



CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, July 25, 2019
SCRD Boardroom, 1975 Field Road

AGENDA

CALL TO ORDER: 9:30 a.m.

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

REPORTS

- | | |
|--|----------------------|
| 2. General Manager, Corporate Services / Chief Financial Officer
Corporate General Ledger Budget Variance Report – 2 nd Quarter
(Attachment A: Year to Date Variance by Service not included (93 pages) please see this link http://www.scrd.ca/agendas-2019)
(Voting – All Directors) | Annex A
Pages 1-5 |
| 3. Manager, Solid Waste Operations and Manager, Solid Waste Programs
Regional Solid Waste [350] Variance Report – 2 nd Quarter
(Voting – All Directors) | Annex B
pp. 6-8 |
| 4. General Manager, Planning and Community Development
Recreation Facilities [615] Variance Report – 2 nd Quarter
(Voting – B, D, E, F, DoS, SIGD, ToG) | Annex C
pp. 9-10 |
| 5. Chief Building Official
Building Inspection [520] Variance Report – 2 nd Quarter
(Voting – A, B, D, E, F and SIGD) | Annex D
pp. 11-12 |
| 6. Manager, Transit and Fleet
Public Transit [310] Variance Report – 2 nd Quarter
(Voting – B, D, E, F, DoS, SIGD, ToG) | Annex E
pp. 13-14 |
| 7. General Manager, Planning and Community Development
Ports [345] Repairs and Maintenance Budget
(Voting – B, D, E, F) | Annex F
pp. 15-17 |

- | | | |
|-----|--|----------------------|
| 8. | General Manager, Planning and Community Development
Request for Proposal 19 285 Vaucroft Dock Upgrade Repairs
(Voting – B, D, E, F) | Annex G
pp. 18-21 |
| 9. | Manager, Solid Waste Operations
Interim Wood Waste Processing
(Voting – All Directors) | Annex H
pp. 22-25 |
| 10. | Manager, Utility Services
Regional Water Vehicle Replacements
(Voting – A, B, D, E, F, DoS) | Annex I
pp. 26-28 |
| 11. | Financial Analyst
Long Term Debt as at June 30, 2019
(Voting – All Directors) | Annex J
pp. 29-33 |
| 12. | Financial Analyst
Gas Tax Community Works Fund Update
(Voting – A, B, D, E, F) | Annex K
pp. 34-37 |
| 13. | Accounts Payable Technician
Director Constituency and Travel Expenses (April to June 2019)
(Voting – All Directors) | Annex L
pp. 38-39 |
| 14. | Manager, Purchasing and Risk Management
SCRD Revised Draft Procurement Policy
(Voting – All Directors) | Annex M
pp. 40-64 |
| 15. | Manager, Purchasing and Risk Management
Contracts between \$20,000 and \$100,000
(Voting – All Directors) | Annex N
p. 65 |
| 16. | Joint Report
1st Update for 2019 – Corporate and Administrative Services
Department (January to July)
(Voting – All Directors) | Annex O
pp. 66-75 |

COMMUNICATIONS

- | | | |
|-----|--|----------------------|
| 17. | <u>Co-Chairs of the Vancouver Island and Coastal Communities
Climate Leadership Plan Steering Committee</u>
Regarding: Request to appoint an SCRD Member to the Steering
Committee | Annex P
pp. 76-77 |
| 18. | <u>North Thormanby Community Association</u>
Regarding: Request for letter of support for fire suppression
equipment grant | Annex Q
p. 78 |

NEW BUSINESS**IN CAMERA**

That the public be excluded from attendance at the meeting in accordance with Section 90 (1) (g) and (k) of the *Community Charter* – “litigation or potential litigation affecting the municipality” and “negotiations and related discussion respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public”.

ADJOURNMENT

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

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

SUBJECT: **CORPORATE GENERAL LEDGER BUDGET VARIANCE REPORT FOR PERIOD ENDING JUNE 30, 2019**

RECOMMENDATION(S)

THAT the report titled Corporate General Ledger Budget Variance Report For Period Ending June 30, 2019 be received for information.

BACKGROUND

As part of the Sunshine Coast Regional District (SCRD) financial process, quarterly variance reports are provided to the Committee for the second and third quarters, with the fourth quarter provided as part of the year-end audit process. This budget variance report provides an overview for line items that make up the financial impacts in the Financial Plan.

The Variance by Service - YTD report provides a Statement of Revenues and Expenses by Service for the period ending June 30, 2019 and it is listed as Attachment A and can be viewed at <http://www.scrd.ca/agendas-2019>. Please note the 'Budget YTD (\$)' column represents the budget from January to June 2019. The anticipated percentage for this period is 100%. A summary report is attached hereto as Attachment B.

The variance report aligns with the revenue and expense groupings found in the SCRD's Annual Financial Statements. This report includes expenses relating to operations, one-time operating projects and capital expenditures to date. Capital projects are currently reported as part of the Budget Project Status Report, provided every other month.

Accrual estimates are necessary in some functions as actual information was not available at the time of the report. Actual results could differ from these estimates. Adjustments, if any, will be reflected in the third quarter variance report.

DISCUSSION

Function Review

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

Per prior Board direction, there are four functions that provide separate quarterly variance reports. These include Building Inspection [520], Transit [310], Regional Solid Waste [350-352] and Community Recreation [615]. The variance reports specific to these functions are included on the agenda. As an improvement to the processes, these reports now provide a breakdown of operational revenues and expenditures, capital expenditures and other, such as transfers to/from reserves, which is consistent with the format of the Variance by Service - YTD report.

Timing Differences

There are a number of normal variances to revenues and expenses which are affected by timing throughout the year. These include debt payments, grants to or from organizations, contract fees, dues, insurance and project costs that occur during specific times of the year or as contracts are awarded. Debt payments and investments occur at specified dates throughout the year and as a result, the percentage realized varies by function.

Overall Revenue and Expenditure Position

Revenues for operations in most functions are within the anticipated range for this time period (as at June 30). Revenues and expenses are recognized equally across the 12 months of the year when feasible to ensure revenue is matched with applicable expenses. Revenue from grants and for capital projects are recognized as the project progresses and expenses are incurred.

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

Line Item Review

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

The anticipated Wages and Benefits expense percentage should be 99.2% for this period (to June 30); actual expenses incurred overall total 98%.

The anticipated Operating expense percentage should be 100% for this period; actual expenses incurred overall total 86%. This total is impacted by the following:

- Natural gas and hydro costs as invoices received to date may not cover the full six months of costs.
- Grants are recognized when paid to Community Organizations. This causes variances depending on timing of payments.
- Debt repayments and interest are recognized when paid. This causes variances depending on timing of payments.

Surplus/Deficit Positions

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

- [110] General Government deficit is due to salary and wages higher than anticipated.
- [114] Administration Office deficit is due to timing of debt repayments and will be offset by year end.
- [312] Fleet Maintenance deficit is due to less hours being recovered than budgeted. Staff are currently analyzing the data to better understand the rationale for this and will be making plans to address this in the longer term. This function may incur a deficit at year end.
- [330] Woodcreek Street Lighting small deficit is due to electricity costs higher than anticipated.
- [384] Jolly Roger Waste Water Plant deficit is due to additional staff time and operating expenses incurred as a result of unplanned maintenance issues. This function may incur a deficit at year end.
- [389] Canoe Rd Waste Water Plant deficit is due to higher than budgeted staff wages associated with the Canoe Road Community Septic Field System Replacement project. Funding options will be provided in a follow up report in Q3 once the project is complete.
- [390] Merrill Crescent Waste Water Plant deficit is due to higher than budgeted staff wages associated with the Merrill Crescent Community Septic Field System Replacement project. Funding options will be provided in a follow up report in Q3 once the project is complete.
- [500] Regional Planning deficit to due to staff time required to respond to a number of ongoing planning projects. Staff will continue to monitor this service in order to limit or reduce future variance.
- [510] Civic Addressing deficit is due to \$4,500 in 2018 earnings sent to collections in 2019 resulting in a negative impact on 2019 earnings. The deficit is expected to be offset by year end.
- [630] School Facilities – Joint Use deficit is due to the recognition of the joint use agreement with more use from SD46 of SCRD facilities than budgeted for this period.

STRATEGIC PLAN AND RELATED POLICIES

Reviewing and analyzing the overall financial results aligns with the Boards Financial Sustainability Policy.

CONCLUSION

As part of the SCRD budget process, quarterly variance reports are provided to the Committee for the second and third quarters, with the fourth quarter provided as part of the year-end audit process.

A number of normal variances to revenues and expenses are noted in the report and are affected by timing throughout the year.

Staff recommend that this report be received for information.

Attachment A: Year to Date Variance, by Service: January 1 to June 30, 2019
(available at: <http://www.scrd.ca/agendas-2019>)

Attachment B: Year to Date Variance- Summary: January 1 to June 30, 2019

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



Sunshine Coast Regional District

Year to Date Variance

Budget Version: Amended Budget

From Period: 201901

To Period: 201906

				Actuals/
Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Budget (%)
Grants in Lieu of Taxes	35,925	36,000	75	100%
Tax Requisitions	10,086,299	10,109,299	23,000	100%
Frontage & Parcel Taxes	2,715,720	2,694,208	(21,512)	101%
Government Transfers	3,127,925	2,427,759	(700,166)	129%
User Fees & Service Charges	6,133,972	5,764,739	(369,233)	106%
Member Municipality Debt	1,070,890	973,939	(96,951)	110%
Investment Income	152,801	29,000	(123,801)	527%
Contributed Assets	54,393	235,001	180,608	23%
Gain on Disposal of Tangible Assets	5,385	0	(5,385)	
Internal Recoveries	3,164,381	3,197,701	33,320	99%
Other Revenue	325,770	273,209	(52,561)	119%
Total Revenues	26,873,486	25,740,900	1,132,586	104%
Expenses				
Administration	2,286,070	2,286,070	0	100%
Wages and Benefits	9,043,896	9,260,369	216,473	98%
Operating	7,132,977	8,249,637	1,116,660	86%
Debt Charges Member Municipalities	1,070,890	675,498	(395,392)	159%
Debt Charges - Interest	649,530	956,675	307,145	68%
Amortization of Tangible Capital Assets	2,370,899	2,209,127	(161,772)	107%
Total Expenses	22,509,087	23,637,414	(1,128,327)	95%
Other				
Capital Expenditures (Excluding Wages)	4,022,569	8,305,628	4,283,059	48%
Proceeds from Long Term Debt	(280,000)	(2,853,530)	(2,573,530)	10%
Debt Principal Repayment	460,326	673,677	213,351	68%
Transfer to/(from) Reserves	(1,154,895)	(2,169,011)	(1,014,116)	53%
Transfer to/(from) Appropriated Surplus	(3,876)	104,255	108,131	-4%
Transfer to/(from) Other Funds	51,577	0	(51,577)	
Prior Year (Surplus)/Deficit	(23,454)	(23,454)	0	100%
Unfunded Amortization	(2,370,899)	(2,209,127)	161,772	107%
Transfer (to)/from Unfunded Liability	0	275,000	275,000	0%
Total Other	701,337	2,103,408	(1,402,071)	33%
Suplus/(Deficit)	3,663,062	78	3,662,984	4696233%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

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

SUBJECT: **REGIONAL SOLID WASTE [350] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2019**

RECOMMENDATION

THAT the report titled Regional Solid Waste [350] Variance Reporting for Period Ending June 30, 2019 be received for information.

BACKGROUND

The Board requested that the Solid Waste Division provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 350 - Regional Solid Waste. The following information is for the six month period ending June 30, 2019.

DISCUSSION

Separate summaries are provided for Regional Solid Waste administration and recycling functions which are primary funded through taxation and for Landfill/Transfer station operations which are primarily funded through user fees.

Year to Date Budget vs Actual

Regional Solid Waste/Recycling

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	646,629	626,733	(19,896)	(3.1%)
Expenditures	674,316	574,433	(99,883)	(14.8%)
YTD Operating Surplus/(Deficit)	(27,687)	52,300		
Capital Expenditures	-	-	-	0
Other	(27,687)	(19,539)	8,148	(29.4%)
YTD Overall Surplus/(Deficit)	-	71,839		

Staff Report to Corporate and Administrative Services Committee – July 25, 2019
Regional Solid Waste [350] Variance Reporting
For Period Ending June 30, 2019

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Landfill and Transfer Station

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	1,710,153	1,810,332	100,179	5.9%
Expenditures	1,426,022	1,404,042	(21,980)	(1.5%)
YTD Operating Surplus/(Deficit)	284,131	406,290		
Capital Expenditures	20,000	-	(20,000)	(100.0%)
Other	264,131	3,034	(261,097)	(98.9%)
YTD Overall Surplus/(Deficit)	-	403,256		

Line Item Variance

- 350 Regional Solid Waste/Recycling: Expenditures are lower than budgeted due to timing. Contracted services expenditures are expected to be higher in the third quarter due to the timing of the Islands Clean Up.
- 351/352 Landfill and Transfer Station: Contribution to Landfill Closure Liability is \$275,000 lower than budgeted. This transfer is scheduled to occur in August upon receipt of the tax requisition monies used to fund it.
- 351/352 Landfill and Transfer Station: Tipping fee revenue is higher than budgeted based on a significant increase in tonnage of materials received at both sites for several materials including wood and gypsum.
- 351/352 Landfill and Transfer Station: Expenditures are lower than budgeted due to operating expenditures that have not yet been incurred for wood waste processing. More details on this matter are included in the report titled interim wood waste processing included in the agenda of this committee meeting.

Projected Year End Surplus/(Deficit)

Service Name and Number	Regional Solid Waste/Recycling
Projected Year End Surplus/(Deficit)	Balanced Budget
Explanation	Revenues and expenditures are projected to be balanced.

Service Name and Number	Landfill and Transfer Station
Projected Year End Surplus/(Deficit)	Potential deficit due to more wood and green waste materials.
Explanation	Higher than budgeted tipping fee revenue mitigates higher contracted services expenditures. Note: There is a projected \$30,000 to \$50,000 Green Waste deficit if Q1-Q2 tonnage continues for the remainder of 2019.

Mitigation Options

See subsequent report regarding wood waste included in this agenda.

There are two options to fund the projected green waste deficit.

Option 1 - Funding a green waste deficit from taxation (2020 tax requisition) is an approach that aligns with the SCRD's Financial Sustainability Policy and ensures any surplus is contributed into operating reserves. Operating reserves are used to fund items such as Ministry of Environment and Climate Change Strategy required reporting, replacement of larger tools, equipment or vehicles. This Option results in an increase to taxation but ensures funds are available to mitigate the deficit should there not be surplus.

Option 2 – Utilize operating reserves. This option does not increase taxation, however, it is reliant on there being a surplus and results in depleting contributions to operating reserves. This is less stable given the reliance on surplus and does not align with the SCRD's Financial Sustainability Policy.

Staff will report back in Q3 with updated variance information.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Staff recommend that this report be received for information.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM	X – R. Rosenboom	Legislative	
Interim CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

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

SUBJECT: RECREATION FACILITIES [615] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2019

RECOMMENDATION

THAT the report titled Recreation Facilities [615] Variance Reporting for Period Ending June 30, 2019 be received for information.

BACKGROUND

The Board requested that the Recreation Services Division provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 615 – Community Recreation Facilities. The following information is for the six month period ending June 30, 2019.

