgets for the Pender Harbour Transfer Station and the Sechelt Landfill have not been increased in several years, however, actual costs have increased due to rising inflationary and market conditions.</li> <li>Aging infrastructure at both facilities is increasingly in need of repair, including buildings, drop-off bays, underground electrical cables, scale and fences.</li> <li>In 2018, our regular methane monitoring at the landfill indicated a potential for heightened methane concentrations inside some of the landfill buildings. Based on these findings it is recommended that continuous methane monitoring be installed and maintained in those buildings as a method to ensure safe working conditions for staff.</li> <li>Eagles, seagulls and ravens are present in substantive numbers at the landfill site and disperse garbage to surrounding properties and trees, are a nuisance for staff and visitors, and create damage to SCRD property. Implementation of a year-round bird control program is recommended that will include use of specialized equipment, staff training in equipment use and ongoing expert support.</li> </ul>
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	Increase to Base Budget

2	<i>Function Number – Project Name:</i>	[350] – 2019 WildSafeBC Program
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None
	<i>Rational / Service Impacts:</i>	<p>As per Recommendation 7 carried at the January 24, 2019 Infrastructure Services Committee meeting:</p> <p><b><u>Recommendation No. 7</u></b>      2018 <i>WildSafeBC Program</i></p> <p>AND THAT the appropriate applications be submitted to the British Columbia Conservation Foundation for 2019 WildSafeBC Program Funding with the SCRD as the host organization;</p> <p>AND FURTHER THAT a budget proposal in support of the \$10,000 funding request for 2019 WildSafeBC Program be brought forward to Round 1 Budget.</p>
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	N/A

### Financial Implications

#### Regional Solid Waste Operating

Five-Year Capital Reserve Plan					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$58,782	\$58,782	\$58,782	\$58,782	\$58,782
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$58,782	\$58,782	\$58,782	\$58,782	\$58,782

**Zero Waste Initiatives (Eco Fee)**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
	2019	2020	2021	2022	2023
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve –	\$246,266	\$246,266	\$246,266	\$246,266	\$246,266
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$246,266	\$246,266	\$246,266	\$246,266	\$246,266

**Landfill Operating**

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
	2019	2020	2021	2022	2023
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 26,185	\$ 26,185	\$ 26,185	\$ 26,185	\$ 26,185
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 26,185	\$ 26,185	\$ 26,185	\$ 26,185	\$ 26,185

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** **2019 R1 BUDGET PROPOSAL FOR NORTH PENDER HARBOUR WATER SERVICE [365]**

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### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for North Pender Harbour Water Service [365] be received.**

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

#### ***2019 Budget Additions Categorized Mandatory***

The following proposed initiatives were presented at the November 29, 2018 Special Corporate and Administrative Services (Pre-Budget) Committee Meeting and approved to be incorporated into the 2019 Budget as Categorized Mandatory items:

- [365] – North Pender Harbour Water Service – Pool Road Right of Way Acquisition - \$10,000 funded through Capital Reserves (Regulatory Compliance);
- [365] – North Pender Harbour Water Service – Garden Bay UV Reactor Purchase - \$145,000 funded through Capital Reserves (Regulatory Compliance).

### DISCUSSION

#### ***2019 R1 Budget Proposals by Category***

##### ***A- MANDATORY / BUSINESS CONTINUITY***

1	<i>Function Number – Project Name:</i>	[365] – Daniel Point Reservoir Water Quality Monitoring Improvement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A and SIGD
	<i>2019 Funding Required:</i>	\$7,500
	<i>Funding Source(s):</i>	Capital Reserves

	<i>Asset Management Plan Implications:</i>	The chlorine analyzer will be an additional asset to the North Pender Harbour Water System and will require capital funding planning for annual maintenance and its future replacement.
	<i>Rational / Service Impacts:</i>	<p>The Daniel Point Reservoir is essential for the distribution of drinking water to the community of Daniel Point. Currently, staff drive to the reservoir site and manually check the chlorine residual in the system. Maintaining appropriate levels of chlorine residual is essential to the delivery of safe drinking water to residents and businesses in the area and a regulatory requirement. The current manual process does not allow for remote monitoring or dosing which can result in residual levels dipping above or below ideal levels while operators are off-site.</p> <p>Staff recommend the purchase and installation of a chlorine analyzer that will provide real-time monitoring and notifications of chlorine residual levels. This will allow for remote dosage adjustments and will improve water quality safety. Additionally, it will ensure an increased level of regulatory compliance governed by the Canadian Drinking Water Guidelines and Vancouver Coastal Health.</p> <p>This additional piece of equipment will also reduce operating costs associated with staff time and fuel expenses by improved operating efficiency and a reduction in travel to and from the reservoir site.</p>
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	The chlorine analyzer will cost approximately \$1,000 per year to operate, maintain and calibrate. It is anticipated that these additional expenses will be offset by reductions in staff time and fuel costs achieved by less site visits associated with the current manual process.

D- LOW COST, HIGH VALUE

2	<i>Function Number – Project Name:</i>	[365] – Katherine Creek Flow Summary Report
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A and SIGD
	<i>2019 Funding Required:</i>	\$7,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rational / Service Impacts:</i>	<p>The SCRD currently holds a Water License to divert water from Garden Bay Lake to supply water to the community. Katherine Creek flows out of Garden Bay Lake and the creek flow can be impacted by lowered levels in Garden Bay Lake that result from SCRD water extraction. The Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) currently requires the SCRD to augment seasonal flows in Katherine Creek (with pumps) to reduce the potential of any significant impacts to Coho salmon spawning in Katherine Creek and further downstream in Mixal Creek. Installing pumps and contracting out services for flow monitoring have historically amounted to an average annual cost of approximately \$6,100 between 2013 and 2018.</p> <p>FLNRORD has previously indicated that an evaluation of the flow monitoring results and an impact assessment on the spawning potential of Coho by a qualified professional would be required for them to reconsider their requirement to install pumps and to monitor the flows in Katherine Creek.</p> <p>It is recommended that a qualified professional biologist be hired to perform a water license review and summary report of historical creek flows for submission to FLNRORD. This could</p>

		result in the elimination of any requirements to operate and maintain pumps or perform annual flow monitoring, resulting in an estimated annual operational savings of \$6,100.
	<i>Energy Saving Potential (if applicable):</i>	It is anticipated that there would be a minimal reduction in energy consumption associated with <u>not</u> operating the pumps as well as a nominal reduction in carbon emissions associated with reduced vehicle and staff trips to the site.
	<i>Future Funding Implications (if applicable):</i>	Nominal reduction in energy expenditures and/or fuel expenses. Possible reduction in professional services expenditures and/or pump maintenance expenses.

E- OTHER or NOT CURRENTLY CLASSIFIED

3	<i>Function Number – Project Name:</i>	[365] – Utility Services Vehicle Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A and SIGD
	<i>2019 Funding Required:</i>	\$90,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan
	<i>Asset Management Plan Implications:</i>	Vehicle conditions and replacement schedules are reviewed annually by the fleet maintenance supervisor and water utility management and are accounted for in the capital plan.  The truck will be incorporated into the fleet inventory.
	<i>Rational / Service Impacts:</i>	It is recommended that the following NPWS waterworks vehicle be replaced in 2019:  <ul style="list-style-type: none"> <li>Unit #415 – 2007 Ford F350 w/Service Body (Mileage: 274,707)</li> </ul>

		This vehicle is a diesel engine and was retired from service on July 4, 2018 as it was considered unrepairable and had exceeded its effective life.
	<i>Energy Saving Potential (if applicable):</i>	The replacement of older inefficient vehicles with modern vehicles will improve fuel efficiency and reduce overall carbon emissions.
	<i>Future Funding Implications (if applicable):</i>	Based on the current daily floating rate of 2.66% offered by MFA, a 5-year loan would result in approximately \$1,500 per month of combined principal/interest payments for 60-months. Approximately \$6,000 of total interest would be paid over the course of the loan period.

### Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 355,782	\$193,282	\$193,282	\$193,282	\$193,282
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other-2019 Budget Proposals	-\$ 162,500	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 193,282	\$193,282	\$193,282	\$193,282	\$193,282

Five-Year Operating Reserve Plan					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 184,675	\$184,675	\$184,675	\$184,675	\$184,675
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 184,675	\$184,675	\$184,675	\$184,675	\$184,675

Development Cost Charges					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596	\$ 35,596

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** **2019 R1 BUDGET PROPOSAL FOR SOUTH PENDER HARBOUR WATER SERVICE [366]**

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### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for South Pender Harbour Water Service [366] be received.**

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

#### ***2019 Budget Additions Categorized Mandatory***

The following proposed initiatives were presented at the November 29, 2018 Special Corporate and Administrative Services (Pre-Budget) Committee Meeting and approved to be incorporated into the 2019 Budget as Categorized Mandatory items:

- [366] – South Pender Harbour Water Services – Mark Way / Chris Way / Bargain Harbour Road Water Main Replacements - \$240,000 funded through Capital Reserves (Imminent Asset Failure);
- [366] – South Pender Harbour Water Services – Treatment Plant Streaming Current Monitor - \$18,000 funded through Capital Reserves (Imminent Asset Failure).

### DISCUSSION

#### ***2019 R1 Budget Proposals by Category***

##### ***A- MANDATORY / BUSINESS CONTINUITY***

1	<i>Function Number – Project Name:</i>	[366] – Building Maintenance - Preventative Maintenance Plan – South Pender Treatment Plant
	<i>Rating:</i>	Status Quo Service

<i>Areas Affected (A-F, Regional, Islands):</i>	A
<i>2019 Funding Required:</i>	\$5,000
<i>Funding Source(s):</i>	User Fees
<i>Asset Management Plan Implications:</i>	Preventative maintenance is a key component within an Asset Management strategy.
<i>Rational / Service Impacts:</i>	<p>The South Pender Harbour Water Treatment Plant (SPHWTP) was constructed in 2014. As part of the SCRD's continued focus on asset management and preventative maintenance (PM), it is recommended that a PM Plan be developed for the SPHWTP.</p> <p>The PM Plan will involve a site visit by qualified SCRD Building Maintenance staff to provide a description of improvements and/or repairs required, estimate costs and a 5-Year implementation plan.</p>
<i>Energy Saving Potential (if applicable):</i>	N/A
<i>Future Funding Implications (if applicable):</i>	It is anticipated that there will be several tasks identified as part of the PM plan that will require funding. Any additional funding requirements will be addressed in future Budget years.

### Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 749,459	\$491,459	\$491,459	\$491,459	\$491,459
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	-\$ 258,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 491,459	\$491,459	\$491,459	\$491,459	\$491,459



Five-Year Operating Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 645,960	\$ 645,960	\$ 645,960	\$ 645,960	\$ 645,960
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 645,960	\$ 645,960	\$ 645,960	\$ 645,960	\$ 645,960

Development Cost Charges					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 152,966	\$152,966	\$152,966	\$152,966	\$152,966
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 152,966	\$152,966	\$152,966	\$152,966	\$152,966

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR [370] REGIONAL WATER SERVICE

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### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for [370] Regional Water Service be received.**

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

The following proposed initiatives were presented at the November 29, 2018 Special Corporate and Administrative Services (Pre-Budget) Committee Meeting and approved to be incorporated into the 2019 Budget as Categorized Mandatory items:

- [370] – Regional Water Service – Chapman Water Treatment Plant Water Quality Monitoring System Upgrades - \$120,000 funded through Capital Reserves (Imminent Asset Failure);
- [370] – Regional Water Service – Edwards Lake Dam Safety Audit - \$15,000 funded through User Fees (Regulatory Compliance).

### DISCUSSION

#### ***2019 R1 Budget Proposals by Category***

##### ***A- MANDATORY / BUSINESS CONTINUITY***

1	<i>Function Number – Project Name:</i>	[370] – Water Sourcing Policy
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$25,000

	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rational / Service Impacts:</i>	The Water Sourcing Policy is intended to outline which water supply to utilize, to what extent and at which level of water restrictions. This project will include a technical review to assess several scenarios of current and future water supply sources to meet the water demand on the Chapman Creek System. Each scenario will include financial implications and impacts to the environment and stakeholders.
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	N/A

2	<i>Function Number – Project Name:</i>	[370] – Building Maintenance Mason Road and Chapman Water Treatment Plant
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	Preventative maintenance is a key component within an Asset Management strategy.
	<i>Rational / Service Impacts:</i>	A preventative maintenance (PM) plan and facilities audit was completed by the SCRD Building Maintenance department in 2016/17 for the Mason Rd Waterworks Utility Building. The audit identified a list of improvements and repairs for the facility, estimated costs and a timeline for the work. Various maintenance tasks such as replacing floor surfaces, baseboard heaters, and other interior cosmetic repairs totaling \$20,000 have

		<p>been identified as needing to be completed in 2019.</p> <p>The Chapman Water Treatment Plant (CWTP) was constructed in 2004. As part of the SCRD's continued focus on asset management and PM, it is recommended that a PM plan (\$5,000) be developed for the CWTP.</p> <p>The PM Plan will involve a site visit by qualified SCRD Building Maintenance staff and provide a description of improvements and/or repairs required, estimate costs and provide a 5-Year implementation plan timeline.</p>
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	<p>Included in the Building Maintenance 5-Yr Capital Plan for the Mason Road Waterworks Utility Building are recommendations for repair / maintenance tasks over the next five (5) years. Any additional repairs and/or improvements for 2020 and future years will be brought forward at future budget year discussions.</p> <p>In addition, it is anticipated that there will be several tasks identified as part of the recommended PM plan for the CWTP that will require funding. Any additional funding requirements related to CWTP building maintenance preventative maintenance work will be brought forward in future Budget years.</p>
3	<i>Function Number – Project Name:</i>	*** <b>NEW</b> [370] – Groundwater Investigation – Phase 3
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$300,000
	<i>Funding Source(s):</i>	Reserves

	<i>Asset Management Plan Implications:</i>	Any wells, once fully developed, will result in additional assets with diverse estimated timelines for replacement and O&M requirements.
	<i>Rational / Service Impacts:</i>	<p>At the January 24, 2019 Infrastructure Services Committee meeting Recommendation 1 was carried.</p> <p>Phase 3 of the development of a well field at the Church Road site includes the following activities requiring a budget to retain the services of technical consultants:</p> <ul style="list-style-type: none"> <li>- Application for a Water Licence under the <i>Water Sustainability Act</i> (including completion of any associate assessments);</li> <li>- Assessment of tie-in options to current infrastructure;</li> <li>- Preliminary design and costs estimates.</li> </ul>
	<i>Energy Saving Potential (if applicable):</i>	Energy use will be considered as part of the design of the production wells and the procurement of the well pump.
	<i>Future Funding Implications (if applicable):</i>	These new production wells would require additional resources (staff and operational base budget) to ensure adequate operation and maintenance.

4	<i>Function Number – Project Name:</i>	*** <b>NEW</b> [370] – Raw Water Reservoir – Phase 3
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	TBD (at Round 2 Budget)
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	This project will result in additional assets with diverse estimated timelines for replacement and O&M requirements.
	<i>Rational / Service Impacts:</i>	At the February 21 Infrastructure Services Committee meeting the results

		<p>of the feasibility study of the development of one or more Raw Water Reservoirs will be summarized in a report.</p> <p>This report could include a recommendation to the next phase - the development of one or more Raw Water Reservoirs.</p> <p>More details to be provided at Round 2 Budget.</p>
	<i>Energy Saving Potential (if applicable):</i>	Energy use will be considered as part of the design of a Raw Water Reservoir and the auxiliary infrastructure.
	<i>Future Funding Implications (if applicable):</i>	Any Raw Water Reservoir would require additional resources (staff and base budget) to ensure adequate operation and maintenance. The size, design and location of the reservoir will determine the magnitude of these additional resources.

