



CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

Thursday, October, 24, 2019
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.

AGENDA

CALL TO ORDER 9:30 a.m.

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

2. Quentin Talbot-Kelly, Partner and Wes Lennon, Planning Associate, Cornerstone Planning Group
Regarding Corporate Space and Site Planning
i. Presentation Annex A
Pages 1-18
ii. Corporate Space and Site Planning Final Report dated October 2019 pp. 19-178
3. Chief Administrative Officer and General Manager, Corporate Services / Chief Financial Officer *Presentation
to follow*
Regarding Pre-Budget Overview

REPORTS

4. General Manager, Corporate Services / Chief Financial Officer
2020 – 2024 Financial Plan Outlook Annex B
pp. 179-190
(Voting – All Directors)
5. Senior Leadership Team Annex C
pp. 191-216
2019 Carry-Forwards and 2020 Proposed Initiatives
(Voting – All Directors)
6. General Manager, Corporate Services / Chief Financial Officer
Corporate General Ledger Budget Variance Report – 3rd Quarter (Attachment A: Year to Date Variance by Service not included (93 pages) please see this link Annex D
pp. 217-221
<https://www.scrd.ca/agendas-2019>)
(Voting – All Directors)

7. Manager, Solid Waste Operations and Manager, Solid Waste Programs
Regional Solid Waste / Recycling [350] Variance Report – 3rd Quarter
(Voting – All Directors) Annex E
pp. 222-224
8. General Manager, Planning and Community Development
Recreation Facilities [615] Variance Report – 3rd Quarter
(Voting – B, D, E, F, DoS, SIGD, ToG) Annex F
pp. 225-226
9. Manager, Transit and Fleet
Public Transit [310] Variance Report – 3rd Quarter
(Voting – B, D, E, F, DoS, SIGD, ToG) Annex G
pp. 227-228
10. General Manager, Planning and Community Development
Keats Landing Dock – Repairs Following Collision / Ports
Maintenance and Repairs Contract Update
(Voting – B, D, E, F) Annex H
pp. 229-232
11. Financial Analyst
Status of Operating and Capital Reserves as at September 30, 2019
(Voting – All Directors) Annex I
pp. 233-238
12. Financial Analyst
Gas Tax Community Works Fund Update
(Voting – A, B, D, E, F) Annex J
pp. 239-242
13. Accounts Payable Technician
Director Constituency and Travel Expenses (July to September 2019)
(Voting – All Directors) Annex K
pp. 243-244
14. Manager, Purchasing and Risk Management
Contracts between \$50,000 and \$100,000
(Voting – All Directors) Annex L
pp. 245-246
15. Administrative Assistant, Corporate Services
Rural Areas' Bursary – History and Process
(Voting – A, B, D, E, F) Annex M
pp. 247-250
16. General Manager, Corporate Services / Chief Financial Officer
Remembrance Day Ceremonies and Wreath / Poppy Donation
(Voting – All Directors) Annex N
p. 251

COMMUNICATIONS

17. North Thormanby Community Association

Regarding: Rural Areas' Grant-in-Aid Request for
Dinghies (including RAGIA balance remaining page)
(Voting – A, B, D, E, F)

Annex O
pp. 252-262

NEW BUSINESS

18.