DISCUSSION

Year to Date Budget vs Actual

Service 615 - Community Recreation Facilities

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	4,101,686	4,198,303	96,617	2.4%
Expenditures	3,850,420	3,728,228	(122,192)	(3.2%)
YTD Operating Surplus/(Deficit)	251,266	470,075		
Capital Expenditures	1,031,826	523,548	(508,278)	(49.3%)
Other	(780,560)	(813,321)	(32,761)	4.2%
YTD Overall Surplus/(Deficit)	-	759,848		

Line Item Variances

Transfer to Reserve Fund: \$370,000 under budget due to timing difference of transfer scheduled for August upon receipt of tax requisition monies used to fund it.

Debt Principal Repayment: \$243,000 under budget due to timing difference of principal repayment scheduled for October.

Projected Year End Surplus/(Deficit)

Service Name and Number	Community Recreation Facilities [615]
Projected Year End Surplus/(Deficit)	Balanced Budget
Explanation	<p>For the period ending June 30, 2019, Recreation is showing a surplus.</p> <p>Revenues relating to capital projects funded by taxation have been partially recognized. The funding is not recognized until the expenses for the project are incurred later in 2019.</p> <p>The Recreation Facilities budget is seasonal, although the highest expenditure period will be in Q3 when major maintenance activities are completed.</p>

Mitigation/Options (if deficit projected)

N/A

STRATEGIC PLAN AND RELATED POLICIES

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

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

CONCLUSION

Staff recommend that this report be received for information.

Reviewed by:			
Manager	X - K. Preston	CFO/Finance	X-T. Perreault
GM	X- I. Hall	Legislative	
Interim CAO	X – M. Brown	Other	X – A. van Velzen

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Allen Whittleton, Chief Building Official

SUBJECT: **BUILDING INSPECTION [520] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2019**

RECOMMENDATION

THAT the report titled Building Inspection [520] Variance Reporting For Period Ending June 30, 2019 be received for information;

AND THAT individual quarterly variance reporting for Building Inspection [520] be discontinued with variance analysis for this service reported on in the corporate variance report going forward.

BACKGROUND

The Board requested that the Building Division provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 520 - Building Inspection. The following information is for the six month period ending June 30, 2019.

DISCUSSION

Year to Date Budget vs Actual

Service 520 - Building Inspection

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	397,214	482,886	85,672	21.6%
Expenditures	405,157	393,328	(11,829)	(2.9%)
YTD Operating Surplus/(Deficit)	(7,943)	89,558		
Capital Expenditures	-	-	-	
Other	(7,943)	(5,943)	2,000	(25.2%)
YTD Overall Surplus/(Deficit)	-	95,501		

Line Item Variances

User Fees and Service Charges: Fee revenue is \$85,000 higher than the budgeted year to date amount accounting for the majority of the overall YTD surplus.

Projected Year End Surplus/(Deficit)

Service Name and Number	Building Inspection [520]
Projected Year End Surplus/(Deficit)	\$125,000
Explanation	Construction activity is anticipated to remain strong throughout the second half of 2019.

Mitigation/Options (if deficit projected)

N/A

Future Variance Reporting

Variances in the Building Inspection service are generally the result of higher or lower than anticipated permit and fee revenue. Past downturns in the economy resulted in deficits within this service and a request by the Board for individual quarterly variance reports to monitor the potential impact to taxation in order to fund these deficits.

In recent years, this service has seen consistent surpluses and has established a significant operating reserve balance in accordance with the Financial Sustainability Policy. This allowed for a \$75,000 reduction in base budget taxation in 2019.

Given the continued health and financial sustainability of this service as well as the lack of variables which have the potential to cause a material surplus or deficit, Staff recommend discontinuing individual variance reporting for this service with any material variances reported on as part of the corporate variance report.

Details on building department revenues and other statistics will continue to be reported on as part of the Planning and Community Development Department quarterly report.

STRATEGIC PLAN AND RELATED POLICIES

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

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

CONCLUSION

Staff recommend that this report be received for information. It is further recommended that individual variance reporting for the Building Inspection service be discontinued with future variance analysis reported on in the corporate variance report.

Reviewed by:			
Manager	X-A. Whittleton	CFO/Finance	X-T. Perreault
GM	X-I. Hall	Legislative	
Interim CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate Administrative Services Committee –July 25, 2019

AUTHOR: Gordon Dykstra, Manager, Transit and Fleet

SUBJECT: PUBLIC TRANSIT [310] VARIANCE REPORTING FOR PERIOD ENDING JUNE 30, 2019

RECOMMENDATION

THAT the report titled Public Transit [310] Variance Reporting For Period Ending June 30, 2019 be received for information.

BACKGROUND

The Board has requested that the Transportation and Fleet Department provide quarterly variance reporting to the Corporate and Administrative Services Committee for Service 310 – Public Transit. The following information is for the six month period ending June 30, 2019.

DISCUSSION

Year to Date Budget vs Actual

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	2,624,276	2,633,177	8,901	0.3%
Expenditures	2,645,423	2,527,534	(117,889)	(4.5%)
YTD Operating Surplus/(Deficit)	(21,147)	105,643		
Capital Expenditures	-	-	-	
Other	(21,147)	(20,219)	928	(4.4%)
YTD Overall Surplus/(Deficit)	-	125,862		

Line Item Variances

User Fees and Service Charges (fare revenue) are slightly above the budgeted amount. Monthly sales volumes peak in July and August, but significant increases in sales of passes and tickets are being seen over last year at this time. Monthly Pass sales are up 14% over last year at this time, and ticket sales are up 20% year-over year. Pass and ticket sales are discounted relative to cash fare and as a result, the revenue from sales is likely to be lower than actual ridership increases.

Salaries and Wages are higher than budgeted, as the result of extra hours paid to replace of sick drivers particularly earlier in the year. Some overtime driven by schedule delays from road construction and extra traffic has also added to this figure. With the resolution of driver illnesses and the shift to mid-June summer schedules built with additional recovery time, dilution of these impacts is expected to occur as the year progresses.

Projected Year End Surplus / (Deficit)

Service Name and Number	Public Transit [310]
Projected Year End Surplus/(Deficit)	\$68,000
Explanation	Increased fare product sales, partially offset by unplanned overtime.

Mitigation Options (if deficit projected)

Two additional drivers have been hired and are in the process of being trained, in order to ease pressure on overtime.

STRATEGIC PLAN AND RELATED POLICIES

Managing transit fare revenue and preventive fleet maintenance contribute to the strategic priority of Ensuring Fiscal Sustainability.

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

CONCLUSION

Staff recommend that this report be received for information.

Reviewed by:			
Manager	X - G. Dykstra	CFO/Finance	X - T. Perreault
GM	X - R. Rosenboom	Legislative	
Interim CAO	X - M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

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

SUBJECT: PORTS [345] REPAIRS AND MAINTENANCE BUDGET

RECOMMENDATION

THAT the report titled Ports [345] Repairs and Maintenance Budget be received;

AND THAT the 2019-2023 Financial Plan be amended to increase the 2019 Ports [345] operating budget for repairs and maintenance by \$85,000 funded as required revenue in the 2019 budget and recovered from taxation in 2020.

BACKGROUND

The Ports [345] base budget includes \$81,000 annually for minor repairs, maintenance and inspections of which \$71,000 is for routine repairs and maintenance covered under an existing service contract.

As part of reviewing expenditures to date and forecasted expenditures for unplanned required work, staff have identified that the current year's repairs and maintenance budget for the Ports [345] service is not sufficient.

A financial plan amendment is required to authorize additional expenditures required to address urgent and required dock repairs.

DISCUSSION

Storm conditions in late winter 2018/2019, unanticipated failures and delayed maintenance from 2018 have combined to create a need for more critical maintenance and repair work to Sunshine Coast Regional District (SCRD) Ports than is normally required/budgeted.

Urgent and required work that has been completed, or is in the process of being completed, and not anticipated under the existing service contract is as follows:

- Urgent repairs to Halkett Bay float (unanticipated failure, storm damage) - \$16,000;
- Urgent repairs to Gambier Harbour Float B (storm damage) - \$5,000;
- Required repairs to dock derricks (deferred from 2018) - \$18,000;
- Minor repairs to decking, railings, cross braces, etc. (some deferred from 2018, some resulting from winter storm damage) – currently estimated at \$50,000 (of which \$20,000 is in excess of what is typically forecast);

- Pressure on wages and salaries as a result of additional staff time required for work coordination/follow up with community - \$6,000.

All of this work is considered mandatory to the operation of docks and necessary to protect SCRD assets.

Some of the deferred maintenance was anticipated. At the time of award of the Ports Maintenance and Minor Repairs contract (January 2019) staff's report noted to the Committee that a variance of \$25,000 was expected as the new maintenance contractor caught up on outstanding work from 2018, and that operating reserves were available to address a budget gap.

Staff further note that a barge collision on June 25, 2019 caused substantial damage to Keats Landing dock. Costs for repair as well as potential partial cost recovery are currently being assessed and are not included in this report's analysis.

Excluding the Keats Landing Dock, staff project a current year funding gap of \$85,000 to address the outstanding maintenance items listed above.

Financial Implications

As the required work does not qualify as a capital expenditure, funding options are limited to operating reserves and future taxation.

The Ports operating reserve currently has an uncommitted balance of \$47,000. It is recommended this balance be maintained pending assessment of the Keats Landing Dock and that the current identified funding gap be funded through future taxation of up to \$85,000 in 2020.

Staff will report back at year end on the final impact and any potential options to mitigate the tax impact in 2020.

The deferred maintenance cost driver is a one-time scenario. With a maintenance contract in place for 3 years, with an option for an additional 2-year extension, it is expected that repair costs will diminish once backlogged issues are addressed.

Storm damage, including the effects of more extreme and more variable weather, is difficult to predict. Ongoing maintenance promotes more resilient infrastructure better able to cope with storms.

SCRD continues to build asset management and capital plans for facilities, including ports, and staff will provide updates to the Committee as these plans are evolved. Asset management planning is essential for proactive budgeting that avoids spikes in surpluses and deficits and provides a consistent level of service to the community.

STRATEGIC PLAN AND RELATED POLICIES

Ongoing preventative maintenance and minor repair maximizes the useful life of community assets. Maintenance investments contribute to SCRD asset management goals and to fiscal sustainability.

The variance review process aligns with the strategic value of transparency.

CONCLUSION

The Ports [345] base budget includes \$81,000 annually for minor repairs, maintenance and inspections of which \$71,000 is for routine repairs and maintenance covered under an existing service contract. As part of reviewing expenditures to date and forecasted expenditures for unplanned required work, staff have identified that the current year's repairs and maintenance budget for the Ports [345] service is not sufficient.

Staff recommend that the 2019-2023 Financial Plan be amended to increase the 2019 Ports [345] operating budget for repairs and maintenance by \$85,000 funded as required revenue in the 2019 budget and recovered from taxation in 2020.

Reviewed by:			
Manager		CFO/Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
Interim CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

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

SUBJECT: REQUEST FOR PROPOSAL (RFP) 19 385 VAUCROFT DOCK UPGRADE REPAIRS

RECOMMENDATIONS

THAT the report titled Request for Proposal (RFP) 19 385 Vaucroft Dock Upgrade Repairs be received;

AND THAT the Vaucroft Dock Upgrade Repair contract be awarded to Pacific Industrial Marine in an amount of up to \$627,030 (excluding GST);

AND THAT the total project budget be increased from \$450,000 to \$676,830, funded from Municipal Finance Authority Short-Term Borrowing (\$450,000) and capital reserves (\$226,830);

AND THAT the 2019-2023 Financial Plan be amended accordingly;

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

AND FURTHER THAT this recommendation be forwarded to the Regular Board meeting of July 25, 2019.

BACKGROUND

In 2017, staff identified priority capital needs for Sunshine Coast Regional District (SCRD) Ports. Through the 2018 annual budget, projects to design and implement capital repair projects at Vaucroft, Halkett Bay and West Bay were approved. Vaucroft is the first project to be designed and released for competitive bids.

In the 2019 budget, ongoing annual capital funding of \$315,000 was approved for SCRD ports, in support of improved asset management and recognizing unmet capital needs for the ports service. This was in addition to \$50,000 in annual capital funding approved in the 2015 budget, intended to ensure a minimum capital reserve contingency balance of \$200,000 for emergency repairs and provide ongoing capital plan funding.

RFP 19 385 Vaucroft Dock Upgrade Repairs, was published on June 10, 2019 and closed on July 9, 2019. A mandatory site meeting was held on June 19, 2019. Five addendums were issued.

The scope of the work consists of:

- Removal and disposal of the existing float, dolphins and everything above the stringers on the approach deck;

- Construction and installation of a new float;
- The installation of dolphin structures;
- Construction of everything above the stringers on the approach deck (decking, railings, etc.);
- Pile replacement and upgrades to substructure;
- Other works identified in the plans and specifications.

The planning for the project began in 2017 with a preliminary design. Information from an engineer safety and load rating inspection in 2019 added important information to the design process.

As described in RFP 19 385 onsite construction is planned to begin in September 2019, after the Labour Day long weekend, with substantial completion scheduled for the end of 2019.

DISCUSSION

RFP Process and Results

Following development of a scope of work by an engineer with input from the community, two proposals were received. The evaluation team included three staff with input from SCRD's contracted engineer. Submissions were reviewed and scored on criteria set out in the RFP, including: price, capability, methodology and qualifications. Staff recommend that a contract be awarded to the highest scoring proponent, Pacific Industrial Marine., as the proposal represents overall best value.

Company Name	Contract Bid (excluding GST)
Pacific Industrial Marine	\$522,525

Financial Implications

In preparation for 2018 SCRD budget process staff used 2017 construction and engineering estimates. Further inspection, a load rating analysis, and inflationary increases in material and labour costs have occurred since that time. Unanticipated structural analysis and an environmental report were also part of the planning process for this project.

Current project costs include:

- | | |
|--------------------------------------|-----------|
| 1. Design and planning costs | \$ 29,800 |
| 2. Construction (up to)* | \$522,525 |
| 3. Construction insurance (estimate) | \$ 10,000 |
| 4. Construction engineering | \$ 10,000 |
| 5. Construction contingency (20%) | \$104,505 |

Total project value	<u>\$676,830</u>
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Therefore, a gap of up to \$226,830 exists between the 2017 project budget and the project requirements as currently known. This gap must be addressed for the project to proceed.

Options

Option 1: Amend the Project Budget and Proceed with Award of Work per RFP 19 385 (recommended)

This option would see the project proceed as planned/scheduled.

The project budget gap of up to \$226,830 can be met by capital reserves.

The current uncommitted capital reserve balance is \$297,502, with an additional \$365,000 contribution in 2019 following from annual budget approval. The Vaucroft project aligns with the SCRD Ports Capital Plan and the intended use for the additional capital contributions.

Approval of this project will reduce capital resources available for other ports capital projects. Staff are continuing to update the capital plan for ports. Currently the plan identifies that Vaucroft is/remains the top capital priority.

Staff recommend this option.

Option 2: Reduce the Scope of the Project to align with the Project Budget

SCRD could choose to award only a portion of the project. The portion of the project focused on the float, dolphins and gangway could be completed within the available project budget. This option would leave the approach closed to vehicles. Conditions issues with the approach would remain unresolved and would be a top priority for a next/future project. Mobilization is a significant cost for ports capital projects (up to \$40,000), and would be doubled if the project was effectively broken into two phases.