5	<i>Function Number – Project Name:</i>	*** <b>NEW</b> [370] – Senior Utility Technician 0.4 FTE
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$55,000 (anticipated Q2 2019 start)
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	NA
	<i>Rational / Service Impacts:</i>	<p>- Staff report provided</p> <p>** New staff position will increase the senior technical capacity required to manage the SCRD increasingly complex water supply infrastructure. This position will manage low and moderate infrastructure repair, replacement and improvement projects. The position would also operate and provide senior advice to junior staff on water treatment</p>

		and supply infrastructure operation, especially during drought conditions.
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	Increase to Base Budget of \$93,000

6	<i>Function Number – Project Name:</i>	<b>***NEW</b> [370] –Utility Engineering Technician 1.0 FTE
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$43,000 (anticipated Q3 2019 start)
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	NA
	<i>Rational / Service Impacts:</i>	<p>- Staff report provided</p> <p>** New staff position will increase the capacity to process the increased workload associated with water supply applications for developments in a timely manner.</p> <p>The existing 2.0 FTE Utility Engineering Technician positions are responsible for the processing of development referrals, providing engineering and project management support during the development and implementation of all capital projects within the division. The number and complexity of capital projects has increased and is expected to continue to do so in the next several years, due to major water supply expansion projects</p>
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	Increase to Base Budget of \$86,500

7	<i>Function Number – Project Name:</i>	*** <b>NEW</b> [370] – Utility Operations Assistant 0.4 FTE
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$40,000 (anticipated Q2 2019 start)
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	NA
	<i>Rational / Service Impacts:</i>	- Staff report provided  ** This additional capacity will be added to the current 0.6 FTE Utilities Operations Assistant position and would primarily improve the inventory management and procurement within the Utility Division.
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	Increase to Base Budget of \$68,500

**B- OTHER or NOT CURRENTLY CLASSIFIED**

8	<i>Function Number – Project Name:</i>	[370] – Utility Service Vehicle Replacements
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2019 Funding Required:</i>	\$170,000
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan
	<i>Asset Management Plan Implications:</i>	Vehicle conditions and replacement schedules are reviewed annually by the fleet maintenance supervisor and water utility management and accounted for in the CRWP.



	<i>Rational / Service Impacts:</i>	<p>It is recommended that the following Regional Water System waterworks vehicles be replaced in 2019:</p> <ul style="list-style-type: none"> <li>Unit #416 – 2007 Ford F350 w/ Service Body (Mileage: 179,959 kms)</li> <li>Unit #434 – 2008 Ford Ranger w/Service Body (Mileage: 168,452 kms)</li> </ul> <p>Unit #416 has been out of service since January 2018 with seized engine and requires replacement.</p> <p>The 2008 Ford Ranger is 10 years old and has experienced rising maintenance costs. It regularly requires high cost maintenance including clutch, front end work and brake maintenance.</p>
	<i>Energy Saving Potential (if applicable):</i>	The replacement of older inefficient vehicles with modern vehicles will improve fuel efficiency and reduce overall carbon emissions.
	<i>Future Funding Implications (if applicable):</i>	Based on the current daily floating rate of 2.63% offered by MFA, a 5-year loan would result in \$3,027 per month of combined principal/interest payments for 60-months. The total interest of \$11,607 would be paid over the course of the loan period.
9	<i>Function Number – Project Name:</i>	[370] – Mason Road Forklift Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2019 Funding Required:</i>	Total-\$25,000:  10,000 [see BP through 312]  \$15,000 [370]

<i>Funding Source(s):</i>	Reserves  [370] Regional Water \$15,000  [312] Fleet \$10,000
<i>Asset Management Plan Implications:</i>	Annual Maintenance
<i>Rational / Service Impacts:</i>	It is recommended that the following departmentally shared vehicle be replaced in 2019:  · Unit #338 – 1976 Hyster Forklift  This vehicle has exceeded its effective life. Replacement is recommended due to its age, lack of regulatory required safety features, increasing cost of maintenance.
<i>Energy Saving Potential (if applicable):</i>	The replacement of older inefficient vehicles with modern vehicles will improve fuel efficiency and reduce overall carbon emissions.
<i>Future Funding Implications (if applicable):</i>	N/A

### Financial Implications

#### Regional - Capital

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 5,039,194	\$4,604,194	\$4,604,194	\$4,604,194	\$4,604,194
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	-\$ 435,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 4,604,194	\$4,604,194	\$4,604,194	\$4,604,194	\$4,604,194

**Regional - Operational**

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$2,692,606	\$2,692,606	\$2,692,606	\$2,692,606	\$2,692,606
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$2,692,606	\$2,692,606	\$2,692,606	\$2,692,606	\$2,692,606

**Regional - Land**

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 17,082	\$ 17,082	\$ 17,082	\$ 17,082	\$ 17,082
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 17,082	\$ 17,082	\$ 17,082	\$ 17,082	\$ 17,082

**Development Cost Charges**

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 1,867,739	\$ 1,867,739	\$ 1,867,739	\$ 1,867,739	\$ 1,867,739
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,867,739	\$ 1,867,739	\$ 1,867,739	\$ 1,867,739	\$ 1,867,739

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

**AUTHOR:** Remko Rosenboom – General Manager, Infrastructure Services

**SUBJECT:** WATER SUPPLY AND DISTRIBUTION SERVICES – REGIONAL WATER

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### RECOMMENDATION(S)

**THAT the report titled Water Supply and Distribution Services – Regional Water be received.**

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### BACKGROUND

The Utility Division within the Infrastructure Services department is responsible for the treatment and distribution of the water supply, and review of water service connection applications related to development applications.

The purpose of this report is to provide a detailed rationale on the budget proposals for additional staff resources presented at Round 1 Budget for [370] Regional Water Service.

### DISCUSSION

#### *Senior Utility Technician*

Climate change and new regulatory requirements have increased the complexity of daily operations of the water supply system. Maximizing the flow available for the community and ensuring adequate year-round functioning of all treatment facilities and associated infrastructure (reservoirs, pumps and valves) requires advanced certification, technical knowledge and experience. Currently only the Superintendent (exempt) and Utility Coordinator are required to have the advanced certification. Their team coordination and financial and project management responsibilities allow them to provide a minimal amount of technical leadership to junior staff on a day to day basis. In addition, they currently have limited capacity to operate the water treatment and distribution facilities under challenging circumstances, such as an extended drought period.

Staff recommend the reallocation of the current vacant 0.6 FTE Utility Technician II and create a new 0.4 FTE to create a 1.0 FTE Senior Utility Technician (new position). This position would also operate and provide senior advice to junior staff on the operations of water treatment and distribution facilities, especially during drought conditions. This position would also take on the management of low and moderate complex infrastructure repair, replacement and improvement projects.

### *Utility Engineering Technician*

The existing 2.0 FTE Utility Engineering Technician positions are responsible for the processing of development application referrals from member local governments and the Sunshine Coast Regional District (SCRD) planning department. The workload associated with these referrals has increased significantly over the last several years, and is not expected to decrease in the next several years. The Utility Engineering Technicians also provide engineering and project management support on the development and implementation of all capital projects within the division. The number and complexity of capital projects has increased and is expected to continue in the next several years, in part due to major water supply expansion projects.

Additional Utility Engineering Technician staff capacity is required to continue to support developments applications, and to provide engineering and project management support on the capital projects for the regional water supply infrastructure.