IN CAMERA

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

Corporate Space and Site Planning *Board Presentation*

October 24th, 2019



Today's Agenda

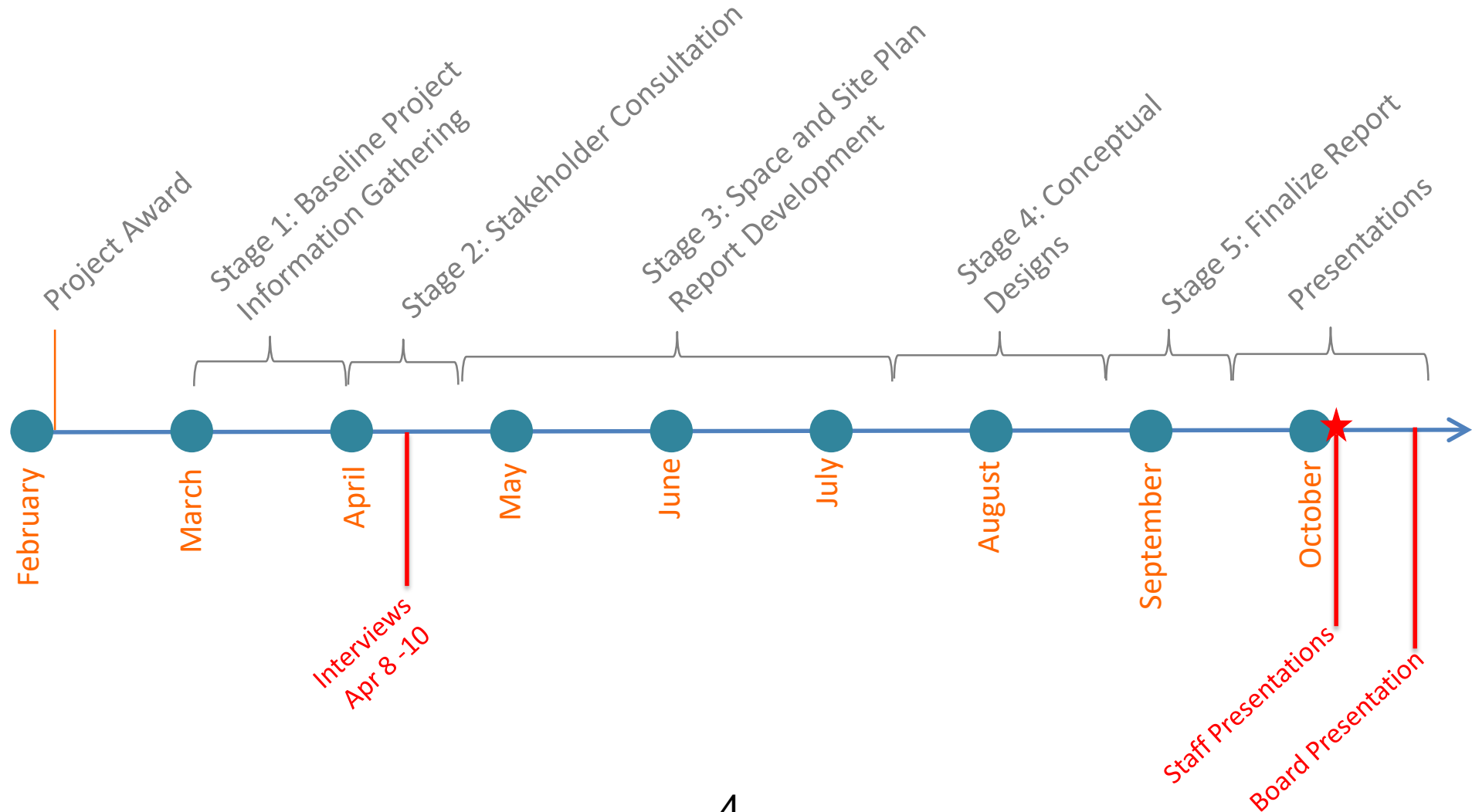
1. Review of Project Goals ~1 min
2. Review of Project Approach ~2 min
3. Project Findings ~15 min
4. Project Next Steps ~2 min
5. Questions

Project Goals

Goals of the project:

- Review building and site functionality to deliver services for:
 - Field Road
 - Mason Road
 - Lagoon Road
- Improve worker morale by improving workspace layout through renovations and expansions
- Improve site efficiency, flow and safety
- Prepare short and long term concept options

Project Approach - Schedule



Project Findings – Current State







Field Road Facility/Site Issues:

- Insufficient meeting space
- Insufficient touchdown space
- No receiving area
- Oversized offices (poor use of space)
- Poor room acoustics
- Lack of HVAC control
- Shortage of staff support areas
- Lack of fire suppression in IT building







Mason Road Facility/Site Issues:

- Insufficient staff workspace
- No female changeroom (Utilities)
- Lack of parking space
- Poor site circulation
- Informal material storage
- Department fragmentation
- Shortage of appropriate indoor storage
- Condemned items stored on site

Project Findings – Future Demand

Future Planning Factors	Space and/or Staff Impact
Service area and population	
Increased reliance on digital records	
Increased public consultation / awareness programs	
Aging infrastructure	
Increasing online utilities billing	
Individual water meters	

Project Findings – Future Demand

Future Planning Factors	Space and/or Staff Impact
Expanded public transport	
Fleet electrification	
Increasing utility demand	
Lower carbon footprint targets	
Increasing frequency and severity of weather events	
Additional ferry service	

Project Findings – Staffing Growth

Department	Short-Term Projection From Current
Administrative and Legislative	+2
Corporate	+1
HR	-
Infrastructure	+4
Office of CAO	-
Planning & Community Development	+4

14% 

Project Findings – Long-Term Staff Projection

Department	Long-Term Projection From Current
Administrative and Legislative	+3
Corporate	+2
HR	-
Infrastructure	+6
Office of CAO	-
Planning & Community Development	+5

21% 

Project Findings – Short-Term Staff Projection

Department/Division	Short-Term Projection From Current
Transit/Fleet	+7
Utility Services	+4
Building Services	-
Parks	+2

17% ↑

Project Findings – Long-Term Staff Projection

Department/Division	Long-Term Projection From Current
Transit/Fleet	+10
Utility Services	+4
Building Services	-
Parks	+2

21% ↑

Project Findings – Field Road Concepts



- Minimal disruption: redistribution of staff.
- Includes a number of new staff support spaces (changerooms, breakout rooms, meeting rooms).
- Additional touchdown workstations for visiting staff.