Option 3: Cancel the Project

SCRD is not obliged to award the work. All bids received are over the 2017 anticipated construction cost. Not proceeding with the project would necessitate closing the dock to vehicles on a go-forward basis and would require pursuing immediate repairs in order for the facility to remain open for use. Vaucroft is the only public wharf facility on the Thormanby Islands; this option would have significant social and economic impacts and is not recommended.

Communications Strategy

Should the project proceed:

- Notice will be sent to SCRD Ports Monitors, emergency services, community networks and water taxi service providers.
- Signage will be posted at the site informing the public of the work.
- The SCRD Ports Division web page and corporate Facebook account will have dates of work and project updates posted.

STRATEGIC PLAN AND RELATED POLICIES

Work undertaken through this contract is aligned with SCRD's asset management goals.

CONCLUSION

In 2017, staff identified priority capital needs for Sunshine Coast Regional District (SCRD) Ports. Through the 2018 annual budget, projects to design and implement capital repair projects at Vaucroft, Halkett Bay and West Bay were approved. Vaucroft is the first project to be designed and released for competitive bids.

The SCRD received two compliant bids on RFP 19 385 Vaucroft Dock Upgrade Repair Project. Staff recommend award of the contract to Pacific Marine Industries for up to \$627,030 (excluding GST). In order for work to proceed, the project budget needs to be increased to \$676,830 (inclusive of construction contingency). Capital reserves are available to fund the project gap. A financial plan amendment is required.

Substantial completion is planned for the end of 2019.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM	X- I. Hall	Legislative	
Interim CAO	X – M. Brown	Purchasing	X-G. Rischaneck

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Arun Kumar, Manager, Solid Waste Operations

SUBJECT: INTERIM WOOD WASTE PROCESSING

RECOMMENDATION(S)

THAT the report titled Interim Wood Waste Processing be received;

AND THAT a Request for Proposal for an interim wood waste processing service be issued;

AND FURTHER THAT any deficit up to a maximum of \$50,000 resulting from an interim wood waste processing service in the Solid Waste [351/352] function be funded out of the Eco-Fee reserve.

BACKGROUND

Wood waste is one of the waste streams that is collected separately at both the Pender Harbour Transfer Station (PHTS) and Sechelt Landfill (SLF). The segregation allows for the diversion of this material. To optimize diversion, wood waste is further separated into two categories: clean and contaminated.

The two categories of the wood waste is stockpiled at both PHTS and SLF, until an economically transportation size is accumulated. On a regular basis, and through a contract, the stockpiles of wood waste were loaded and transported off coast. Originally a large portion of that wood waste was recycled in the Lower Mainland, but due to changing market conditions and recycling options, the most recent Contractor landfilled most of the wood waste off coast.

On January 31, 2019, the previous wood waste contract expired and after a competitive tendering process the Board adopted at its May 23, 2019 meeting the following resolution:

161/19 **Recommendation No. 10** *RFP 19 376 Contract Award Wood waste Processing*

THAT the report titled Request for Proposal (RFP) 19 376 Contract Award Wood waste Processing be received;

AND THAT the contract for Wood waste Processing be awarded to Salish Environmental Group Inc. in the amount of up to \$510,750 (plus GST);

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

Due to the nature of the new business model, the new contract is meaningfully different than previous contracts for wood waste diversion services and will take more time to develop. Specifically, Salish Environmental Group Inc. requires a two month mobilization period after the

contract is executed. Due to both factors, the new service will be implemented as of October 1, 2019, eight months after the expiry of the previous contract.

The purpose of this report is to provide an overview of the operational and financial implications of this delay on the new wood waste diversion service and to seek direction on the initiation of an interim service.

DISCUSSION

Current Situation

The current lack of wood waste diversion service is resulting in the wood waste being stockpiled at both the PHTS and the SLF. A 21% increase in tonnage of wood waste delivered at both sites has further compounded this situation. As of June 27, 2019, there was approximately 852 tonnes of wood waste stockpiled between the two sites. At the anticipated start date of the new service, the wood waste tonnage is estimated to be approximately 1,556 tonnes (1,340 tonnes clean wood and 215 tonnes contaminated wood).

The current wood waste stockpiles are out of scope of the wood waste processing contract with Salish Environmental. Hence a solution for the processing of this wood waste is required. Given the increasingly limited area available at both sites to stockpile wood, any such solution should be initiated sooner rather than later.

Options

Staff identified three feasible options:

1. Secure a new contract to haul for processing – all wood waste

Due to the market conditions for wood waste diversion, it is expected that all contaminated wood waste would be buried at another landfill, most likely in the Lower Mainland, while the majority of the clean wood would be diverted. This option would result in a significant amount of transportation-related GHG emissions. The cost would be approximately \$325,000 resulting in a shortfall in revenue (tipping fees) received of just over \$100,000.

This option is not recommended.

2. Burying at the Sechelt Landfill – all wood waste

This option could reduce the lifespan of the landfill by up to approximately 7 weeks (42 days). The costs associated with landfilling would be less than \$20,000 and would result in approximately \$200,000 of potential surplus for the function. The transportation-related GHG emissions resulting from this option would be minimal. However, wood waste would generate GHGs while decomposing in the landfill.

This option is not recommended.

3. A combination of Options 1 and 2 (recommend option)

While various combinations between the hauling and burying of the wood waste are possible, one possible option is to maximize the diversion of the clean wood, while limiting the hauling costs and the reduction of the landfill lifespan.

Based on the anticipated costs and tipping fees until the end of the year, the funds available to haul away wood waste for diversion is about \$220,000. This would allow for the hauling of approximately 1,100 tonnes of clean wood waste.

There are two options for the processing of the remaining 250 tonnes of clean wood: hauling or burying. The hauling would result in a shortfall of approximately \$50,000, while landfilling would reduce landfill life by about 22 days. Staff recommend to also haul this remaining 250 tonnes of clean wood waste and fund any shortfall from reserves (see *Financial Implications* section).

As contaminated wood waste will most likely still be buried elsewhere, it is suggested that all or the vast majority of the clean wood waste be hauled away. The burying of the contaminated wood would reduce the landfill life by approximately 19 days. Hauling this contaminated wood waste is estimated to cost an additional \$55,000.

This option would result in transportation-related GHG emissions for the hauling of the majority of the clean wood waste, there is a high likelihood that the clean wood waste is repurposed and not buried in another landfill.

This option would allow for a high amount of the diversion of wood waste, a reduced funding shortfall and a limited impact to the landfill life span. Staff recommend this option.

Timeline for next steps

As the availability to stockpile more wood waste at both the PHTS and the SLF is becoming critical, it would be beneficial to receive direction from the Board on next steps prior to the summer break.

If hauling of wood waste is part of the preferred option, a Request for Proposal (RFP) will be issued by the end of July 2019 to allow for an award report to be brought forward to a committee meeting in September.

The RFP would specify that any hauling service should be initiated by the end of September at the latest.

Any desired burying of wood waste would be initiated within the next couple of weeks to free up space to stockpile more wood waste for hauling at a later date.

Financial Implications

The wood waste service is part of the Solid Waste function [351/352] and is funded from tipping fees. Besides other costs, all landfill and transfer station based diversion programs are also part of this function, such as metal, gypsum, mattresses and tires. As mentioned in the Variance Report for this function (also part of the agenda of this committee meeting), a balanced budget is currently anticipated for this function.

As the costs associated with the hauling of all the clean wood waste could exceed the amount of tipping fees received by up to \$50,000, this could result in a funding shortfall for this service. Since the estimated wood waste tonnage predictions are relatively high, there is a possibility that the final shortfall will be less than the currently estimated \$50,000.

Given that the entire function budget is currently anticipated to be budget neutral, this shortfall would result in a deficit for the function. If that is the case, it is recommended that the deficit be funded from the Zero Waste Initiatives (Eco Fee) reserve.

The Eco-Fee reserve currently has a balance of \$254,681 and is intended, amongst other objectives, to fund “unanticipated expenditures for operations” associated with waste diversion programs. Any deficit caused by the costs of the processing of wood waste in 2019 will be determined in Q1 2020.

STRATEGIC PLAN AND RELATED POLICIES

N/A

CONCLUSION

Due to a longer than anticipated period between the award of the long-term wood waste processing contract and its initiation, wood waste is currently being stockpiled.

This report analyzes a few options for an interim wood waste processing service. It is recommended that a contractor be sought to haul away all of the clean wood for diversion (1,340 tonnes) and the contaminated wood (215 tonnes) be buried at the Sechelt Landfill. This could result in a funding shortfall for the wood waste processing service of up to \$50,000 and will reduce the lifespan of the landfill by approximately 19 days.

Any deficit at the end of 2019 resulting from this interim wood waste processing service is recommended to be funded from the Eco-Fee reserve.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: REGIONAL WATER VEHICLE REPLACEMENTS

RECOMMENDATION(S)

THAT the report titled Regional Water Vehicle Replacements be received;

AND THAT staff be authorized to purchase three (3) vehicles with the existing \$170,000 in 2019 capital funding and negotiate the purchase of two of these vehicles with car dealerships;

AND THAT for the Regional Water Vehicle Replacements a loan of up to \$170,000 for a term of 5 years be requested through the Municipal Finance Authority Equipment Financing Program under section 403 of the *Local Government Act* (Liabilities Under Agreement) to fund the purchase of the Replacement Vehicles;

AND FURTHER THAT the pending request for a loan to fund the purchase of new replacement vehicles approved through Resolution 038/19 No. 23 be abandoned.

BACKGROUND

The Utility Services department is responsible for maintaining reliable water and wastewater service provision in the region and requires a reliable vehicle fleet in order to manage these necessary services.

During 2019 budget discussions, the following resolution was adopted at the February 21, 2019 Regular Board meeting:

038/19 **Recommendation No. 23** Regional Water Service [370] – 2019 R1 Budget Proposal

THAT the following budget proposal be approved and incorporated into the 2019 Round 2 Budget

- Budget Proposal 8 – Utility Service Vehicle Replacements, \$170,000 funded through MFA 5-Year Equipment Financing Loan;

AND THAT for the Utility Service Vehicles a loan of up to \$170,000 for a term of 5 years be requested through the Municipal Finance Authority Equipment Financing Program under section 403 of the *Local Government Act* (Liabilities Under Agreement) to fund the purchase of a new Replacement Vehicle.

DISCUSSION

Staff previously identified two (2) utility services vehicles that had reached the end of their economic and useful lives and required replacement in 2019. Those vehicles are:

- Unit # 416 – 2007 Ford F350 w/ Service Body
- Unit # 434 – 2008 Ford Ranger w/ Service Body

Unit #416 has been taken out of service permanently with a ceased engine since January 2018. Unfortunately, another vehicle, Unit #450 – 2008 Ford Ranger w/ Service Body was also recently taken permanently out of service due to a cracked frame.

The replacement of the Units #416 and #434 with new vehicles is scheduled sometime in late 2019/early 2020, until then the Utilities staff are short these two vehicles. With Unit #450 now also been taken out of service, the staff are down a third vehicle and would require funds to be included in the 2020 budget to get it replaced late 2020.

As part of the budget process Unit #435 - 2008 Ford Ranger with Service Body was transferred to the wastewater functions further reducing the number of vehicles within the Regional Water [370].

Having now three vehicles out of service reduces Utilities staff efficiency and in some instances reduces staffs ability to get required work completed in regular working hours. There is a significant benefit to add additional vehicles soon to allow staff to complete their work efficiently and effectively throughout the coast.

Options and Analysis

For the above mentioned reasons it is recommended that the available 2019 vehicle replacement funding be allocated differently than originally proposed in order to meet the immediate as well as long term needs of the department. Rather than purchasing two brand new vehicles, which can take over six months to order and equip, it's recommend that three (3) vehicles are purchased for the department as follows:

- Two (2) used vehicles
- One (1) new vehicle.

It is recommended that the Board authorize staff to negotiate with car dealerships to purchase the two used vehicles, both of which will be under \$30,000 each. This will result in an expedited purchasing process which will fulfill the department's requirement to have properly running vehicles for its staff. The remaining vehicle to be purchased new will be ordered in 2019 for delivery in 2020.

Organizational and Intergovernmental Implications

Purchasing three vehicles (two used and one new) rather than two new vehicles will return the number of vehicles within the Regional Water [370] to the original pre 2019 number. This will result in a greater efficiency and flexibility for mobilizing staff while also enhancing redundancy for when vehicles are being repaired, maintained or permanently taken out of service.

Financial Implications

The existing 2019 budget for Regional Water [370] vehicle purchases will not be impacted by this recommendation. Staff are confident that three (3) vehicles can be purchased within the existing budget of \$170,000. The funding source would stay the same and be funded by a Municipal Finance Authority (MFA) 5-Year Equipment Financing Loan.

The MFA requires a Board resolution and copy of the relevant report be submitted with the loan application. The original resolution (023/19 No. 23) authorizing the \$170,000 loan request specified that the loan was for the purchase of a 'new' replacement vehicle. As this is no longer accurate, an updated resolution that aligns with the revised plan to purchase one new and two used vehicles is required.

It is anticipated that for the budgeted amount of \$30,000 it would be possible to purchase used vehicles with still relatively low maintenance costs which can be used for many years. Staff have reviewed the current 2019 operating budget for the Regional Water Service Area (RWSA) and are confident that any additional expenditures related to an additional vehicle this year can be accommodated using existing 2019 operating funds.

Timeline for next steps or estimated completion date

If approved by the Board, staff will research and negotiate with car dealerships to purchase two high quality used vehicles as soon as possible and continue with the procurement process for the new vehicle.

STRATEGIC PLAN AND RELATED POLICIES

The recommendations sought in this report are consistent with Section 4.10 Capital Maintenance and Replacement of the Region's Financial Sustainability Policy.

CONCLUSION

The RWSA has two (2) aged vehicles that were previously approved for replacement in 2019. Staff have identified the urgent need to replace these vehicles as well as an operational requirement to bring the fleet within this function back to its historic level. It is recommended that the existing 2019 vehicle replacement funding of \$170,000 be utilized to purchase three (3) vehicles, two of which will be used vehicles, in order to expedite the purchasing process and meet the demands of the department.

Reviewed by:			
Manager		Finance	X - T. Perreault
GM	X. - R. Rosenboom	Legislative	
Interim CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Brad Wing, Financial Analyst

SUBJECT: LONG TERM DEBT AS AT JUNE 30, 2019

RECOMMENDATION(S)

THAT the report titled Long Term Debt as at June 30, 2019 be received for information.

BACKGROUND

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

DISCUSSION

A summary of the SCRD's long term debt obligations as at June 30, 2019 is provided in Attachment A.

Specifics of new debt issues, budgeted unissued debt, MFA Issue 105 rate reset and expiring debt affecting the 2019 Financial Plan are detailed below along with information on member municipality debt and historical debt levels.

New Debt Issued

Security Issuing Bylaw No. 719 was adopted by the SCRD Board on December 13, 2018. The Bylaw authorized the SCRD to undertake borrowing of \$280,000 for a term of 20 years under Loan Authorization Bylaw No. 707 to fund a portion of the Square Bay Waste Water Treatment Plant replacement. The borrowing issue was funded through the Municipal Finance Authority on April 9, 2019 at a lending rate of 2.66% for the first 10 years. Annual debt servicing costs on the loan are \$17,868.

Budgeted/Authorized Unissued Debt

Budgeted and/or authorized funding from borrowing proceeds for five capital projects and four equipment purchases included in the 2019-2023 Financial Plan totals \$6,103,800 as detailed in the table on the following page.