The most essential water supply infrastructure is equipped with sensors and automation to allow for the remote control of basic functions of these facilities. Within the current staffing complement, there is currently only one staff with the certification and experience to maintain, upgrade and expand sensors and automation instrumentation. This is considered a risk to the organization.

Staff recommend the creation of a new 1.0 FTE Utility Engineering Technician with an added specialization in Supervisory Control and Data Acquisition (SCADA) systems.

This position would complement the current 2.0 FTE Utility Engineering Technicians, provide engineering and project management support for water supply and distribution infrastructure. The position would also assist the current 1.0 FTE SCADA technician with the maintenance and required upgrades to the SCADA system for water supply and distribution infrastructure.

### *Utility Operations Assistant*

The administrative staff within the Utility Division are responsible for several administrative duties, including those related to procurement, regulatory compliance data entry, work order creation and inventory management. For the last several years, the workload associated with these duties has increased and several process improvements have not resulted in them being able to complete all duties within the current 1.33 FTE.

This shortfall in administrative capacity within this division has also prevented the implementation of several business processes required to bring the procurement process and inventory management to a higher standard.

Staff recommend a 0.4 FTE be added to the existing 0.6 FTE Utilities Operations Assistant bringing the total capacity of administrative staff support for the division to 1.73 FTE.

### *Financial implications*

For 2019, it is anticipated the Senior Utility Technician and Utility Operations Assistant positions could not be hired until Q2 of 2019, and the Utility Engineering Technician not until Q3 2019. Therefore, only a portion of the estimated cost has been included. The proposed funding allocation for these positions is through User Fees.

The proposed cost allocations and associated funding implications for 2019 and 2020 are as follows:

	<b># FTE</b>	<b>2019</b>	<b>2020</b>
<i>Funding Required:</i>		\$138,000	\$248,000
<i>Senior Utility Technician</i>	1.0	\$55,000	\$93,000
<i>Utility Engineering Technician</i>	1.0	\$43,000	\$86,500
<i>Utility Operations Assistant</i>	0.4	\$40,000	\$68,500
<i>User Fees [370] Regional Water</i>		\$138,000	\$248,000

## **STRATEGIC PLAN AND RELATED POLICIES**

N/A

## **CONCLUSION**

The purpose of this report is to provide background to support the business case for the 2019 Budget Proposal for additional resources for the water supply and distribution services within the Regional Water function [370].

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM		Legislative	
CAO	X-J- Loveys	Other HR-	X-G. Parker

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

**AUTHOR:** Remko Rosenboom, General Manager, Infrastructure Services

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR WASTEWATER TREATMENT SERVICES [381-395]

### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for [381-395] Wastewater Treatment Services [381-395] be received.**

### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

The following proposed initiatives were presented at the November 29, 2018 Special Corporate and Administrative Services (Pre-Budget) Committee Meeting and approved to be incorporated into the 2019 Budget as Categorized Mandatory items:

- [391] – Curran Road – Marine Outfall Anchor Weights Replacement - \$40,000 funded through Operating Reserves (Imminent Asset Failure);

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### **A- MANDATORY / BUSINESS CONTINUITY**

1	<i>Function Number – Project Name:</i>	<b>***NEW</b> [381-395] – Wastewater Technician Coordinator 1.0 FTE
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, and F
	<i>2019 Funding Required:</i>	\$39,000 hiring anticipated in Q3 2019
	<i>Funding Source(s):</i>	User Fees
	<i>Asset Management Plan Implications:</i>	N/A

	<i>Rational / Service Impacts:</i>	<p>- Staff report provided</p> <p>** New staff position would be responsible for the coordination of and assist with the day to day operations of the 15 facilities the SCRD current operates. This position will take an operational leadership role in addressing the issues in the SCRD's management of its wastewater treatment facilities as outlined in the November 15, 2018 report titled SCRD Electoral Wastewater Treatment Review.</p>
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	Increase to Base Budget of \$104,000

2	<i>Function Number – Project Name:</i>	[382] – Woodcreek Park Sand Filter Remediation – Engineering Design
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area E
	<i>2019 Funding Required:</i>	\$40,000
	<i>Funding Source(s):</i>	Reserves (Operating)
	<i>Asset Management Plan Implications:</i>	Condition assessment and engineering review associated with asset replacement.
	<i>Rational / Service Impacts:</i>	<p>The Woodcreek Park wastewater treatment plant is frequently not meeting all regulatory requirements. This has resulted in the SCRD receiving a Warning letter from the Ministry of Environment and Climate Change Strategies on July 24, 2018. It has been determined that one of the essential components of the treatment system, the recirculating sand filter, is not functioning properly and possibly requires a replacement system.</p> <p>Staff recommend that an engineering review and detailed design for a remediation solution to the Woodcreek</p>



		Park Wastewater treatment system be conducted in 2019. This will involve a condition review of the existing system and evaluation of replacement solution options, a Class C construction estimate and recommendations for funding options for construction.
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	Upon receipt and internal review of the above recommended engineering report, staff will bring forward recommendations for funding the construction of a replacement system in 2020 budget discussions. Staff estimate the cost to construct a replacement system to be approximately \$300,000 (2020 dollars).
3	<i>Function Number – Project Name:</i>	[387] – Square Bay infiltration reduction
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area B
	<i>2019 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Reserves (Capital)
	<i>Asset Management Plan Implications:</i>	Asset Replacement
	<i>Rational / Service Impacts:</i>	<p>The newly constructed wastewater treatment plant at Square Bay is currently classified at a Class 3 facility under the Municipal Wastewater Regulation. Based on the amount of sewage this plant is to treat, this plant could become classified as a Class 2 plant; however due to the high amount of drainage and groundwater that infiltrates the collection system, and hence is processed by the plant, the plant is currently classified as a Class 3 plant.</p> <p>During recent rain events the infiltration into the collection system resulted in two non-compliance situations with our <i>Environmental Management Act</i> permit.</p>

		<p>A Class 3 treatment facility requires a higher certification of operating staff compared to a Class 2 and will result in higher wages for operators of this facility.</p> <p>It is recommended the openings of manholes in the collection system be raised and other system components be repaired to reduce the infiltration of drainage and groundwater.</p>
	<i>Energy Saving Potential (if applicable):</i>	N/A
	<i>Future Funding Implications (if applicable):</i>	A reduction in classification of this treatment plant would reduce the total wages for operating staff.

**B- OTHER or NOT CURRENTLY CLASSIFIED**

3	<i>Function Number – Project Name:</i>	Wastewater Services Vehicle Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, and F
	<i>2019 Funding Required:</i>	<p>\$45,000 for Vehicle Purchase</p> <p>\$7,000 for Operational, Maintenance and Borrowing Costs for ½ year of 2019.</p>
	<i>Funding Source(s):</i>	<p>\$45,000 MFA 5-Year Equipment Financing Loan</p> <p>\$7,000 User Fees - Operational Budgets Wastewater services [381-395]</p>
	<i>Asset Management Plan Implications:</i>	The truck will be incorporated into the fleet inventory.
	<i>Rational / Service Impacts:</i>	<p>It is recommended that the following vehicle be replaced in 2019:</p> <p>Unit #435 – 2008 Ford Ranger w/Service Body (Mileage: 144,067 kms)</p> <p>Replacement of this truck with another light duty truck with service body</p>

		equipped for the management of the SCRD wastewater facilities.
	<i>Energy Saving Potential (if applicable):</i>	The replacement of older inefficient vehicles with modern vehicles will improve fuel efficiency and reduce overall carbon emissions.
	<i>Future Funding Implications (if applicable):</i>	Based on the current daily floating rate of 2.63% offered by MFA, a 5-year loan would result in \$801 per month of combined principal/interest payments for 60-months. The total interest and principle of \$9,612 would be paid over the course of the loan period.  Annual increase to Base budget of \$17,500 required for annual operational and maintenance of the vehicle including debt servicing as above.