- Complete interior renovation.
- Accommodates long-term staffing compliment.
- Design of the space can help support future flexibility.
- Re-design can help optimize amount of natural light for staff.
- Likely increase staff satisfaction.

Project Findings – Mason Road Short Term



- Staff administrative workspace increases for all departments.
- Expanded staff support spaces.
- Consolidated staff parking.
- Mobile work trailers to alleviate space constraints.
- Significant risk associated with the development of a leased site.

Project Findings – Mason Road Long Term #1



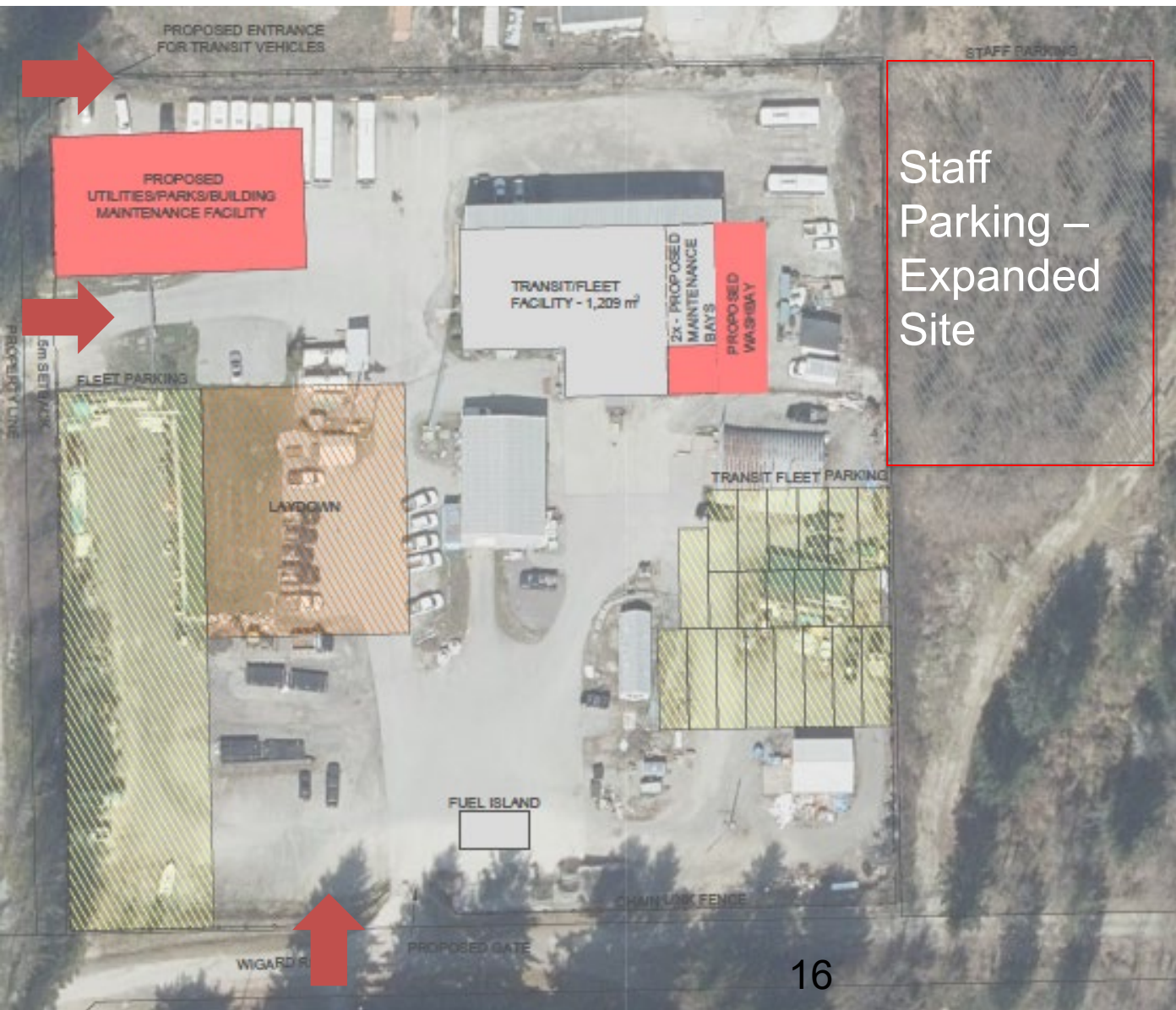
- Consolidated Utilities/Building Maintenance/Parks Facility.
- Separate traffic flow for transit, staff and fleet vehicles.
- Consolidated laydown for all departments.
- Fuel Island can be accessed by more than one vehicle at a time.
- Limited room on-site for future expansion.