It should be noted that issuance of \$5,000,000 in borrowing approved under Loan Authorization Bylaw No. 704 for the Chapman Lake Supply Expansion project is not anticipated based on the current project status (project not proceeding); however, the authority to borrow remains in place for the specified purpose until such time as the Loan Authorization Bylaw is repealed or five years from the date of adoption on July 28, 2021, whichever comes first.

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

Summary of Budgeted Unissued Debt				
Project	Budgeted / Authorized Proceeds	Proposed Term	Estimated Issuance	Authorization
Chapman Lake Supply Expansion	5,000,000	30 Years	Not anticipated, project not proceeding	Loan Authorization Bylaw No. 704 (expires July 28, 2021)
Grantham Hall Rehabilitation	100,000	5 Years	Q4 2019	Resolution required
Merrill Crescent Septic Field Replacement	11,050	5 Years	Q3 2019	Resolution required
Canoe Road Septic Field Replacement	12,750	5 Years	Q3 2019	Resolution required
Vaucroft Capital Works	450,000	5 Years	End of 2019	Resolution required
Regional Water Vehicle Replacements (2018)	200,000	5 Years	Q3 2019	060/18 No. 20
Information Technology Hardware (2019)	70,000	3 Years	End of 2019	Resolution required
Regional Water Vehicle Replacements (2019)	170,000	5 Years	Q1 2020	038/19 No. 23
North Pender Harbour Water Vehicle Replacement	90,000	5 Years	Q1 2020	038/19 No. 18

MFA Issue 105 Rate Reset

On June 4, 2019, the interest rate associated with MFA Issue 105 was reset at 2.25% (down from 4.90%) for the next five years. As a result, the annual interest payments for the [625] Pender Harbour Aquatic & Fitness Centre debenture for facility renovations and upgrades will be reduced by \$11,463 in 2019 and \$22,926 in 2020, continuing until the next rate reset date in June 2024.

As a result of this change, the annual parcel tax levied against properties in the Pender Harbour Pool service area for the purposes of servicing this debt is expected to decrease by approximately 35% (\$8.75 per household) beginning in 2020.

Expiring Debt

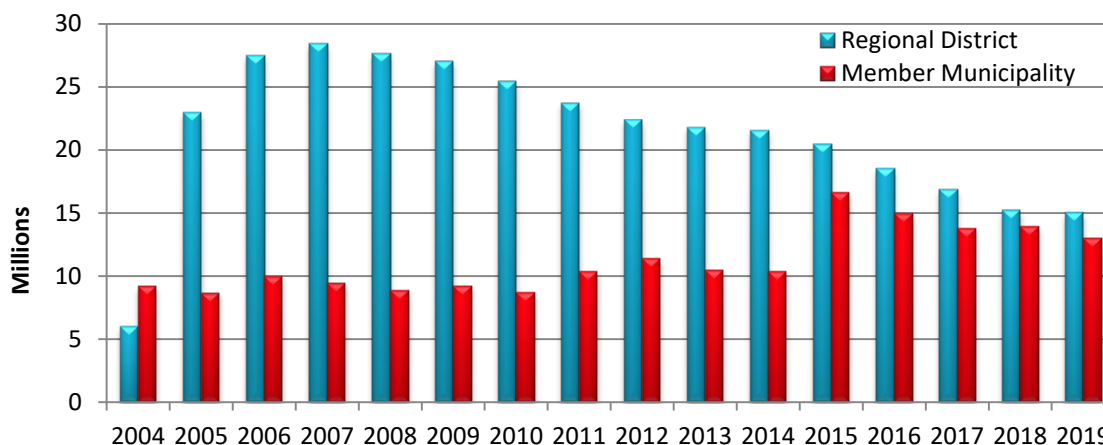
An equipment financing loan for [680] Dakota Ridge was fully repaid in January 2019. The annual debt servicing cost for this loan of \$2,395 was reduced to \$219 in the 2019 Financial Plan based on timing of the final payout.

Three additional equipment financing loans are set to expire before the end of 2019. The annual debt servicing cost for these loans of \$34,699 have been reduced to \$36,875 in the 2019 Financial Plan based on timing of the final payouts.

Member Municipality Debt

Municipal financing under loan authorization bylaws (other than temporary borrowing) must be undertaken by the applicable Regional District. As at June 30, 2019, the outstanding principal balance of debt recoverable from Member Municipalities by the SCRD was as follows:

Sechelt	\$ 5,878,333
Gibsons	7,105,206
Total	\$ 12,983,539

Historical Debt Balances*Financial Implications*

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

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

A 20 year loan to fund a portion of the Square Bay Waste Water Treatment Plant replacement was issued on April 9, 2019. The principal balance of the loan was \$280,000 and the annual debt servicing cost is \$17,868 based on an interest rate of 2.66% for the first 10 years.

Budgeted or authorized unissued debt funding for capital projects and equipment purchases totals \$6,103,800. This debt will be issued in accordance with project timelines and funding requirements, subject to any required authorizations. It is anticipated that \$5,000,000 of this borrowing which was authorized for the Chapman Lake Supply Expansion project will not be issued.

The interest rate for MFA Issue 105 was reset on June 4, 2019 at 2.25% for the next five years. Annual debt servicing costs for the Pender Harbour Aquatic & Fitness Centre will be reduced by \$22,926 as a result.

One equipment financing loan was fully repaid in the six month period ending June 30, 2019. There are three additional equipment financing loans scheduled to expire prior to the end of 2019.

Member municipality debt totaled \$12,983,539 as at June 30.

Reviewed by:			
Manager		Finance/CFO	X-T. Perreault
GM		Legislative	
Interim CAO	X – M. Brown	Other	

Sunshine Coast Regional District

Attachment A

Schedule of Long Term Debt

As at June 30, 2019

Purpose	Interest Rate	Annual Servicing Costs	Principal Balance Remaining	Maturity	Rate Reset / Early Payout
Borrowing Under Loan Authorization Bylaw					
Parks Master Plan	2.25%	88,480	398,759	2022	N/A
Community Recreation Facilities Construction	4.77%	1,461,424	7,592,299	2025	N/A
Chapman Water Treatment Plant	1.80%	175,018	1,402,373	2025	2020
Field Road Administration Building	4.88%	243,191	1,303,726	2026	N/A
Community Recreation Facilities	4.88%	167,664	898,829	2026	N/A
Fleet Maintenance Building Expansion	4.88%	33,530	179,748	2026	N/A
Egmont & District Fire Department Equipment	4.88%	8,238	44,164	2026	N/A
Pender Harbour Pool	2.25%	48,519	516,328	2029	2024
South Pender Water Treatment Plant	3.00%	82,479	1,112,221	2034	2024
North Pender Harbour Water UV & Metering	3.00%	29,900	330,000	2035	N/A
South Pender Harbour Water Metering	3.00%	44,850	495,000	2035	N/A
Square Bay Waste Water Treatment Plant	2.66%	17,868	280,000	2039	2029
		\$ 2,401,161	\$ 14,553,448		
Equipment Financing					
Dakota Ridge - Ski-Doo	2.46%	-	-	2019	Open
Communiity Parks - Vehicle (2014)	2.46%	6,592	2,880	2019	Open
Information Technology Hardware (2016)	2.46%	23,837	12,405	2019	Open
Community Parks - Equipment (Tractor)	2.46%	10,657	925	2019	Open
Information Technology - Storage Area Network	2.46%	26,707	24,705	2020	Open
Community Parks - Vehicle (2015)	2.46%	8,921	11,514	2020	Open
Regional Water - Vehicle (2016)	2.46%	14,341	36,005	2021	Open
Information Technology Hardware (2018)	2.46%	24,326	58,719	2021	Open
Gibsons Fire Ladder Truck	2.46%	71,210	243,532	2022	Open
Building Maintenance - Vehicle	2.46%	24,104	30,411	2022	Open
Community Parks - Vehicle	2.46%	8,587	34,136	2023	Open
SPHWS - Vehicle	2.46%	6,424	27,177	2023	Open
		\$ 225,706	\$ 482,409		
Budgeted/Authorized Unissued Borrowing					
Chapman Lake Supply Expansion	TBD	226,096	5,000,000		
Grantham Hall Restoration	TBD	21,276	100,000		
Merrill Crescent Septic Field Replacement	TBD	2,351	11,050		
Canoe Road Septic Field Replacement	TBD	2,713	12,750		
Vaucroft Capital Works	TBD	95,741	450,000		
Regional Water Vehicle Replacements (2018)	TBD	42,551	200,000		
Information Technology Hardware	TBD	14,893	70,000		
Regional Water Vehicle Replacements (2019)	TBD	36,169	170,000		
North Pender Harbour Water Vehicle Replacement	TBD	19,148	90,000		
		\$ 460,937	\$ 6,103,800		
SCRD Long Term Debt Totals		\$ 3,087,803	\$ 21,139,657		

Debt Servicing Ratio*

8.36%

*annual debt servicing cost/recurring revenue

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Brad Wing, Financial Analyst

SUBJECT: GAS TAX COMMUNITY WORKS FUND UPDATE

RECOMMENDATION(S)

THAT the report titled Gas Tax Community Works Fund Update be received for information.

BACKGROUND

The purpose of this financial report is to provide the Committee with an update on the current status of the Community Works Fund (CWF) provided through the Federal Gas Tax Fund in British Columbia (Gas Tax Agreement or GTA) including budgeted project commitments, year to date spending and uncommitted funds available to be spent on eligible projects.

Since 2005, \$7,306,234 has been received from the Gas Tax Fund under the 2005-2015 CWF Agreement and the renewed 2014-2024 CWF Agreement. Funding is based on Regional District rural area population and payments are advanced on a semi-annual basis with funds allocated to the five rural areas per the following resolution adopted at the May 11, 2017 Board meeting:

163/17 **Recommendation No. 4** *Gas Tax Community Works Funding*

AND THAT 2016 Census population data be used as the basis for allocating Gas Tax Community Works Funding by Electoral Area for funds received after January 1, 2017.

DISCUSSION

Funding Allocation

CWF are allocated to all local governments in British Columbia based on a per capita funding formula with a funding floor. Consistent with this method, funding received since inception of the CWF has been allocated to each of the five electoral areas based on the most current census data.

Summary of Funding Commitments

Unspent funding received as at December 31, 2018 totaled \$4,462,705. This year's first installment payment estimated at \$332,274 is expected to be received in late July. The second installment for the same amount is expected to be received in early December. In addition, a one-time bonus payment of \$677,881 is expected to be received in 2019 bringing the total

available funding for eligible projects in 2019 to \$5,805,134. Of this, \$565,558 is currently budgeted or committed for projects and \$5,239,576 remains uncommitted.

A summary of CWF allocations and funding commitments by Electoral Area for 2019 is provided in Table 1 below with more detailed information in Attachment A, titled Gas Tax Community Works Fund Summary of Commitments.

Table 1: Summary of Gas Tax Community Works Funding				
Electoral Area	Unspent Funding as at December 31, 2018	2019 Funding Allocations	2019 Funding Commitments	Uncommitted Funds for Available for 2019
Area A- Egmont/Pender Harbour	\$ 1,103,417	\$ 243,303	\$ -	\$ 1,346,720
Area B - Halfmoon Bay	616,893	252,760	(362,263)	507,390
Area D - Roberts Creek	844,004	317,202	(10,000)	1,151,206
Area E - Elphinstone	1,117,400	339,733	(10,000)	1,447,133
Area F - West Howe Sound	780,991	189,431	(183,295)	787,127
Totals	\$ 4,462,705	\$ 1,342,429	\$ (565,558)	\$ 5,239,576

Incomplete Projects

There are several incomplete projects which remain open on the SCRD's Annual Expenditure Report to UBCM. Expenditures to date for these projects have not yet resulted in a tangible capital asset, there is no further direction on the projects, and they were not included in the 2019-2023 Financial Plan. Staff, in coordination with AVICC Regional District members, continue to work with the Ministry of Transportation & Infrastructure (MoTI) and UBCM on an approach to developing active transportation infrastructure in MoTI right of ways. These projects are as follows:

Project Title	CWF Funding Applied
Gower Point Road Bicycle/Walking Path - Secret Beach to Gibsons	20,812
Redrooffs Road Bicycle/Walking Path - Hwy 101 to Mintie Rd	24,036
Hwy 101 Bicycle/Walking Path Barrier Fencing at Chaster Creek	7,468
Lower Road Bicycle/Walking Path Remaining Sections	11,306
Roberts Creek Village to Pier Bicycle/Walking Path	10,153
Beach Avenue Bicycle/Walking Path from Flume Road South	2,957
Egmont Road Bicycle/Walking Path	5,393
Garden Bay Road Bicycle/Walking Path	6,793
Marine Drive Bicycle/Walking Path - Phase 2	42,647
	\$ 131,565

Once an agreement has been formalized, staff will bring a report to a future Committee on recommended next steps for these projects, along with funding recommendations and Financial Plan amendments.

STRATEGIC PLAN AND RELATED POLICIES

The information provided in this report relates to the Key Strategic Priority of Ensuring Fiscal Sustainability and is consistent with the Sunshine Coast Regional District's Financial Sustainability Policy.

CONCLUSION

This report is an update on the current status of the CWF (provided through the Federal Gas Tax Fund) including funding commitments, year to date spending and uncommitted funds available to be spent on eligible projects. There is \$5,805,134 of CWF available to fund eligible projects in 2019. Of this, \$565,558 has been committed for projects and \$5,239,576 remains uncommitted.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM	X – I. Hall	Legislative	
Interim CAO	X – M. Brown	Other	

Attachment A: Gas Tax Community Works Funds – Summary of Commitments

**Gas Tax Community Works Fund
Summary of Commitments
2019 Funding Year**

		A	B	D	E	F	Total
CWF Funding	Function	<u>Z10159</u>	<u>Z10160</u>	<u>Z10161</u>	<u>Z10162</u>	<u>Z10163</u>	
Balance of 2018 Uncommitted Funds to 2019		\$ 1,083,196	\$ 343,542	\$ 829,448	\$ 1,097,572	\$ 583,507	\$ 3,937,265
2018 Interest Earned		20,221	11,088	14,556	19,828	14,189	79,881.93
Balance of 2018 Committed Funds to 2019 (Carry Forwards)			262,263	-	-	183,295	445,558
Funding Available as at December 31, 2018		\$ 1,103,417	\$ 616,893	\$ 844,004	\$ 1,117,400	\$ 780,991	\$ 4,462,705
2019 Anticipated Funding Allocation (based on 2016 Census data)							
Bonus Payment		122,859	127,635	160,176	171,554	95,656	677,881
First Installment (July)		60,222	62,562	78,513	84,090	46,887	332,274
Second Installment (December)		60,222	62,562	78,513	84,090	46,887	332,274
Funding Available for Projects in 2019		\$ 1,346,720	\$ 869,653	\$ 1,161,206	\$ 1,457,134	\$ 970,422	\$ 5,805,134
2019 Budgeted and Committed Funding							
Area B - Coopers Green Park - Hall & Parking Design Plans (CF)	650		62,263				62,263
Area B - Coopers Green Hall Replacement (Committed Funds per Res. 209/17 No. 3)	650		300,000				300,000
Area D&E - Lower Road - Ocean Beach Esplanade Connector Trail	650			10,000	10,000		20,000
Area F - Granthams Hall Restoration - Design & Engineering (CF)	650					348,778	348,778
		\$ -	\$ 362,263	\$ 10,000	\$ 10,000	\$ 348,778	\$ 731,041
Uncommitted CWF Gax Tax Funds for 2019		\$ 1,346,720	\$ 507,390	\$ 1,151,206	\$ 1,447,134	\$ 621,644	\$ 5,074,093
CWF Funds allocation (per capita basis using 2016 Census data)		18.12%	18.83%	23.63%	25.31%	14.11%	100.00%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Michelle Goetz, Accounts Payable Technician

SUBJECT: DIRECTOR CONSTITUENCY AND TRAVEL EXPENSES FOR PERIOD ENDING JUNE 30, 2019

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending June 30, 2019 be received for information.