### Financial Implications

Woodcreek Park Wastewater Service Area						
Five-Year Capital Reserve Plan (or longer, if applicable)						
	2019	2020	2021	2022	2023	
Item	Amount	Amount	Amount	Amount	Amount	
Opening Balance in reserve	\$ 24,431	\$ 24,431	\$ 24,431	\$ 24,431	\$ 24,431	
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	
Building	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Closing Balance in Reserve	\$ 24,431	\$ 24,431	\$ 24,431	\$ 24,431	\$ 24,431	

Woodcreek Park Wastewater Service Area						
Five-Year Operating Reserve Plan (or longer, if applicable)						
	2019	2020	2021	2022	2023	
Item	Amount	Amount	Amount	Amount	Amount	
Opening Balance in reserve	\$ 151,236	\$ 111,236	\$ 111,236	\$ 111,236	\$ 111,236	
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	
Building	\$ -	\$ -	\$ -	\$ -	\$ -	
Other	-\$ 40,000	\$ -	\$ -	\$ -	\$ -	
Closing Balance in Reserve	\$ 111,236	\$ 111,236	\$ 111,236	\$ 111,236	\$ 111,236	

Square Bay Wastewater Service Area					
Five-Year Capital Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	-\$ 31,132	-\$ 31,132	-\$ 31,132	-\$ 31,132	-\$ 31,132
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	-\$ 31,132	-\$ 31,132	-\$ 31,132	-\$ 31,132	-\$ 31,132

Square Bay Wastewater Service Area					
Five-Year Operating Reserve Plan (or longer, if applicable)					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	-\$ 92,663	-\$ 117,663	-\$ 117,663	-\$ 117,663	-\$ 117,663
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	-\$ 117,663	-\$ 117,663	-\$ 117,663	-\$ 117,663	-\$ 117,663

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

**AUTHOR:** Remko Rosenboom – General Manager, Infrastructure Services

**SUBJECT:** WASTEWATER TREATMENT FACILITIES – ORGANIZATIONAL CAPACITY

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### RECOMMENDATION(S)

**THAT the report titled Wastewater Treatment Facilities – Organizational Capacity be received.**

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### BACKGROUND

The Utility Division within the Infrastructure Services department is responsible for the management of the collection, treatment and discharge at wastewater infrastructure.

The November 15, 2018 staff report titled SCRD Electoral Areas Wastewater Treatment Review concluded that:

*A recent review of the management of all wastewater treatment facilities identified several critical issues that could pose significant risk to the SCRD, including regulatory action, asset failure and one or more of the services not being financially sustainable.*

*The overall conclusion of the review is that the SCRD's current organizational capacity to address these issues is insufficient. A staffing proposal to address the significant risks to the SCRD associated with its current management of the wastewater treatment facilities will be part of the 2019 Pre-Budget deliberations.*

The purpose of this report is to provide a detailed rationale on the budget proposals for additional staff resources presented at Round 1 Budget for [381-395] Wastewater Treatment Services.

### DISCUSSION

#### *Wastewater Technician Coordinator*

The November 15, 2018 report concluded that the current staffing levels and skills are insufficient to operate and maintain the 15 wastewater treatment facilities within the regulatory, environmental requirements and standards of the Sunshine Coast Regional District's (SCRD) Asset Management Plan. This is resulting in a high number of legislative non-compliances that are currently being addressed on a case by case basis. This requires a significant amount of staff resources, including outside of the regular work hours, resulting in more overtime pay-outs, banked time and the resultant time off that also puts a strain on the availability of staff.

The November 15, 2018 report also identified that only one staff is certified to manage the most complex of the 15 wastewater treatment facilities operated by the SCRD.

The Utility Technician Coordinator is currently coordinating the day to day operation of all water supply and wastewater facilities. Given that the management of the water treatment and distribution systems has become increasingly demanding, the Utility Technician Coordinator is unable to provide the coordination and oversight required to address the identified issues with the wastewater treatment facilities.

Staff recommend the creation of a new 1.0 FTE Wastewater Technician Coordinator position to lead the Wastewater technicians section. This coordinator would be responsible for the coordination of and assist with the day to day operations of the 15 wastewater treatment facilities the SCRD current operates.

This Wastewater Technician Coordinator would be required to have the technical certification to operate the most complex facilities currently operated by the SCRD.

The 2019 work plan for this position would include the preparation of an action plan for each facility. Any budgetary requirements for the implementation of these action plans would be included in a 2020 or 2021 budget proposal.

The creation of a Wastewater Technician Coordinator position would allow the Utility Technician Coordinator to focus on the management of the water supply and distribution infrastructure.

#### *Financial implications*

For 2019, it is anticipated the position could not be hired until Q3 2019. Therefore, only a portion of the estimated cost has been included. The proposed funding allocation for this position is through User Fees.

The proposed cost allocations and associated funding implications for 2019 and 2020 are as follows:

	<b># FTE</b>	<b>2019</b>	<b>2020</b>
<i>Funding Required:</i>		\$39,000	\$104,000
<i>Wastewater Technician Coordinator</i>	1.0	\$39,000	\$104,000
<i>User Fees [381-395] Wastewater treatment facilities</i>		\$39,000	\$104,000

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

N/A

## **CONCLUSION**

The purpose of this report is to provide background to support the business case for the 2019 Budget Proposal for additional resources for the wastewater treatment facilities [381-395].

Reviewed by:			
Manager		CFO/Finance	X-T. Perrault
GM		Legislative	
CAO	X-J. Loveys	Other	X-G. Parker

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

**AUTHOR:** Allen Whittleton, Chief Building Official

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR [520] BUILDING INSPECTION SERVICES

### RECOMMENDATION(S)

**THAT** the report titled 2019 R1 Budget Proposal for [520] Building Inspection Services be received.

### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### A- MANDATORY / BUSINESS CONTINUITY

1	<i>Function Number – Project Name:</i>	*** <b>NEW</b> [520] Base Budget Funding Update
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, SIGD
	<i>2019 Funding Required:</i>	(\$75,000) Reduction to taxation
	<i>Funding Source(s):</i>	User fees (offset by an equivalent reduction in taxation)
	<i>Asset Management Plan Implications:</i>	None.
	<i>Rationale / Service Impacts:</i>	Staff have identified that during the recent strong building and development cycle the taxation requisitioned to support Building Inspection can be reduced and offset by user fees.  Building Inspection is supported by taxation (\$245,000 or about 32% of



		<p>operating budget) and user fees (\$529,000 or about 68% of operating budget).</p> <p>2018 user fee revenue was \$784,000; approximately 48% higher than budgeted.</p> <p>Only a modest reduction in taxation is suggested, recognizing that building activity occurs in cycles and user fee revenue may diminish during a slow cycle.</p>
	<i>Energy Saving Potential (if applicable):</i>	Not applicable.
	<i>Future Funding Implications (if applicable):</i>	<p>Staff continuously monitor operating budget funding sources. At this time no future funding implications are identified.</p> <p>This service has a significant operating reserve (table below) that could be drawn from during a very slow cycle to prevent or limit future tax increases.</p>

### Financial Implications

Five-Year Operating Reserve Plan					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 468,685	\$ 468,685	\$ 468,685	\$ 468,685	\$ 468,685
Contributions Surplus					
Closing Balance in Reserve	\$ 468,685	\$ 468,685	\$ 468,685	\$ 468,685	\$ 468,685

Five-Year Capital Reserve Plan-Vehicle Replacement					
	2019	2020	2021	2022	2023
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 58,938	\$ 58,938	\$ 23,938	\$ 23,938	\$ 23,938
Contributions Surplus					
Vehicle Replacement		-\$ 35,000			
Closing Balance in Reserve	\$ 58,938	\$ 23,938	\$ 23,938	\$ 23,938	\$ 23,938