Project Findings – Mason Road Long Term #2



- **Additional site for parking transit vehicles.**
- Consolidated Utilities/Building Maintenance/Parks Facility.
- Separate traffic flow for transit, staff and fleet vehicles.
- Consolidated laydown for all departments.
- Fuel Island can be accessed by more than one vehicle at a time.

Project Findings – Mason Road Long Term #3



- **Expanded site for staff parking.**
- Consolidated Utilities/Building Maintenance/Parks Facility.
- Separate traffic flow for transit, staff and fleet vehicles.
- Consolidated laydown for all departments.
- Fuel Island can be accessed by more than one vehicle at a time.

Project Next Steps



Questions/Comments/Concerns



Sunshine Coast Regional District Corporate Space and Site Planning

FINAL REPORT

October 2019

EXECUTIVE SUMMARY

Cornerstone Planning Group was contracted in 2019 by the Sunshine Coast Regional District (the District) to perform a corporate space and site planning study. The focus of the study was to identify the future space requirements that support the services offered at the Field Road Site, the Mason Road Site and the Lagoon Road Site. The analysis was performed based on information collected in May 2019. It is expected that departmental structure and staffing roles will change in the future.

Upon completion of the study a number of important conclusions can be made surrounding the future of the Field Road site, Mason Road site and Lagoon Road Site. The findings are presented by site location.

Field Road Site:

The future expected growth of services supported at the Field Road office will exceed the building's capacity in less than 5-years. Two building accommodation scenarios were explored; both requiring additional building area for staff and support spaces. The Phase 1 strategy explored using the existing facilities (Administration and IT building) and minimizing the required interior renovations to accommodate the required spaces. The outcome of this strategy was that the majority of staff could be accommodated within the existing two facilities with the exception of the Parks staff, individual offices for directors and a number of support spaces. The following points can summarize the Phase 1 strategy:

- This option maximizes the current floor plan arrangement by proposing that offices are shared between staff rather than the majority being occupied by a single person. Only staff that functionally require a single office have been allocated one.
- Not all required spaces could be accommodated within the existing building. Not all of the estimated staff could be accommodated within the existing building footprint. This option relies on two sea-cans (1 for the emergency radio room, and 1 for long-term file storage) and a modular office trailer for Parks staff (to be located at Mason Road site). In addition, there is approx. 125m² (195 building gross square meters) of support space that has not been allocated.
- The IT building and Dogwood Meeting room remain functional within this option. The long-term file storage within the IT building should be renovated to become office space to support the GIS department.
- The estimated capital cost associated with this strategy is ~\$1.125 million.

The Phase 2 Field Road Administration strategy considers more permanent measures in which a complete interior renovation is undertaken to transform the office into an open office environment. The outcome of this strategy was that a complete interior renovation still does not meet the staff and space requirements of the District. This option can be summarized in the following points:

- Requires a complete interior renovation of the Administration building. Temporary swing space for staff will need to be procured for the duration of the renovation.
- This option uses the IT building for staff workspace – this is seen as a disadvantage as this separation increases department fragmentation.
- This option does not meet all of the space requirements for the 10-year future. Approx. 100 m² (150 building gross square meters) of additional space is required to accommodate all of the

requirements. This option assumes that the facility functions without 2 breakout rooms, 1-20 person meeting room, an indoor bicycle room, loading/receiving alcove and a dedicated waste room. It is likely that the overage will be more significant with an architectural review of the space.

- The estimated capital cost associated with this strategy is ~\$5.72 million.

Both accommodation strategies indicate that the District will run short of staff space in the future and that the current facilities footprint is not sufficient for the existing service levels. If the District plans to use this facility for the 5+ year future, it is recommended that the district consider moving select services to other locations to help alleviate the congestion. This could be done alongside the development of the Mason Road site. In the short term, we recommend implementing the Phase 1 strategy as soon as possible to alleviate the current overcrowding being experienced.