BACKGROUND

The 2019 Financial Plan for line items Legislative Services Constituency Expenses and UBCM/AVICC Constituency Expenses provide a budget of \$19,800 (\$2,500 allowance per Director from [110] and \$1,000 for Electoral Area Directors from [130]) for the expense of running an elected official office. Based on historical use, the amount budgeted is less than the amount available under the policy. Travel Expenses within Legislative Services and UBCM/AVICC – Electoral Area Services provide an allowance of \$36,144 for mileage, meals, hotel and other various charges associated with travelling on Sunshine Coast Regional District (SCRD) business.

DISCUSSION

The total amount posted to Constituency Expenses for the period ending June 30, 2019 is \$3,108 leaving a surplus balance of \$17,192. The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$24,163 leaving a remaining balance of \$11,981. Figures are based on expense reports submitted up to July 11, 2019 for the period ended June 30, 2019 and a breakdown by Director is provided below.

Detail	Constituency Expense	Travel Expense (Excluding GST)	Travel Expense (Alternate)
Director Area A	\$538	\$5,571	\$-
Director Area B	\$166	\$8,357	\$-
Director Area D	\$1,097	\$3,081	\$-
Director Area E	\$783	\$3,700	\$32
Director Area F	\$404	\$2,914	\$32
Director DOS (2)	\$120	\$39	\$-
Director TOG	\$-	\$437	\$-
Director SIGD	\$-	\$-	\$-
Totals	\$3,108	\$24,163	\$-
Budget	\$20,300	\$36,144	
Surplus (Deficit)	\$17,192	\$11,981	*
* Alternate included with Director travel totals.			

STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Director Constituency and Travel Expenses aligns with the Financial Sustainability Policy.

CONCLUSION

The 2019 Financial Plan for Constituency Expenses and Travel Expenses provides a total budget of \$56,444. For the period ending June 30, 2019, the total amount posted to Constituency and Electoral Expenses is \$27,271 leaving a remaining balance of \$29,173.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM		Legislative	
Interim CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: **SUNSHINE COAST REGIONAL DISTRICT (SCRD) REVISED DRAFT PROCUREMENT POLICY**

RECOMMENDATION(S)

THAT the report titled SCRD Revised Draft Procurement Policy be received;

AND THAT the draft Procurement Policy be approved as presented or amended;

AND THAT the SCRD may apply for membership to the Coastal Communities Social Procurement Initiative (CCSPI);

AND THAT the base budget for Purchasing and Risk Management [116] be amended by \$3,095 to cover the CCSPI membership fee;

AND THAT the 2019/2020 portion be recovered through support services recoveries;

AND FURTHER THAT the 2019-2023 Financial Plan to be updated accordingly.

BACKGROUND

At the Regular Board meeting of May 23, 2019, the following resolution was adopted:

173/19 **Recommendation No. 7** *Procurement Policy Framework*

THAT the report titled Procurement Policy Framework be received;

AND THAT staff provide a draft procurement policy to the July 2019 Corporate and Administrative Services Committee meeting that includes sustainable social procurement, environmental sustainability and local vendor priority options and give consideration to including living wage criteria or creating a separate living wage policy;

AND THAT the following thresholds be included in the draft procurement policy

Estimated Thresholds	Method
Goods and Services	
Less than \$5,000	Small Purchase Guidelines
Less than \$10,000	Informal Quotation Process
\$10,000 to \$50,000	Invitational Process or Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$50,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than \$100,000	Invitational Process or Formal Competitive Process (RFP, ITT)
Greater than \$100,000	Formal Competitive Process (RFP, ITT)

AND FURTHER THAT staff provide information and options related to becoming a member of the Coastal Community Social Procurement Initiative.

Copy of the staff report outlining the key policy principles for consideration which was presented at the May 2019 Corporate and Administrative Services Committee meeting has been attached for reference (Attachment A).

The purpose of this report is to provide the Board with a draft Procurement Policy which addresses new procurement practices, thresholds and processes.

DISCUSSION

Staff have drafted the attached Procurement Policy (Attachment B) that includes the suggested revisions from the Procurement Policy Framework report presented at the May 23, 2019 Corporate and Administrative Services Committee Meeting as follows:

- Purpose of the Policy;
- Updated definitions, restrictions and authorities and responsibilities;
- Methods of Procurement and Thresholds;
- Ethical Considerations; and
- Metrics and Reporting.

The draft also includes the new approved thresholds and specific elements of sustainable social procurement practices, environmental sustainability and local vendor priority options as identified by the Board and under Local Economic Development allows for the inclusion of a Living Wage for Vendor's employees, where applicable.

Sustainable Social and Environmental Procurement

The Policy allows for the SCRD to add sustainable social considerations to Tenders by adding value weighting criteria and to evaluate bids based on these criteria.

It is intended that, where appropriate, use of sustainable social purchasing impact weighting criteria (impact criteria) like providing a living wage or the use of more reusable products, will both reward vendors for actions that add sustainable social value, and encourage vendors to look for new ways to increase their sustainable social value, improving their ability to compete for future procurement opportunities.

When including impact criteria in an appropriate solicitation, in accordance with the policy an assessment of best value will include evaluating the vendor's willingness or ability to comply with the specific impact elements that have been included in the procurement document and that become part of the resulting contract obligations.

Local Vendor Priority Options

While no local preferences policies are permitted, by practicality, low value purchases would normally be in the Local Area.

As one of the factors the SCRD defined in the Procurement Policy is Best Value procurement which includes the assessment of local knowledge or the equivalent. This assessment may include rating the supplier's knowledge and ability to address considerations such as:

- Climatic and environmental conditions;
- Regulatory, bylaw and licensing requirements;
- Labour codes, Workers Compensation and safety regulations;
- Local market and industrial capacities;
- Building codes and any applicable local codes;
- Public policies and operational objective; and/or
- Professional licensing obligations.

Coastal Communities Social Procurement Initiative (CCSPI)

The SCRD Board requested information and options to becoming a member of the Coastal Community Social Procurement Initiative (CCSPI).

In spring 2016 the Association of Vancouver Island and Coastal Communities (AVICC) passed a motion to advance the use of social procurement in local government, a year later AVICC passed a further motion to create a concept for a region-wide Social Procurement Hub. The hub was rebranded in November 2018 to the CCSPI and contracted out the services to Scale Collaborative.

The CCSPI was created as a 2-year initiative to assist local governments and First Nations in implementing social procurement.

The CCSPI has 8 goals

1. Local governments in the Vancouver Island and Coastal Communities region are embracing and implementing social procurement.
2. There is a standardized approach to social procurement across local government while each local community has the ability to create the social value as determined by its elected officials/community.
3. Procurement staff in local governments are trained in social procurement and have the know-how to issue tenders and RFPs that result in community benefits.
4. Product and service suppliers are fully engaged, bidding on contracts and responding to RFPs issued by local governments.
5. The provincial government is aware of and supportive of CCSPI.
6. A robust monitoring reporting framework is in place.

7. CCSPI is a long-term, sustainable initiative.
8. Interest demonstrated by wider Municipal, Academic Institutions, Schools and Hospitals (MASH) sector.

The SCRD currently has a team of accredited procurement specialists that have participated in social procurement webinars, training from the Social Enterprise Institute, as well as having a certificate in Social Procurement.

Staff already maintains memberships with the Province's Procurement Community of Practice, Social Enterprise Institute, National Institute of Governmental Purchasing, and Supply Chain Management Association. As the SCRD Board has already establish its community impact objectives, and is in the process of implementing stronger social procurement processes, the main benefits of joining the CCSPI would be to broaden the SCRD network community and provide access in-house tools and training for implementing social procurement.

Financial Implications

In adopting the new Procurement Policy there are no financial implications. Training and development are considered as part of the Purchasing and Risk Management Division

The membership fee to join the CCSPI is based on 2016 census population of 29,970. The SCRD membership fee would be \$3,095 and would cover the SCRD membership from the date of the application. If the SCRD Board chooses to become a member, the base budget for the Purchasing and Risk Management Division, which is funded through support services recovery, would require an increase of \$3,095 to cover the membership fee as the budget has insufficient funds.

Communications Strategy

In addition to informing internal staff about the Procurement Policy and procedural changes, the SCRD will also work with the vendor community.

Staff have identify challenges in the outreach to the wider vendor community as: vendors not understanding what public procurement is and how the Trade Agreements, Board Directives and Contract Law affect SCRD processes.

SCRD will host procurement workshops that will aim at strengthen communication, trust and confidence in SCRD's process with the vendor communities.

STRATEGIC PLAN AND RELATED POLICIES

The Procurement Policy, supports the SCRD Financial Sustainability Policy and promotes both the Vision and Mission of the SCRD.

CONCLUSION

Staff have drafted a new Procurement Policy that includes suggested revisions from the May 23, 2019 Procurement Policy Framework Report and the approved thresholds and specific elements of sustainable social procurement practices, environmental sustainability and local vendor priority options as identified by the Board and under Local Economic Development

allows for the inclusion of a Living Wage for Vendor's employees, where applicable. This new policy is for the Board's review and consideration.

The SCRD Board requested information and options related to becoming a member of the CCSPI. If the Board chooses to become a member, the base budget for the purchasing and risk management division, which is funded through support service recovery, would require an increase of \$3,095 to cover the membership fee and that the 2019-2023 Financial Plan be updated accordingly.

Reviewed by:			
Manager		CFO / Finance	X – T. Perreault
GM		Legislative	
Interim CAO	X – M. Brown	Other	

Attachment A: May 23, 2019 CAS Staff Report titled Procurement Policy Framework

Attachment B: Draft Procurement Policy

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – May 23, 2019

AUTHOR: Valerie Cropp, Manager, Purchasing and Risk Management

SUBJECT: PROCUREMENT POLICY FRAMEWORK

RECOMMENDATION(S)

THAT the report titled Procurement Policy Framework be received;

AND THAT the Board provide input on the direction of the Policy.

BACKGROUND

The overall purpose of a purchasing or procurement policy is to:

- Build public confidence in public procurement.
- Simplify, clarify, and reflect the laws governing procurement.
- Ensure the fair and equitable treatment of everyone who deals with the procurement system.
- Provide for increased efficiency, economy, and flexibility in public procurement activities and maximize purchasing power for the community to the fullest extent.
- Foster effective broad-based competition from all segments of the supplier community.
- Safeguard the integrity of the procurement system and protect against corruption, waste, fraud, and abuse.
- Foster equal employment opportunities that are in line with legal requirements, in the policies and practices of suppliers and subcontractors wishing to do business with the entity.

The Purchasing Policy 3-1200-5 (Attachment A) was adopted on June 9, 2011 to provide clear guidelines and standards for procurement, ensuring the Sunshine Coast Regional District (SCRD) receives best overall value in the most cost effective and efficient manner, and that the methods used are open, fair, consistent and support the organization's commitment to sustainability.

The SCRD Purchasing Policy has not been reviewed since this time and although current policies contain many of the necessary standards to support the SCRD's commitment to doing business in a fair and ethical manner and ensuring equal opportunity for all business, staff recommend expanding the current policy to reflect the changing public procurement environment and strengthen vendor and community relationships.

DISCUSSION

Options and Analysis

Public Procurement is governed by law related to commercial contracts, competitive bidding, Canadian Competition Bureau legislation, as well as the New West Partnership Trade

Agreement, Canadian Free Trade Agreement, and Comprehensive Economic and Trade Agreement.

When the Auditor General for Local Government (AGLG) was created they identified six major themes, including Fiscal and Sustainability Planning, Capacity and Internal Operations. This theme includes procurement, which is a key function in local governments.

As a result of the Procurement focused Audits, the AGLG created a Perspective Services' document focusing on Procurement to help guide local governments in developing strong procurement policy, performance metrics and vendor performance management.

In addition to the AGLG there are several other agencies that have released guidelines that support and inform the procurement process for local governments. These organizations are:

- Local Government Management Association;
- Coastal Communities Social Procurement Initiative;
- Ministry of Citizens' Services, Procurement Governance Office; and
- National Institute for Government Procurement.

These organizations identify procurement policy statements that staff view as critical elements that should be included in a procurement policy for good governance.

Key Recommendations SCRD New Procurement Policy

Staff recommend that the following elements are recommended in a new procurement policy which will be brought to a future Committee meeting for consideration:

Element 1: States the Purpose of the Policy

The purpose of this policy is to ensure that all goods, services and construction will be acquired in a competitive, fair and open manner, and that the process will be efficient, accountable and maximize best value for the community.

The policy will support the SCRD strategic objectives while ensuring that we meet the requirements under the *Community Charter*, *Local Government Act*, various trade agreements, *Freedom of Information and Protection of Privacy Act*, district bylaws, public sector procurement standards and competitive bidding law.

The SCRD is also committed to working with the vendor community on opportunities for sharing ideas and feedback to help improve the procurement process and make it easier for vendors to do business with the SCRD.

Element 2: Definitions and Restrictions

To assist with interpretation, a procurement policy needs to include a definition section that:

- Clearly defines the use of the terms in the policy.
- Clearly defines criteria for any procurement decision that may be unclear without further explanation (e.g. description of “responsive bidder”, “best value”).
- Restrictions, prohibitions and requests for exceptions and exclusions to the policy, (i.e. Emergency, Standardization).

Element 3: Authorities and Responsibilities

A procurement policy should, at a minimum, establish guidance for the organization and be consistent with SCRD Delegation Bylaw No. 710, including:

- Authorities and responsibilities of procurement staff, department heads and other local government staff as defined in bylaws
- The authority and/or area responsible for the process used to identify capital needs.
- The roles and responsibilities of elected officials, staff (including those with program, procurement and finance responsibilities) and contractors.
- The approval and authorization levels for change orders.
- The requirements for post-completion assessment of project performance.

Element 4: Methods of Procurement and Thresholds

A procurement policy should establish thresholds and award methods that are consistent with current Trade Agreements and Contract Law and be a guide for source selection and contract formation that, at a minimum, includes the following contracting methods:

- Competitive Methods of Procurement, such as, Request for Proposal or an Invitation to Tender.
- Non-Competitive Methods of Procurement such as, direct contract awards or urgent and emergent situations.
- Exemptions and Exceptions to the Required Methods of Procurement.
- Gathering Market Information (tools that do not directly result in a contract award).