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR [625] PENDER HARBOUR AQUATIC AND FITNESS CENTRE

### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Proposal for [625] Pender Harbour Aquatic and Fitness Centre be received.**

### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### **A- MANDATORY / BUSINESS CONTINUITY**

1	<i>Function Number – Project Name:</i>	[625] 2019 Annual Maintenance and Capital Repairs
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2019 Funding Required:</i>	\$42,200
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	Annual maintenance (including painting of pool tank completed on a 3-4 year cycle) protects the value of the asset.  Aligned with 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.
	<i>Rationale / Service Impacts:</i>	<p>As part of the capital maintenance plan the main pool tank requires painting every 3-4 years. March 2016 was the last time the tank was refinished. Work will be scheduled for December 2019.</p> <p>Pool tank maintenance protects the tank structure and reduces leak potential; helps maintain pool chemistry and water balance.</p> <p>Ceiling maintenance and replacement of the main pool drain to conform to updated regulations will be completed during pool tank maintenance.</p> <p>The hot tub jet circulation pump has reached the end of service life as it was installed for opening in April 1980. The job will require the services of an engineer, facility operations staff. Equipment is starting to fail which could result in reduced service levels</p>
	<i>Energy Saving Potential (if applicable):</i>	None/not applicable.
	<i>Future Funding Implications (if applicable):</i>	Continuation of contributions to reserves to provide funds necessary.
2	<i>Function Number – Project Name:</i>	[625] Facility Maintenance Services (Asset Management) – ongoing initiative
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2019 Funding Required:</i>	<p>\$29,900, including 0.16 FTE</p> <p>Comprised of:</p> <p style="padding-left: 40px;">\$14,000 salary and benefits (0.16 FTE)</p> <p style="padding-left: 40px;">\$15,900 increase to contracted services budget (for internal Building Maintenance service)</p>

	<i>Funding Source(s):</i>	Taxation and fees
	<i>Asset Management Plan Implications:</i>	<p>This project will establish and implement a detailed, formal asset management strategy for the Pender Harbour Aquatic and Fitness Centre, aligned with the Regional District's Asset Management Plan.</p> <p>As well, formalizing and professionalizing routine maintenance will ensure the full lifecycle and value of pool equipment is received; will manage risk to the organization and promote consistent service to the community.</p>
	<i>Rationale / Service Impacts:</i>	<p>Currently, and in the past, a mix of contractors and aquatic staff was used to complete pool maintenance on an as-needed and as-possible basis.</p> <p>As asset management improves across the organization, an opportunity to improve the focus, consistency and record-keeping associated with PHAFC has been identified.</p> <p>Planning of future maintenance and capital projects; overall management of tasks that are performed weekly/monthly/annually; continuity of industry standard practices with respect to pool operating systems, pool chemistry; risk management.</p> <p>This initiative would enhance the resources applied to facility maintenance with work to be done by SCRD's internal Building Maintenance service and Facility Operations staff.</p> <p>Facility Operations:              Costs are reflective of staff time (1 day bi-weekly plus 120 hours for annual shutdown (built from a reduced GDAF model – interior of building only)</p> <p>Building Maintenance:              Costs are reflective of staff time (1 day bi-weekly plus 40 hours for annual shutdown) (built from a reduced GDAF</p>

		<p>model – interior of building only) – 184 hours</p> <p>Contractors will still be required for specialty trade tasks (e.g. electrical).</p> <p>\$2,500 from current line 5258 Contracted Services budget can be allocated to Building Maintenance (reflected in <u>net</u> increase of \$15,900)</p> <p>The level of service created through this initiative will be comparable to other SCRD recreation facilities.</p>
	<i>Energy Saving Potential (if applicable):</i>	Enhanced maintenance will help equipment is operated at optimal efficiency.
	<i>Future Funding Implications (if applicable):</i>	Costs will be ongoing as part of the annual budget.

### Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)						
	2019	2020	2021	2022	2023	
Item	Amount	Amount	Amount	Amount	Amount	
Opening Balance in reserve –	\$68,643	\$56,443	\$63,443	\$ 78,443	\$ 93,443	
Carry Forward, Gym equip	-\$ 8,000					
Contributions	\$23,000	\$23,000	\$23,000	\$ 23,000	\$ 23,000	
2019 capital projects	-\$27,200					
Gym Equipment		-\$16,000	-\$8,000	-\$8,000	-\$8,000	
Closing Balance in Reserve	\$56,443	\$63,443	\$78,443	\$ 93,443	\$108,443	

Five-Year Operating Reserve Plan (or longer, if applicable)						
	2019	2020	2021	2022	2023	
Item	Amount	Amount	Amount	Amount	Amount	
Opening Balance in reserve	\$ 87,067	\$ 72,067	\$ 72,067	\$ 72,067	\$ 72,067	
2019 Maintenance Projects	-\$ 15,000					
Closing Balance in Reserve	\$ 72,067	\$ 72,067	\$ 72,067	\$ 72,067	\$ 72,067	

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

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

**AUTHOR:** Ken Robinson, Manager, Facility Services and Parks

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR [650] COMMUNITY PARKS - OPERATIONS

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### RECOMMENDATION(S)

**THAT** the report titled 2019 R1 Budget Proposal for [650] Community Parks - Operations be received.

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### A- MANDATORY / BUSINESS CONTINUITY

1	<i>Function Number – Project Name:</i>	[650] Parks Unit #439 Vehicle Replacement
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F
	<i>2019 Funding Required:</i>	\$68,000  Inclusive of acquisition and licensing.  Exclusive of disposal value/costs due to variability.
	<i>Funding Source(s):</i>	Reserves
	<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 following Community Parks vehicle be replaced in 2019:</p> <p>Unit #439 F350 Ford 4x4 2008 Super Duty 1 Ton Diesel Truck</p> <p>(Mileage: 150,000kms)</p> <p>The vehicle is a diesel engine truck with a specific motor that has known (current and typically worsening) emission issues evidenced by significant visible exhaust smoke. All [confirm] other vehicles with this engine were retired from SCRD fleet in 2018.</p>
	<i>Energy Saving Potential (if applicable):</i>	Fuel efficiency is a consideration in selecting replacement vehicles.
	<i>Future Funding Implications (if applicable):</i>	<p>As this is a vehicle replacement, operating expenses are currently budgeted for.</p> <p>Asset management planning is underway for this service and could result in future recommendations related to budgeting for capital replacement.</p>

### Financial Implications

<b>Five-Year Capital Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 492,139	\$ 482,639	\$ 241,139	\$ 249,639	\$ 308,139
Contributions Surplus	\$ 78,500	\$ 78,500	\$ 78,500	\$ 78,500	\$ 78,500
Building/Renewal Replace	\$ -	-\$ 300,000	\$ -	\$ -	\$ -
Vehicle Replacement	-\$ 68,000		-\$ 50,000		
Minor Capital Funding	-\$ 20,000	-\$ 20,000	-\$ 20,000	-\$ 20,000	-\$ 20,000
Closing Balance in Reserve	\$ 482,639	\$ 241,139	\$ 249,639	\$ 308,139	\$ 366,639

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 174,745	\$ 174,745	\$ 174,745	\$ 174,745	\$ 174,745
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 174,745	\$ 174,745	\$ 174,745	\$ 174,745	\$ 174,745

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



## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 Budget Staff Report and Proposal for Community Parks [650] – Lower Road – Ocean Beach Esplanade Connector Trail

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### RECOMMENDATION(S)

**THAT the report titled 2019 R1 Budget Staff Report and Proposal for Community Parks [650] - Lower Road – Ocean Beach Esplanade Connector Trail be received,**

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### BACKGROUND

Through the pre-budget process, the Board resolved:

340/18      **Recommendation No. 9**      *2019 Budget Proposal for Trail Extension*

THAT a Budget Proposal be brought forward to Round 1 Budget with feasibility, cost estimates and funding options to extend the trail from Ocean Beach Esplanade in Electoral Area E to Lower Road in Electoral Area D.

This project was discussed by the Committee at pre-budget in the context of the Bike and Walking Paths [665], however Board Policy 5810-12 re: *New Trails and Bikeways Procurement and Administration by SCRD Function* states that recreation trails not associated with constructed roadways are to be planned, constructed and maintained by Community Parks [650]. The project is thus presented accordingly.

The purpose of this report is to provide context and information regarding the proposed connector trail and seek budget direction moving forward.

### DISCUSSION

#### *Past Research on a Trail Linking Lower Road and Ocean Beach Esplanade*

In March 2007 the Sunshine Coast Regional District (SCRD) Trail Network Plan was established to provide priorities within each Electoral Area for cycling paths, walking trails and beach accesses. This was part of an overall effort to enhance opportunities for recreation and alternate transportation for both cyclists and pedestrians on the Sunshine Coast. One of the main goals of the trail network was to provide beach access routes within the local neighborhoods. The public were involved throughout the process through trail advisory committees, public open houses, and written feedback forms.

Criteria used to make decisions as to priorities included:

- Safety
- Usability
- Cost effectiveness
- Development of beach accesses where there is furthest distance from other accesses
- Development of beach accesses where people can go down to the beach by one access and return another.

One priority within Area D included an access to Ocean Beach Esplanade from Area D. This linkage is shown in the Elphinstone Official Community Plan on the [Parks and Recreation Map](#) (see Attachment A). It was understood at that time that this route would be challenging and costly, and may or may not be feasible.

At the time SCRD Parks explored the potential routes, and due to steepness and ravines, it was evident that any further exploration, planning and potential trail development would be a significant undertaking and the decision was made to not pursue the routes any further.

As shown on the topographic map (Attachment B), a connector route using the Grandview Road right of way to connect to the Laurel Street/Oak Street trail access to Ocean Beach Esplanade would cross an approximately 50m deep ravine at Smales Creek.

Construction of direct access to Ocean Beach Esplanade via Pine Street involves an elevation change of approximately 90m, the majority of which is in a linear distance of approximately 130m portions of which are nearly vertical faces of unstable slopes. Staff do not consider this route to be practically feasible.

Both routes are through area covered by development permit requirements for geotechnical hazards and environmental requirements.

Nonetheless, the route remains part of the community vision as articulated through the Area E OCP and Trail Network Plan. This connection would enable continuous off-highway bike/walk travel from Langdale to western Roberts Creek; a potential benefit to many Coast residents and visitors.

### *Analysis and Options*

#### Option 1: Construct New Trail using Grandview Right of Way

A number of factors would impact feasibility of constructing a trail to link Lower Road and Ocean Beach esplanade via Grandview Road and would need to be researched and confirmed.

Feasibility, design and costing steps would include:

1. Survey to confirm right of way and determine project site boundaries (approximately \$20,000)
2. Geotechnical and riparian considerations, requiring study by qualified professionals (approximately \$18,000)
3. Heritage resources – preliminary field reconnaissance (approximately \$5,000)
4. Design and engineering review, with costing report (approximately \$15,000)
5. Allowance for public participation (approximately \$2,000)
6. Provincial permit application/acceptance of design/permission to construct

Including a contingency for the above scope, the total cost for the proposed work is \$72,000.

It would be possible to take an incremental approach, taking steps in sequence, with project reviews following each and taking decisions about whether or not to proceed further.

This option for the project is a significant undertaking requiring extensive coordination of consultants. If Board direction to proceed with all steps in 2019 is given, an incremental resource for project management will be required or another project will need to be postponed.

Providing a construction estimate is not possible at this stage. Looking at comparable projects completed in SCRD and elsewhere and applying costs per linear metre, a construction value in the \$200,000 - \$500,000 range could be possible.

#### Option 2: Enhance Existing Connector Route(s)

With the understanding that the exploratory work to develop a new trail connecting Ocean Beach Esplanade to Lower Road would be costly, and may conclude with determination of non-feasibility, staff recently looked at an option to use the already-developed trail (New Westminster Trail) that follows from Lower Road through to Whispering Firs Park, down the Woodcreek Park Subdivision and along the Oak Street connector trail to Ocean Beach Esplanade. Publicly-available travel data from a mobile device exercise tracking app shows that this route currently sees moderate use.

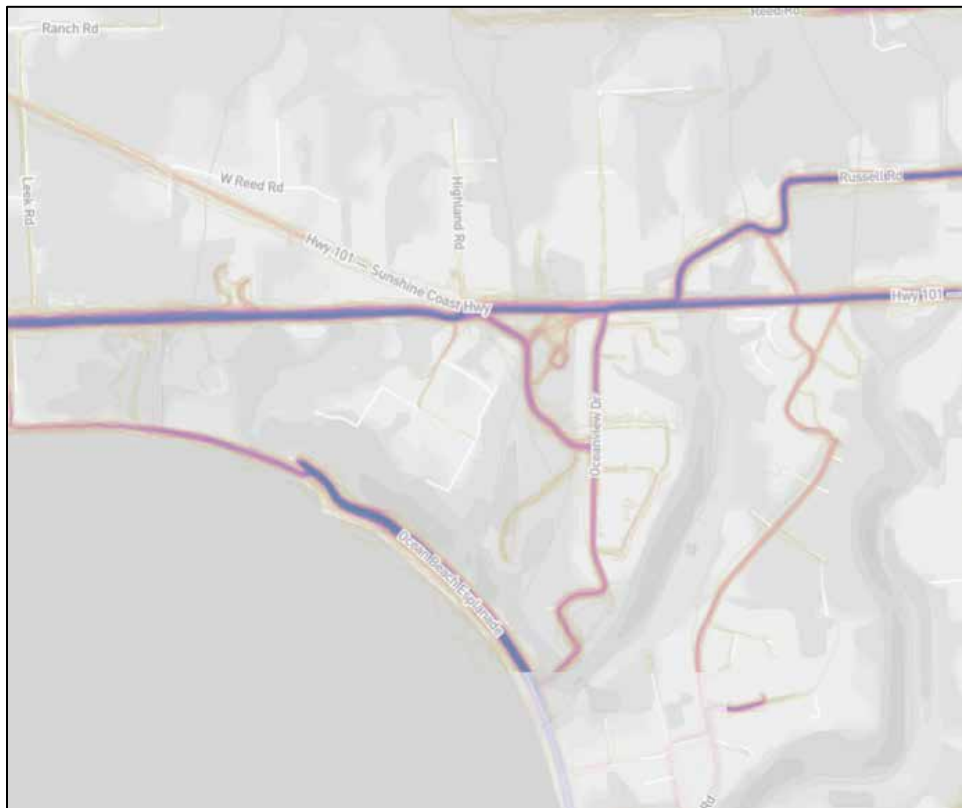


Figure 1: Capture from [Strava Global Heatmap \(hyperlink to interactive map\)](#)

This route connects communities (satisfying one of the goals of the Trail Network Plan), and provides a route to Ocean Beach Esplanade.

This route could leverage existing SCR D infrastructure including trails in Whispering Firs Park and Ocean Park. The Oak Street trail has winding stairs with moderate grades. Enhancements such as signage, trail grading, stair improvements (including for example a gutter for rolling bikes up or down) would improve the function of the route and support use by a wider range of users.

A concept design for this Option, including public participation, is estimated to cost \$20,000. Additional engineering could be required for significant changes or additions to stairs or ramps; specific needs would be determined through the concept design process.

It is likely that construction costs for this option would be significantly less than for Option 1, and could be phased or scaled.