Our current policy thresholds are outlined in the below table:

Expenditure	Method
Under \$5,000	Low Value Purchase
More than \$5,000 but less than \$30,000	Request for Quotation
\$30,000 or greater	Call to Bids

Staff also recommend updating the SCRD thresholds and award methods to be consistent with SCRD Small Purchases Guidelines and in line with Trade agreements as follows:

Estimated Thresholds	Method
Goods and Services	
Less than \$5,000	Small Purchase Guidelines
Less than \$10,000	Informal Quotation Process
\$10,000 to \$50,000	Invitational Process or Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$50,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than \$100,000	Invitational Process or Formal Competitive Process (RFP, ITT)
Greater than \$100,000	Formal Competitive Process (RFP, ITT)

Element 5: Ethical Considerations

A procurement policy should provide guidance to a Code of Conduct policy currently being drafted for everyone involved in the procurement process, as well as remedies for violation of the policy. This guidance should include:

- What type of communication (lobbying) is acceptable and what is not, during a competitive procurement process.
- Employee acknowledgement of compliance with the procurement policy and other related policies.
- Refusing and/or suspending vendors under specific circumstances.
- Handling protests, appeals, disputes, claims, hearings, and contractual remedies.

Element 6: Metrics and Reporting**Metrics**

It is important for the procurement function to have a performance measurement system that assesses its progress toward supporting the priorities of the SCRD's Strategic Plan. Tracking performance allows for a more strategic perspective on procurement activities, supports planning, informs decision making and helps demonstrate accountability.

In identifying performance metrics, it is usually best to start small and expand. There are three key areas, financial, vendor related, and procurement efficiency.

For the financial key performance metric, staff are currently reporting quarterly to the Corporate and Administrative Services Committee on all new contracts entered into with a value between \$50,000 and \$100,000. All contracts over \$100,000 are brought forward for Board approval per the SCRD's Delegation Bylaw. The SCRD reports all vendor expenditures over \$25,000 annually in the Statement of Financial Information as required by legislation.

For the vendor related key performance metric, staff recommend annual reporting of the number of supplier and/or contractor performance evaluations formally completed per year.

For the procurement efficiency key performance metric, staff recommend reporting on the number of exceptions to the procurement policy.

Reporting

It is a common practice to report directly to the public. Staff currently pro-actively release contract award information on the SCRD website after a contract has been executed.

Staff also publicly report award recommendations to the Board for contracts over \$100,000. In drafting these reports, it is important to understand what and when information may be pro-actively released to the public. Staff currently use the attached Guidance for the Release of Information Related to the Competitive Procurement Process that was developed by Ministry of Citizens' Services, as well as the *Freedom of Information and Protection of Privacy Act*.

Further to the guidance document, in 2018 the Canadian International Trade Tribunal ruled that the government's premature contract award announcement resulted in a breach of its confidentiality duties (*Hawboldt Industries v. Department of Public Works and Government Services*).

The Tribunal also stressed that the trade treaty requirement to post contract award amounts remained subject to confidentiality obligations where disclosure might prejudice future competition. In considering whether to grant a remedy, the Tribunal stated that the government should avoid automatically posting contract award prices in all instances without first considering the potential prejudice to future competitions. The Tribunal further noted that it had already warned the government that these mechanical disclosures risked breaching the government's confidentiality duties and exposing the government to damage awards.

Given the above, the Tribunal found that the complainant was entitled to damages for an undisclosed percentage of its lost profits. As this case illustrates, public institutions must carefully navigate their transparency obligations and confidentiality duties. These diligence duties should include avoiding the premature disclosure of pricing information prior to the final award of a contract and to the expiry of any applicable bid protest timeframes. In some instances, these duties should also include the redaction of contract award values to protect future competition

Other Considerations

A procurement policy may also provide guidance for the use of special public procurement programs, such as sustainable social procurement.

Sustainable social procurement is the intentional generation of social value through procurement processes. It occurs when buying goods, service or construction, in a way that achieves value for money in terms of generating benefits not only for the organization, but also the society and the economy, while minimizing damage to the environment.

Sustainable social procurement is a growing practice that seeks to better leverage public funds to achieve positive social outcomes aligned with community values and strategic objectives. The practice has been adopted around the world and has demonstrated positive results for the community. BC started to see this practice being adopted around 2009, and most recently being highlighted through the Association of Vancouver Island and Coastal Communities (AVICC), which supported the creation of the Coastal Communities Social Procurement Initiative.

The SCRD already practices some sustainable procurement, with vendors that pay a living wage, contracts that have requirements for reporting emissions and also have different types of agreements with local community support agencies, however the process is not as transparent as it could be. Staff would recommend the following as other considerations that may be added to the policy.

The SCRD strategic plan direction is usually what will determine what sustainable social procurement benefits would be a focus for SCRD.

Some of the benefits of sustainable social procurement include:

- | | |
|----------------------|--|
| Local sustainability | ☞ Strengthening the local economy and ensuring its financial and environmental sustainability. |
| Social inclusion | ☞ Promoting openness and equal opportunity for disadvantaged and vulnerable community groups. |
| | ☞ Building social capital in the community. |

Employment and Training	<ul style="list-style-type: none"> ☞ Consideration for local employment opportunities at living wages through clauses and specifications in the tenders. ☞ Developing practical training to build long-term employment opportunities.
Diversity and Equity	<ul style="list-style-type: none"> ☞ Ensuring all businesses have the same opportunity to tender for contracts. ☞ Ensuring that the supply markets around essential and key services remains diverse and vibrant. ☞ Ensuring that local suppliers such as small to medium-sized enterprises (SMEs), social enterprises and Indigenous businesses are well-positioned to prosper in the local economy
Service innovation	<ul style="list-style-type: none"> ☞ Fostering a new social economy, addressing service gaps by piloting joint ventures between external partners.
Environmental	<ul style="list-style-type: none"> ☞ Increase demand for environmentally responsible products and services, which may ultimately enhance their quality and cost competitiveness. ☞ Continue to increase government's conservation of resources through the use of more reusable products, and products and services which require less energy and materials to produce or use. ☞ The substitution of environmentally sensitive products for more environmentally harmful products will increase as their usage becomes more prevalent and as they become more cost effective and of comparable quality to those products previously purchase
Fair Trade	<ul style="list-style-type: none"> ☞ Purchasing ethical and fair trade goods to support equitable local, national and international trade ☞ Ensuring adherence to local, national and international Trade Agreements and labour standards

The Committee may also wish to provide direction of social procurement options.

Timeline for next steps or estimated completion date

Once the Committee considers the framework, a new draft procurement policy will be presented at a future meeting for review.

Organizational Implications

If a new procurement policy is approved, appropriate procedures would be developed to support it.

Communications Strategy

In addition to informing internal staff about Policy and procedural changes related to procurement, the SCRD will also work with the vendor community on these changes. Staff identify challenges in the outreach to the wider vendor community as: vendors not understanding what public procurement is and how the Trade Agreements, Board Directives and Contract Law affect SCRD processes. These workshops will be a means to strengthen communication, trust and confidence in SCRD's process with the vendor communities.

STRATEGIC PLAN AND RELATED POLICIES

Reviewing and considering recommendations for replacing the existing procurement policy dated June 2011, supports the SCRD Financial Sustainability Policy and promotes both the Vision and Mission of the SCRD.

CONCLUSION

The Purchasing Policy 3-1200-5 was adopted on June 9, 2011 to provide clear guidelines and standards for procurement, ensuring the SCRD receives best overall value in the most cost effective and efficient manner, and that the methods used are open, fair, consistent and support the organization's commitment to sustainability.

The Purchasing Policy has not been reviewed since this time and although it contains many of the necessary standards to support the SCRD's commitment to doing business in a fair and ethical manner and ensuring equal opportunity for all business, staff recommend expanding the current policy to reflect the changing public procurement environment and strengthen vendor and community relationships.

Reviewed by:			
Manager		CFO / Finance	X – T. Perreault
GM		Legislative	
Interim CAO	X - A. Legault	Other	

Attachment A: Purchasing Policy 3-1200-5 June 2011

Attachment B: Guidance for the Release of Information and/or Documents Related to Competitive Procurement Opportunities



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1. PURPOSE

The purpose of this policy is to ensure that all goods, services and construction are acquired in a competitive, fair and open manner, and that the process is efficient, accountable and provides the best value for the community.

The Sunshine Coast Regional District (SCRD) is also committed to working with the vendor community on opportunities for sharing ideas and feedback to help improve the procurement process and make it easier for vendors to do business with the SCRD.

The policy will support the SCRD strategic objectives while ensuring that we meet the requirements under the *Community Charter*, *Local Government Act*, various trade agreements, *Freedom of Information and Protection of Privacy Act*, district bylaws, public sector procurement standards and competitive bidding law.

2. SCOPE

This policy applies to all SCRD services (functions) and to all acquisitions and purchases made by SCRD officers, employees and volunteers.

No employee or officer may purchase or enter into Contracts or dispose of anything owned by the SCRD unless the Board has delegated such authority to the employee or officer in SCRD Delegation Bylaw No. 710, 2017 and amendments thereto.

3. POLICY STATEMENT

The SCRD's primary goal in the procurement process is to attain best value using processes that are competitive, open, transparent and non-discriminatory. Where possible, the SCRD will give preference to the purchase of goods, services and construction that minimize adverse environmental impacts and greenhouse gas emissions and that promote recycling, re-use and reduction of waste and promotes a healthy economy. Purchasing staff will review and modify evaluation criteria and weightings will vary by contract. The criteria will be specific to the nature of the procurement and clearly stated in the procurement documents to include environmentally and socially responsible options or criteria to be considered along with price and performance.

Effective Date:	Authorized By:
Replaces: Purchasing Policy	Revision Date:



4. DEFINITIONS

Best Value: means the optimal combination of total cost, performance, local knowledge, environmental and social sustainability, reduced carbon dependency, and reduced waste.

Board: refers to the elected officials that make up the SCRD Board of Directors.

Contract Amendment: means any change to a term, condition or other Contract provision, including a Change Order.

Formal Competitive Process: means a procurement method used to acquire goods and services through a solicitation for bid submissions that is open to more than one supplier and includes, but is not limited to, an invitation to tender, a request for proposals and request/invitation to quote.

Informal quote: means a request from one or more sources for pricing on specific goods or services without a solicitation for bid submissions and that is not binding on either party.

Invitational bidding: means a competitive bidding process that is directed to specific vendors.

Living Wage: the hourly wage established by the Living Wage for Families Campaign from time to time, which includes: (i) direct wages; and (ii) the value of any non-mandatory benefits such as paid sick leave, and extended health benefits.

Lobbying: any attempt to influence any determination by a public official, staff or entity working with a public official, related to a governmental procurement.

Local Area: is defined as the SCRD.

Local Vendor/Bidder: a local vendor must have a physical address within the local area and must possess a valid business license, if required by the area and have a principal business office, or satellite with at least one full time employee, located in the local area.

Open competitive bidding process: means a competitive bidding process in which bid submissions are solicited by public advertisement and that is open to all interested suppliers.

Effective Date:	Authorized By:
Replaces: Purchasing Policy	Revision Date:



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Sustainability: a state in which the needs of the present generation are met without compromising the ability of future generations to meet their own needs.

Tender: any request or invitation for a Bid (for example, requests for proposal, requests for expressions of interest, invitations to tender, invitations to quote, and invitations to offer).

Trade Agreements: New West Partnership Trade Agreement ("NWPTA"), the Canadian Free Trade Agreement ("CFTA"), Comprehensive Economic and Trade Agreement (CETA) and other applicable trade agreements.

Volunteer: a person who gives his or her services without any express or implied promise of remuneration.

5. AUTHORITIES AND RESPONSIBILITIES

Procurement transactions must be within the scope of the Board approved annual financial plan and must only be initiated and executed by persons authorized to acquire and purchase goods and services within the authorized purchasing limits as set out in the SCRD Delegation Bylaw ("Authorized Staff"). Authorized Staff must only authorize procurement transactions that are within the signing authority limits set out in the SCRD Delegation Bylaw.

5.1 Employees

All departments, employees, volunteers of the SCRD are responsible for following the approved Procurement Policy and all related Procedures.

5.2 Purchasing

The Purchasing Division is responsible for the facilitation of all aspects of the Procurement Policy, by providing professional procurement advice, the administration and overseeing of all calls for bids, resulting contracts and ensuring compliance with the terms and conditions of those calls.

This division is also responsible for the standardization of all procurement procedures, the monitoring of compliance with this policy and notifying managers of non-compliance.

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5.3 Management

SCRD Management is responsible for the administration of the Procurement Policy and Procedures.

5.4 Board

The authority for expenditures is the current year of the Financial Plan, which the Board has adopted or amended.

6. METHODS OF PROCUREMENT AND THRESHOLDS

The purchasing department will be able to select the most appropriate process for the requirement, taking into account the discussions at the planning phase.

The following threshold will guide the method of procurement used to purchase goods, services or construction.

Estimated Thresholds	Method
Goods and Services	
Less than \$5,000	Small Purchase Guidelines
Less than \$10,000	Informal Quote Process
\$10,000 to \$50,000	Invitational Bid Process or Formal Competitive Process (RFP, ITQ, RFSO)
Greater than \$50,000	Formal Competitive Process (RFP, ITQ, RFSO)
Construction	
Less than \$100,000	Invitational Bid Process or Formal Competitive Process (RFP, ITT)
Greater than \$100,000	Formal Competitive Process (RFP, ITT)

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The chart below identifies the most popular Procurement Methods. There are also other processes that may be used in conjunction with the primary methods, for example, a two-envelope process where qualifications are evaluated separately and prior to the financial information being opened and evaluated.

Procurement Method	Purpose	Risks
Request for Information (RFI)	Used to gather information that can help in the development of a future solicitations. No contract results from this process.	Cannot be awarded
Request for Expression of Interest (EOI)	Used to solicit vendors interest in helping achieve business outcomes. May be used as a marketing tool for future opportunities.	Cannot be awarded
Request for Pre-Qualification (Pre-Qual)	Used to pre-qualify vendors who are interested in a current or future opportunity (preferred list).	No commitment of price
Request for Quote (RFQ)	Completed relatively quickly. Used to make a single purchase. Detailed specifications are essential and awarded to lowest compliant bid.	Decision made on price only
Request for Tender (RFT)	More complex requirements than quotation. Detailed specifications are essential. Must be awarded to lowest compliant bid.	Decision made primarily on price. Takes time to develop documents.
Request for Proposal (RFP)	Usually used on projects of significant value, complexity and risk. Evaluation criteria need to be developed and evaluation process defined.	Significantly longer time to develop, depending on complexity
Direct Award (Sole Source)	Used when only one supplier can supply the products or services needed (may involve a Trade Agreement exemption).	Not competitive, cannot demonstrate value for money
Negotiated Request for Proposal (NRFP)	Contemplates a negotiated process after ranking submission.	May bear high administrative costs. Non-binding nature means everything is negotiable. Requires solid negotiating skills

Effective Date:	Authorized By:
Replaces: Purchasing Policy	Revision Date:



7. EXEMPTIONS FROM PROCUREMENT PROCESSES

Any requirement for goods or services, not falling under the categories identified below, should be submitted to a procurement process. Occasionally, there may be a need for exemptions from the regular procurement process and direct or sole/single source award to a supplier.

Any request for an exemption to the procurement process must be signed off by the Manager, Purchasing and Risk Management and the Chief Financial Officer. Unless the identified requirement falls under the categories identified in Appendix A from being excluded from the Procurement Policy.

7.1 Unforeseeable Emergency

An emergency purchase occurs when a situation creates an immediate and serious need. A key element is that the emergency is unforeseen and could not be predicted in advance. The expiry of a contract does not qualify.

7.2 One Qualified Vendor

When it has been proven that only one vendor is qualified and available to provide the goods and/or services. Examples of such proof could be:

- (i) To ensure compatibility with existing products, facilities or services, to recognize exclusive rights, such as exclusive licenses, copyright, and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative.
- (ii) Where for technical reasons, there is an absence of competition and goods or services can be supplied by a particular supplier and no alternative substitute exists.
- (iii) For the procurement of goods or services, the supply of which is controlled by a supplier that is a statutory monopoly.