#### Project Considerations for Both Options

- Clarity of trail purpose needs to be defined early in the project. Purpose will dictate the type of trail to be designed which will influence viability.
- Varying and sometimes narrow width of right of ways combined with historic development on the right of way can be challenging for creating the sinuosity (back and forth) required to navigate up the steep slopes.
- The grade above Ocean Beach Esplanade, when confined to rights of way, is too steep for most cyclists to ride up even if they are fit. On the way down there is the hazard of cyclists traveling too fast. Stairs designed for portaging of bikes could provide a possible design solution. Design would need to take these concerns into account.
- Maintenance/capital replacement is always a consideration when adding capital assets. New or improved assets will attract greater maintenance and capital replacement costs. Parks and park-related facilities such as bike/walk paths have not yet been fully integrated with the SCR D Asset Management Plan (work underway).

#### **FINANCIAL IMPLICATIONS**

Funding sources for this project could include Community Works Fund (CWF) Gas Tax or taxation. CWF support can only be applied for planning work that results in development of an asset. Applying CWF to Option 1 presents a risk should the project prove non-feasible.

Following Committee discussion and Board direction, staff can prepare additional financial implication information and provide it at Round 2.

#### **CONCLUSION**

During pre-budget, staff were directed to bring forward a budget proposal to assess feasibility, estimate costs and provide funding options for a trail connecting Lower Road and Ocean Beach Esplanade.

Survey, geotechnical, riparian, and archaeological factors require research to assess feasibility of a route using Grandview Road. Staff do not consider a Pine Street connection trail to be practically feasible.

An alternative to Grandview Road is a route using existing trails and constructed roads. This route would benefit from enhancement.

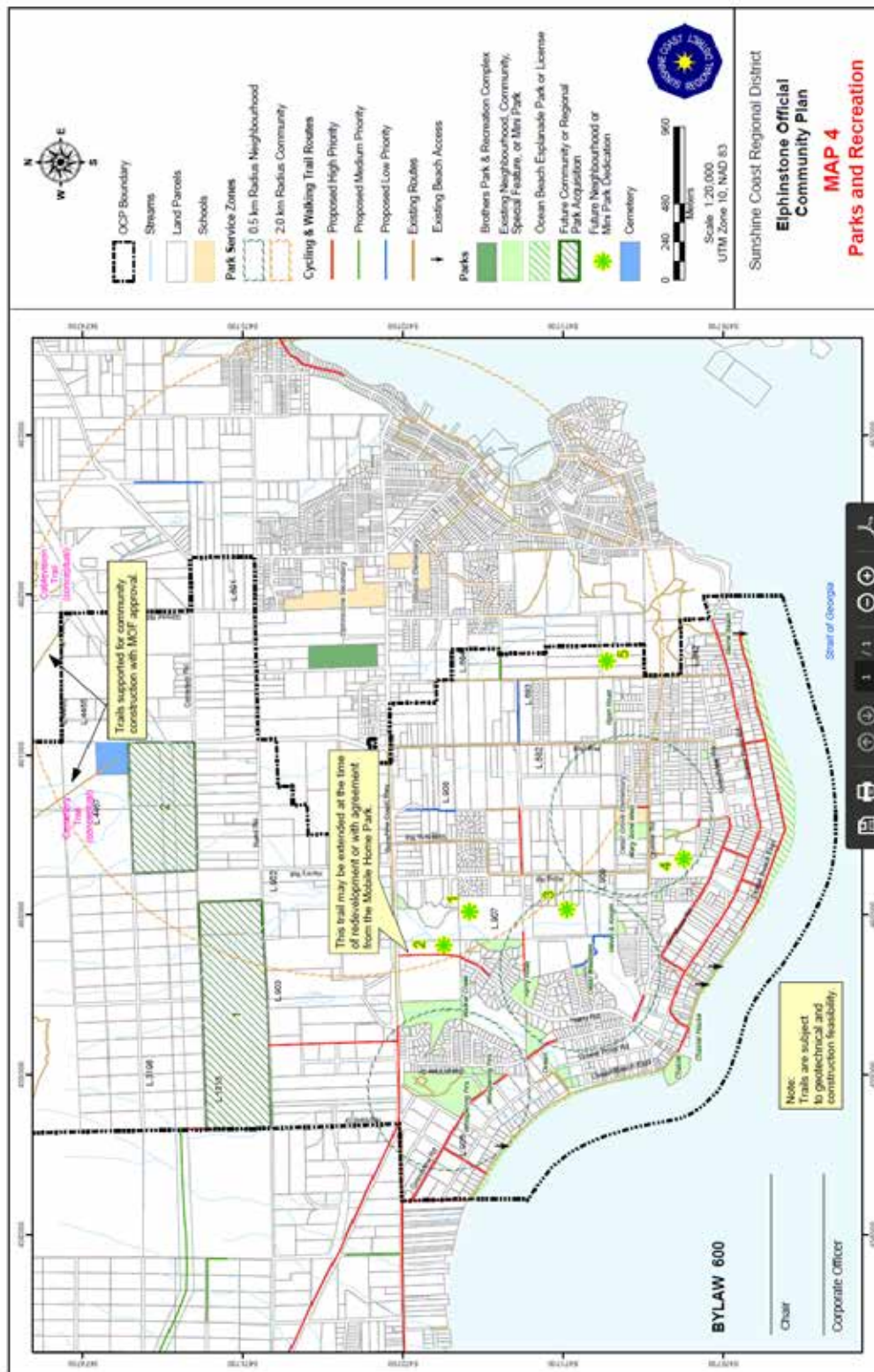
Public participation, including confirming the purpose of the trail, is required for either option.

Reviewed by:			
Manager	X – A. Allen	CFO/Finance	X-T. Perreault
GM		Legislative	
CAO	X – J. Loveys	Other	

Attachments:

- A: Elphinstone OCP Parks and Recreation Map
- B: Lower Elphinstone Topographical Map

Attachment A – Elphinstone Official Community Plan - Parks and Recreation Map



Attachment B – Lower Elphinstone Topographical Map





## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Special Corporate and Administrative Services Committee – February 4, 2019

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

**SUBJECT:** 2019 R1 BUDGET PROPOSAL FOR [670] REGIONAL RECREATION

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### RECOMMENDATION(S)

**THAT** the report titled 2019 R1 Budget Proposal for [670] Regional Recreation be received.

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### BACKGROUND

As part of the Budget Process, staff are to report potential budget adjustments, approved at pre-budget, 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.

### DISCUSSION

#### **2019 R1 Budget Proposals by Category**

##### A- MANDATORY / BUSINESS CONTINUITY

1	<i>Function Number – Project Name:</i>	[670] – Recreation Partnership with SD46 – Roberts Creek School (ongoing)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional (except Islands)
	<i>2019 Funding Required:</i>	\$4,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	None/not applicable
	<i>Rationale / Service Impacts:</i>	Since 2013, SCRD has had an agreement with SD46 for community (recreational) use of space at Roberts Creek School on Saturdays during the school year.



		<p>The agreement stems from SCRD/SD46 cooperation during the construction of the community use room at the School and precedes the current Joint Use Master Agreement.</p> <p>In the 2017-2018 school year, there were 110 community bookings representing over 328 hours of use. SD46 notes that actual use is likely higher due to changes in how statistics are managed.</p> <p>This program has not been budgeted for previously.</p> <p>Following evaluation of best fit and consideration of service establishing bylaws, staff recommend that funding the agreement from [670] Regional Recreation is appropriate.</p>
	<i>Energy Saving Potential (if applicable):</i>	None/not applicable.
	<i>Future Funding Implications (if applicable):</i>	This is an ongoing request and needs to be included in Base Budget.

### Financial Implications

<b>Five-Year Operating Reserve Plan (or longer, if applicable)</b>					
<b>(use table illustrating capital contributions and expenditures, if available)</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Item</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Opening Balance in reserve	\$ 5,925	\$ 5,925	\$ 5,925	\$ 5,925	\$ 5,925
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 5,925	\$ 5,925	\$ 5,925	\$ 5,925	\$ 5,925

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