The level of proof required often does not exist. In this case, the Purchasing Division may be required to issue a Notice of Intent depending on the value of the contract.

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7.3 Security/Confidential or Privileged Nature

When the acquisition is of a confidential or privileged nature and disclosure through an open process could reasonably be expected to compromise the SCRD or other government confidentiality, cause economic disruption or be contrary to the public interest.

8. VENDOR RELATIONSHIPS

8.1 Supplier Performance

Authorized Staff and the department responsible for a procurement transaction will maintain records of supplier performance. The information will be used to ensure contract compliance, to supplement a subsequent prequalification process or to justify a subsequent award to other than the low bidder where it can be demonstrated that such records are part of the evaluation process and criteria.

8.2 Vendor Debriefing

When a procurement transaction is awarded using a formal competitive process, unsuccessful vendors are entitled to a debriefing upon request to obtain feedback on the strengths and weaknesses of their bids.

8.3 Vendor Complaints

All vendor complaints, whether directed to an elected official, the Chief Administrative Officer or a member of staff shall be referred to the Manager, Purchasing and Risk Management and dealt with as outlined in Appendix B.

9. ETHICAL CONSIDERATIONS

9.1 Lobbying

A Vendor must not attempt to influence the outcome of a procurement process by engaging in lobbying activities. Any attempt by the Vendor to communicate, for this purpose directly or indirectly with any employee, contractor or representative of the SCRD, including members of the evaluation committee and any elected officials of the SCRD, or with the media, may result in disqualification of the Proponent.

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9.2 Conflict of Interest.

No member of the Board, employee or volunteer shall have any direct or indirect pecuniary interest in any competitive bid or arrangement for the supply of goods, services or construction to the SCRD, unless it is first disclosed by the person submitting the bid or supplying the goods, services or construction. All competitive bid documentation must include a section that requires suppliers to disclose any actual or potential conflicts of interest and existing business relationships it may have with the SCRD, its elected or appointed officials or employees prior to submission of the bid.

10. METRICS AND REPORTING

10.1 Financial performance metrics

Staff will report quarterly to the Corporate and Administrative Services Committee on all new contracts entered into with a value between \$50,000 and \$100,000.

10.2 Vendor related performance metric

Staff will report annually to the Corporate and Administrative Services Committee on the number of supplier and/or contractor performance evaluations formally completed per year for contracts over \$50,000.

10.3 Procurement efficiency performance metric

Staff will report annually to the Corporate and Administrative Services Committee on the number of exceptions to the Procurement Policy.

10.4 Contract Award

Staff will pro-actively release contract award information on the SCRD website after a contract has been executed.

10.5 Award Reports

Staff will publicly report award recommendations to the Board for contracts over \$100,000. In drafting these reports staff will reference the Province of BC's Guidance for the Release of Information Related to the Competitive Procurement Process.

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11. SUSTAINABLE SOCIAL PROCUREMENT

The SCRD will promote procurement processes and make decisions that are consistent with the strategic goals and objectives of the SCRD.

11.1 Local economic development

Within the limits set out by applicable trade legislation, the SCRD will seek to identify procurement opportunities that support the development of a sustainable local economy.

While no local preference policies are permitted, by practicality, any small value and low dollar purchases would normally be made in the Local Area.

In the case of a tie bid of local bidder or where only non-local bidders have tie bids, the Purchasing Officer shall request the tie bidders to submit a final offer.

The SCRD where applicable, may choose to include in the Tender evaluation criteria a requirement for the Vendor's employees be paid a Living Wage for performing the Tendered services.

11.2 Environmental values

The SCRD will use, where appropriate, an evaluation model that incorporates the Total Cost of ownership of products and services including the environmental benefits which may include sourcing with minimal packaging, sustainable products and services with low environmental impact (where reasonably quantifiable). These costs will be factored into the vendor pricing, evaluation and selection process.

Staff are encouraged to develop and participate in opportunities to partner with local government entities and businesses in the Local Area to provide awareness of the goods and services the SCRD procures.

12. GENERAL APPLICATIONS

12.1 Asset Disposal

When replacing assets through a Tender process, consideration to the disposal of the current asset will be incorporated in the Tender document and be consistent with the asset disposal process.

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12.2 Direct Award Sole Sourcing

When a contract valued at \$75,000 or more is intended to be awarded on the basis that there is only one vendor that can provide the goods/services required, and cannot be strictly proven or a specific exemption is not available under the Trade Agreements, a Notice of Intent must be posted on BC Bid.

12.3 Emergency Purchases

In the event of a natural disaster where it is impossible to obtain the necessary authority in a timely manner, the Chief Administrative Officer or Chief Financial Officer shall have the authority to bypass policy and procedures. All such purchases shall be reported as soon as possible to the SCRD Board Chair.

12.4 Contract Renewals / Extensions

Contracts may only be Extended where one of the following conditions are met:

- (i) The Extension option was included in the Tender document.
- (ii) The Extension is a Permitted Sole Source.
- (iii) There is (or is about to be) a new Tender for the goods or services being provided under the expiring Contract and the Extension is approved by the Manager, Purchasing and Risk Management so as to provide time to complete the new Tender.

12.5 Increase to an Existing Contract or Purchase Order

Increases to the value of an existing contract or purchase order must only be approved by the authorized staff person that approved the award and only if the total amount of the contract or purchase order, including the increase, is within that authorized staff person's signing authority limit and within the project budget as set out in the approved financial plan.

12.6 Right to Reject Bids

Notwithstanding the provisions of this policy, the SCRD shall have the right to reject the lowest or any bid at its absolute discretion. The SCRD also reserves the right to cancel or reissue bid documents in the original format or modified as best suits the requirements of the SCRD.

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12.7 Transaction/Contract Splitting

Staff must not prepare, design or otherwise structure a procurement, select a valuation method or divide procurement requirements in order to avoid the obligations with the policy, purchasing procedures or the Trade Agreements.

12.8 Worksafe BC

All contracts for service to be provided on SCRD property require the contractor to provide proof of registration, where applicable, and remain in good standing with WorkSafeBC throughout the term of their contract. Contractors may be required to provide clearance letters before and after performing work for the SCRD. In the event the contractor is not eligible for registration with WorkSafeBC for reasons other than workplace safety performance, the SCRD may register the contractor and pay the applicable WorkSafeBC premiums, at the contractor's expense.

Effective Date:	Authorized By:	
Replaces: Purchasing Policy	Revision Date:	



Appendix A Purchasing Policy List of Exemptions

1. Training and Education:
 - Conferences, Conventions and Tradeshow
 - Newspapers, Magazines and Periodicals
 - Memberships
 - Seminars and Workshops
2. Refundable Employee / Other Expenses:

<ul style="list-style-type: none">- Advances- Courses- Entertainment- Miscellaneous Non-Travel	<ul style="list-style-type: none">- Meal Allowances- Travel Expenses- Hotel Accommodation- Refunds: tax, recreation, permits
---	---
3. Employer's General Expenses:
 - Payroll Deduction Remittances
 - Grants to Agencies
 - Medical and Dental Expenses
 - Debenture Payments
 - Payment of Damages
 - Tax Remittances
 - Sinking Fund Payment
 - Employee Income
 - Board Member's Discretionary Funds
 - Real Property-including land, building, leasehold interest, easements, encroachments
 - Licenses (vehicles, elevator, etc.)
 - Charges to or from other government or Crown corporations
 - Bank Charges and Underwriting Services where covered by agreements
4. Professional and Special Services:

<ul style="list-style-type: none">- Committee Fees- Witness Fees- Court Reporter's Fees- Honoraria	<ul style="list-style-type: none">- Arbitrators- Discoveries (legal)- Legal Services- Performing Artists
---	---
5. Utilities

<ul style="list-style-type: none">- Water and Sewage Charges- Power	<ul style="list-style-type: none">- Telephones- Cable Television and Internet
--	--
6. Miscellaneous (under \$5,000)
 - Print, Television and Radio media advertising accounts



Appendix B

Vendor Complaint Procedure

1. PURPOSE:

This procedure is to define the guidelines for handling complaints that are resolvable and are not a matter where litigation has started or before a competent court. This procedure is not intended in any way to delay or restrict the Regional District in exercising its normal course of business.

All vendors complaints, whether directed to an elected official, the Chief Administrative Officer or a member of staff shall be referred the Manager, Purchasing and Risk Management to be dealt with in accordance with these guidelines.

2. PROCEDURES:

Vendors will be encouraged to resolve problems directly with the Procurement staff wherever possible as many problems can be resolved before a complaint is formalized.

A complaint refers to a written objection submitted by a vendor regarding a bid solicitation, contract award or proposed contract for goods, services or construction.

Complaints must contain written details of the issue and the resolution being requested. Complaints submitted or referred to the Manager, Purchasing and Risk Management shall be reviewed to determine if further action is warranted.

Complaints may be submitted during the competitive process and up to 30 business days after the contract award is posted.

Complaints may be resolved, dismissed or withdrawn*. If the complaint is dismissed, the Manager, Purchasing and Risk Management will notify the vendor of their right to appeal the decision to the Chief Administrative Officer.

Disputes that are litigious in nature will be referred directly to Legal Services.

The Manager, Purchasing and Risk Management will respond formally to vendor complaints within 21 business days.

* Resolved - the vendor is satisfied with the explanations / solution provided by the Regional District.

* Dismissed - the Manager, Purchasing and Risk Management concludes that the complaint is without merit.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: **CONTRACTS BETWEEN \$50,000 AND \$100,000 FROM APRIL 1 TO JUNE 30, 2019**

RECOMMENDATION

THAT the report titled Contracts Between \$50,000 and \$100,000 from April 1 to June 30, 2019 be received for information.

BACKGROUND

The Sunshine Coast Regional District's (SCRD) Delegation Bylaw No. 710 directs staff to provide the Committee with a quarterly report of all new contracts entered into that fall between \$50,000 and \$100,000.

This report includes vendor, purpose, function, amount and the authoritative budget.

DISCUSSION

A total of 170 contracts/purchase orders were issued during the time period April 1, 2019 to June 30, 2019 with two valued between \$50,000 and \$100,000.

	Supplier	Account Code	Awarded	Budget
1.	Waterhouse Environmental Services Corporation ISOPACK	370 – Water	\$61,200	Operating
2.	IT Express Direct Inc 19 402 Supply & Delivery of Rack Server	117 - IT	\$64,170	Capital

STRATEGIC PLAN AND RELATED POLICIES

The disclosure of Contract Awards aligns with the Board's Purchasing Policy, Delegation Bylaw and the value of transparency.

CONCLUSION

SCRD Delegation Bylaw No. 710 requires that a report be provided quarterly to Committee on contracts between \$50,000 and \$100,000.

Reviewed by:			
Manager		Finance/CFO	X – T. Perreault
GM		Legislative	
Acting CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – July 25, 2019

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

SUBJECT: **CORPORATE AND ADMINISTRATIVE SERVICES – SEMI ANNUAL REPORT FOR JANUARY TO JUNE 2019**

RECOMMENDATION(S)

THAT the report titled Corporate and Administrative Services – Semi Annual Report for January to June 2019 received for information.

BACKGROUND

The purpose of this report is to provide an update on activity in the Corporate and Administrative Services (CAS) Divisions for the first half of 2019 (January to June).

Corporate Services - Administration [110], Bylaw Compliance [200], Dog Control [290]

PROJECTS

- a. Electronic Document and Records Management System (EDRMS) software – successfully went live with a major software version release in March. Work related to training new staff, advanced training for existing staff, refinement of the folder structure, staff support on creation of folders and location for filing documents, and setting permissions is ongoing.
- b. Microfiche scanning project – microfiche for year three of this three year project was shipped in January. Quality control and filing of returned images from year two is continuing.
- c. Communications Projects – Development of Groundwater Investigation, Raw Water Reservoir Projects and Comprehensive Regional Water Plan communications materials, finalize corporate communications plan and recreation marketing plan, finalize 2018 Annual Report, developed parcel tax mailout insert, developed and implemented utility billing communications plan, communications presentation at Board Lunch and Learn, implemented Stage 1, 2 and 3 communications plans, Local Government Awareness Week implementation, Water Dialogues Communications support.
- d. Staff supported the Board's orientation and continuous learning program.

OPERATIONS

Statistics

Inactive Record Centre Retrievals

	Q1	Q2	Q3	Q4	Total
2019*	112	54			166
2018	234	155	105	105	580
2017	146	84	76	72	378
2016	133	159	110	237	639
2015	142	75	94	69	380
2014	99	99	114	164	476

**2019 Q1-Q2 lower retrievals and requests due to delay of annual destruction to Q3*

Records Management Help Desk requests

	Q1	Q2	Q3	Q4	Total
2019	229	182			411
2018	331	265	182	115	893
2017	260	255	200	215	930
2016	398	337	227	296	1258
2015	226	763	419	352	1760
2014	180	170	167	175	692

2015 Q2 = EDRMS Go Live

Twitter account maintenance

"Followers"	Q1	Q2	Q3	Q4
2019	1,505	1,566		
2018	1397	1432	1470	1475
2017	1245	1293	1324	1351
2016	1051	1108	1169	1204
2015	752	est. 811	972	1003
2014	510	573	637	685

Facebook account maintenance

"Likes"	Q1	Q2	Q3	Q4
2019	1,836	1,921		
2018	1,506	1611	1784	1844
2017	1142	1237	1350	1480
2016	737	875	949	1038
2015	180	227	650	695
2014	-	-	-	103

Coast Currents e-newsletter.

"Subscribers"	Q1	Q2	Q3	Q4
2019	374	394		
2018	339	354	348	367
2017	260	281	297	322
2016	227	246	263	270
2015	163	180	191	207

News Releases

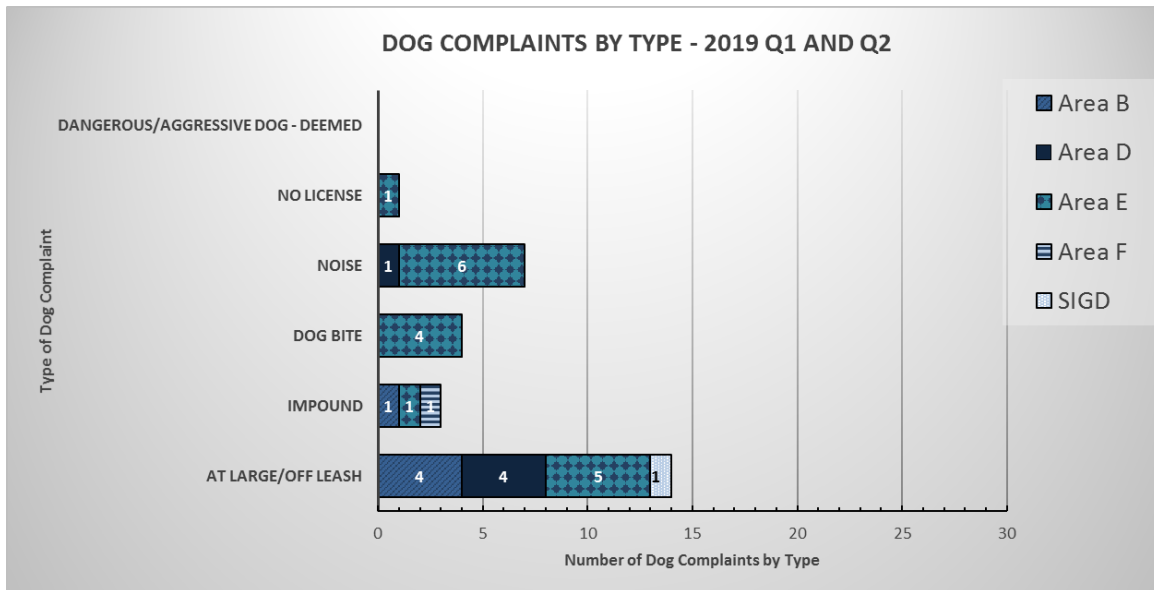
	Q1	Q2	Q3	Q4	Total
2019	1	9			10
2018	2	6	5	4	17
2017	8	4	5	3	20
2016	8	11	8	2	29
2015	6	3	10	10	29

FOI Requests

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Rec'd
	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	Rec'd	Comp'd	
2019	6	6	3	1					9
2018	10	9	0	1	13	11	4	6	27
2017	9	6	10	8	6	11	9	6	32
2016	11	9	7	7	6	6	5	5	29
2015	7	6	4	3	7	6	7	8	25
2014	4	3	8	9	8	6	4	6	24
2013	0	1	6	5	7	7	7	7	20

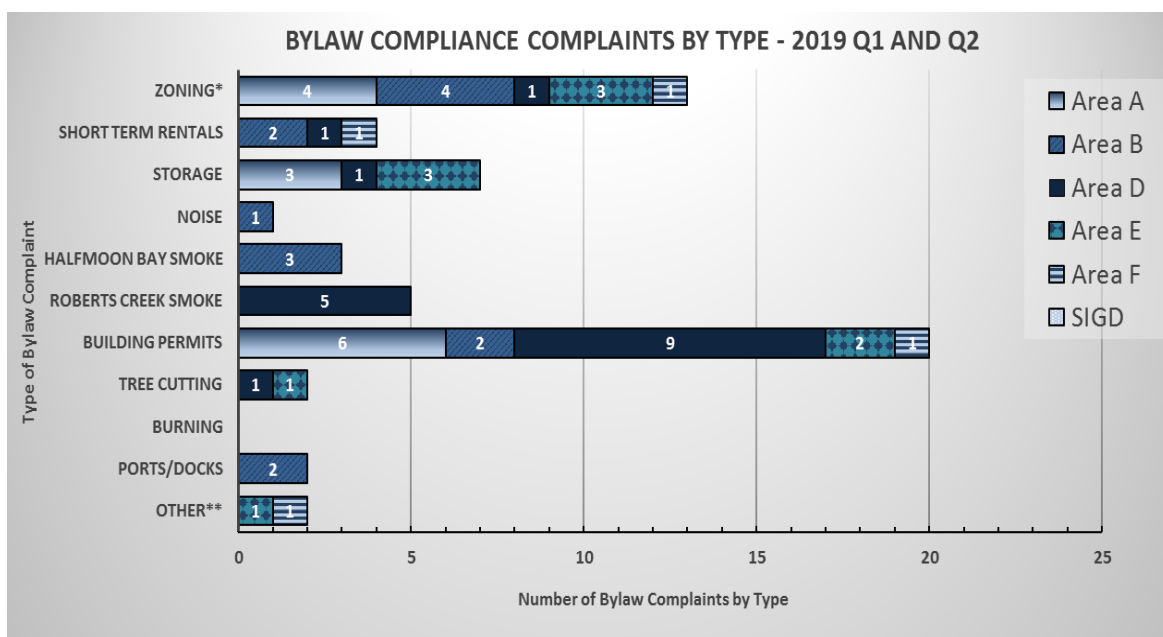
Dog Control

New Dog Control Complaints by Area					
Area	Q1	Q2	Q3	Q4	Total
B	1	4			5
D	2	3			5
E	12	5			17
F	0	1			1
SIGD	0	1			1
Total	15	14			29



Bylaw Compliance

New Bylaw Compliance Files by Area					
Area	Q1	Q2	Q3	Q4	Total
A	5	8			13
B	7	7			14
D	6	12			18
E	6	4			10
F	1	3			4
SIGD	0	0			0
Total	25	34			59



* Zoning includes permitted use, unauthorized dwelling and signage complaints.

** Other includes issues such as those for other authorities, overnight camping/parking in parks.

Other (Education and Training)

- a. Communications Officer attended Local Government Management Association's Communications Forum.

Corporate Services - Human Resources [115]

PROJECTS

- a. EOC Training for Elected Officials held January 9.
- b. Senior Manager, HR and HR Advisor participated in syiyiya Reconciliation Kairos Blanket Exercise January 14.
- c. HR coordinated the support for Pink Shirt Day and distribution of shirts on February 27.
- d. HR participated in Hire up the Coast job fair on April 5.
- e. 2019 NAOSH Week Event May 5-12 held at various sites with Board members participating in the themed video.
- f. Long Service Awards held on May 29.

OPERATIONS

Statistics

First Aid and WorkSafeBC Reports. HR reviews and ensures appropriate follow-up occurs with Joint Health and Safety Committees for all reported staff injuries, time loss, and/or medical attention resulting in creation of a First Aid report or WSBC documentation.

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Rec'd	Total Rec'd
	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC	First Aid	WSBC
2019	2	8	7	9					9	17
2018	6	4	8	11	4	8	8	8	22	31
2017	8	8	3	8	6	5	10	6	27	27
2016	8	1	11	4	6	4	14	6	39	15

Job Postings and Applications – HR posts jobs, receives applications, reviews, shortlists, supports interviews, check references and process job offers.

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total	Total
	Posts	Applicants.	Posts	Appl	Posts	Appl	Posts	Appl	Posts	Appl
2019	14	131	21	371					35	502
2018	15	79	20	265	18	223	14	166	67	634
2017	16	105	15	81	19	97	29	233	79	516
2016	10	96	14	271	27	226	14	235	65	828

Training and Development (BEST - Building Essential Skills for Tomorrow). Numerous sessions held throughout the year that include conflict resolution, project management, public participation, and safety training.

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Total Sess.	Total Att.
	Sessions	Attendees	Sess.	Att.	Sess.	Att.	Sess.	Att.		
2019	3	30	3	27					6	57
2018	2	14	9	40	3	42	1	20	15	116
2017	0	0	8	108	2	28	9	131	19	267
2016	4	55	5	79	3	49	5	59	17	242

Corporate Services - Asset Management, Corporate Finance, Finance Operations, Purchasing and Risk Management-[111,112,113,116]; Field Road Administration Building-[114]; IT, GIS and Civic Addressing-[117,506, 510]; SCRHD Administration-[118], Rural Grant-in-Aid-[121-129], Member Municipal Debt-[140]; PH Health Clinic-[410], Economic Development-[531-535], Library Services-[625,626, 627 and 640], Museums-[648]

PROJECTS

- a. 2018 Corporate Annual Report approved for distribution.
- b. 2019 Annual Requisition – Funds were requisitioned in April 2019 for Ad Valorem and February 2019 for Parcel Tax. Funds were received from the Town of Gibsons, District of Sechelt, Sechelt Indian Government District and Province of BC by August 1, 2019.
- c. Canadian Award for Financial Reporting (CAnFR) – 2018 CAnFR award was applied for in June 2019. The CAnFR recognizes excellence in governmental accounting and financial reporting and represents a significant accomplishment by a municipal government and its management.
- d. Corporate Space Planning project is underway and site visits complete.
- e. Statement of Financial Information was submitted to the Ministry of Finance in June 2019.
- f. Regional Hospital District and Vancouver Coastal Health are working on support for hospice.
- g. 2019-2023 Financial Plan submitted for GFOA Distinguished Budget Presentation Award.
- h. Corporate Software:
 - Completed software release upgrades to: records management system (Content Server), financial management system (Business World ERP), and work/asset management system (Cityworks).
 - Developed and implemented improved processes for requesting job postings, and continued development of enhanced employee onboarding process in partnership with HR.
 - Implemented new card payment processes in recreation facilities in partnership with Recreation, reducing fees and improving security.

- Created sunset version of historical financial software system (VADIM) for archival reference.
- Developed and delivered a new Green Infrastructure application for internal use by Planning and Infrastructure staff.
- Moved to RBAC in Tempest for easier manageability and to lower administrative overhead.

i. Asset Management:

- Wastewater - Preliminary operational plan completed with ongoing work into 2019:
 - i. Sanitary Sewer Cleaning and Inspection Project-CCTV program conducted for the system. Results from video and complimentary reports to assist with developing budget proposals.
 - ii. Detailed maintenance schedules are developed including time for equipment repair and contributions for materials and contracted services to form a complete annual operational needs assessment.
 - iii. Multiple multi-year financial models completed for capital replacement.
 - iv. Individual asset management plans being drafted, to be complete by Q3 2019, detailing operational and capital requirements.
- Information Technology - Refreshed laptops past useful life, added monitors to 3 meeting rooms, and completed RFP procurement process for new printer/photocopier contract.

j. Library Services:

- Gibsons and District Public Library
 - i. EV charging stations in place – Town of Gibsons.
- Sechelt Public Library - Staff to staff meetings to review draft funding agreement and Memorandum of Understanding.

OPERATIONS

Finance Statistics

of Invoices and Payments Issued

Year	January to June		July to December		Totals	
	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments	Accounts Receivable Invoices	Accounts Payable Payments
2019	2195	2,757			2,195	2,757
2018	802	2,918	2,003	2,436	2,805	5,354
2017	944	2,385	885	2,832	1,829	5,217
2016	674	2,873	669	2,860	1,343	5,733
2015	617	2,738	677	2,834	1,294	5,572
2014	708	2,881	652	2,857	1,360	5,738

of Purchase Orders Issued

	January to June	July to December	Total
	Processed	Processed	
2019	350		
2018	314	349	663
2017	559	334	893
2016	484	247	731
2015	523	314	837
2014	374	322	696

of RFP's Tendered and Awarded

	January to June		July to December		Total Awarded
	Tendered	Awarded	Tendered	Awarded	
2019	19	18			
2018	16	9	27	17	26
2017	19	18	19	20	38
2016	12	6	17	12	18
2015	9	9	11	10	19
2014	9	8	9	8	16

Utility Billing Statistics*# of Active mySCRD Users*

	mySCRD Users	All Other UB Customers	Total
2019	4,101	9,901	14,002
2018	3,426	10,490	13,916
2017	2,602	11,071	13,673
2016	1,729	11,655	13,384

of Active mySCRD Users receiving paper vs electronic invoices

	Paper Invoices	E-bill Invoices	Total
2019	2,543	1,558	4,101
2018	2,119	1,307	3,426
2017	1,589	1,013	2,602
2016	1,024	705	1,729

of Payments Received for Each Payment Method

	mySCRD	Online banking	In Person	Total
2019	2,666	9,089	5,627	17,382
2018	2,746	10,122	6,609	19,477
2017	2,422	9,786	7,078	19,286
2016	2,093	8,632	7,586	18,311

\$ Value of Utility Accounts with Balances Outstanding June 30

Jurisdiction	2017	2018	2019	Change
570	87,843	87,523	207,818	120,295
746	185,037	200,367	508,720	308,353
Total	272,880	287,890	716,538	428,648

*A total of 2,186 reminder statements were generated for 2019.

Information Technology (IT) Statistics

of Addresses Assigned

	January to June	July to December	Total
2019YTD	239		239
2018	205	183	388
2017	185	182	367
2016	236	172	408
2015	111	177	288
2014	231 (including 104 unit numbers for the Watermark)	151	382

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

	January to June	July to December	Total
2019YTD	269		269
2018	296	201	497
2017	387	317	704
2016	402	344	746
2015	224	187	411
2014	155	139	294

of IT Help Request Tickets

	January to June	July to December	Total
2019	1558		
2018	1454	2190	3644
2017	1715	1829	3544
2016	2706		2706
2015	2660		2660
2014	3011		3011

Other (Education and Training)

- a. Manager, Purchasing and Risk Management - Attended a Risk Management Conference in Vancouver April 16-19; Attended Municipal Insurance Association Session, in Vancouver in June 2019; Attended webinars on Procurement and Risk Management January to June 2019.

- b. GIS Administrator – attended the annual spring workshop of the Municipal Information Systems Association, in Langley in April, 2019.
- c. GIS Services Staff – attended the Integrated Cadastral Information Society technical training course in February, 2019.

Reviewed by:			
Mgr., IT	X. D. Nelson	CFO/Finance	X – T. Perreault
SM, HR	X – G. Parker	Legislative	X – A. Legault
Interim CAO	X – M. Brown	Other	



10 July, 2019

Dear Regional District Chair,

As co-chairs of the Vancouver Island and Coastal Communities Climate Leadership Plan steering committee, we are writing to request that you appoint a member of your Regional District to serve on this steering committee.

The idea to form a steering committee was developed from a climate workshop that took place at the Association of Vancouver Island and Coastal Communities convention in April. Fifty elected officials from across the island and coast attended. Key findings from the workshop include:

- This is the issue of our generation and we must take action.
- The impacts of climate change are already being felt in communities large and small, rural and urban in the form of droughts, floods, fires, storms. Forests, lakes, rivers, and shoreline are at increased risk. Water supply is threatened by bacterial blooms. There are ocean water quality concerns. Salmon runs are suffering.
- Small communities don't have the resources to take action or even to know what to do first; very few communities have baseline data or the ability to set targets.
- Prioritization of actions based on data was seen as critically important. Local governments have limited financial resources; knowing where to spend money that will have the biggest climate impact is key to be fiscally prudent as we take climate action.
- First Nations communities are feeling the effects of climate change disproportionately; our plan must integrate and take into account their deep knowledge of and connection with the lands and waters of their territories.
- The idea for an Island and Coastal Communities Climate Leadership Plan received strong support provided that there is funding to undertake the work. There was also a sense of urgency; the plan should be in place by the end of 2020 at the latest and should be a ten-year plan to 2030.

At the end of the meeting, the group agreed to create a working group comprised of one elected official from each sub-region to be co-chaired by Mayors Helps, Staples, and Osborne. We hope you will join the Regional Districts of CRD, Comox Valley District, Strathcona Regional District and Mount Waddington Regional District. At this point the steering committee does not have terms of reference; these will be developed at the first few meetings and will be shared with your board for information.

Please don't hesitate to be in touch if you have any questions.

Sincerely,

Mayor Helps
mayor@victoria.ca

Mayor Osborne
osborne@tofino.ca

Mayor Staples
mayor@duncan.ca

Tracey Hincks

From: Cecilia Garcia
Sent: Thursday, July 18, 2019 8:12 AM
To: Tracey Hincks
Subject: FW: Letter of Support



From: Shirley Higginson [mailto:vidislandbiz@gmail.com]
Sent: Wednesday, July 17, 2019 4:32 PM
To: Lori Pratt <Lori.Pratt@scrd.ca>; SCRD General Inquiries <info@scrd.ca>; Board Chair <board@scrd.ca>
Subject: Letter of Support

We plan to submit an application (due July 31) for a BC Capital Gaming Grant for fire suppression equipment.

Could we please have a letter of support, preferably by email?

We have raised \$10,000 and are asking for a matching grant.

Sincerely,
Shirley Higginson
Secretary/Treasurer
North Thormanby Community Association
email: wstarone@gmail.com

This email was scanned by Bitdefender