Mason Road Site:

The development options explored as part of this study are contingent on the District securing a long-term lease for the site or purchasing the Mason Road site. The strategies presented assume that the District continues to use the site for the next 10+ years. The Phase 1 strategy looks to address the most immediate concerns at the site while supporting the long-term vision. This strategy can be summarized into the following points:

- Transit/Fleet Facility: Renovate the administration portion of the building to better support staff needs. Renovations include: increase the size of the change rooms, addition of a transit operator workroom and modify the administration workspace.
- Utilities Facility: Renovate the 1st and 2nd floor to better accommodate staff requiring workstation space. The second floor will support open workstations and 1 office. This renovation also requires that the District procure a modular office space for field worker change rooms and lunchroom. The modular office structure should be approx. 100m².
- Parks Hut: Parks administrative and staff spaces will be provided within a modular structure. The Parks Hut should undergo minor renovations to improve storage capacity and efficiency. Using the entirety of the Parks Hut for storage and workshop space should help reduce the amount of items stored outdoors or within the Parks sea-can.
- Site:
 - Remove the un-used parts, equipment and structures. This includes the Sunshine Coast Emergency Planning condemned building and the many vehicles awaiting disposal.
 - Move the utilities laydown space to the South-East portion of the site and convert the existing laydown to staff parking.
 - Consolidate staff parking to one area of the site (where the existing Utilities lay down is located). This requires ground works and site paving.
 - Install a motorized gate on Wigard Road and begin implementing that staff enter from Mason Road and exit the site from the Wigard Road access.

The estimated capital cost associated with this strategy is ~\$5.71 million.

The Phase 2 development option proposes a complete site redevelopment including the addition of a new Utilities and Parks building and the expansion of the transit/fleet facility. Three different site variations have been explored: existing site supporting the existing services, expanded site supporting the existing services, and existing site supporting decreased services. Each of the Phase 2 strategies assumes that the complete site is redeveloped, and each strategy is described below.

- Existing Site, existing services: This option assumes that all existing services are continued into the future from the current site. This option results in the most congested site arrangement with very little room for future expansion. The estimated capital cost associated with this strategy is ~\$26 million.
- Expanded Site, existing services: This option assumes that staff parking is moved to an adjacent site to help reduce site congestion. The feasibility of purchasing adjacent property has not been considered as part of this study. Moving the staff parking offsite results in a site that has room for future expansion and few drawbacks. The estimated capital cost associated with this strategy is ~\$28.2 million.
- Existing Site, reduced services: This option assumes that the District secures land elsewhere to act as a bus depot to aid with cleaning and overnight storage. As the fleet expands there may be a financial justification for a satellite bus depot location. The overall impact of moving buses offsite is additional circulation and less site congestion. The fleet maintenance and repair services would continue from Mason Road. The estimated capital cost associated with this strategy is ~\$25.5 million.

All three Phase 2 site options are feasible. The most complex option is to use the existing site to support the existing services as there is just enough space to meet the requirements. Should the site have any geotechnical or engineering related constraints, this option would likely not be feasible. It is recommended that the city first analyzes their current land lease agreement. Should the District decide to move the site to another location, it should look for property at least 4 acres in size to support the services described within this report.

Lagoon Road Site

The Phase 1 strategy for Lagoon Road consists of continuing to use the property as an overflow laydown space. The location of the property is central to the service area and suitable for material and supply storage to support day-to-day operations, special utilities projects and emergency works.

The Phase 2 strategy is contingent on the use of the site throughout the first 5 years. If the site sees regular use of the laydown for materials and supplies, it is recommended that the District maintains the property. Should the District see little use of the property over the next 5-years, it is recommended that the District divest of the property or change its intended use.

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1 PROJECT CONTEXT & BACKGROUND

The Sunshine Coast Regional District (SCRD) has retained Cornerstone Planning Group to undertake a space planning study of six existing offices and three District owned properties on the Sunshine Coast, see Figure 1 below. The District is seeking planning solutions to improve work morale and address current short-term (<3 years), medium-term (3-10 years), and long-term (>10 years) space constraints. Additionally, the SCRD would like to optimize site layouts for supporting functions such as access, parking, storage laydown and fuelling areas.

Figure 1: Location of SCRD facilities and sites



1.1 STUDY METHODOLOGY

Cornerstone undertook the following 5-step approach when preparing the Corporate Space and Site Plan for the District:

1. *Baseline Project Information Gathering* – Collected and analyzed previously developed documentation to understand the historical factors driving the study. During this stage project goals and objectives were confirmed, the Cornerstone team toured facilities, and current state facility/site plans were prepared.
2. *Stakeholder Consultation* – Conducted interviews with department representatives to understand their day-to-day activities, working relationships, current space related issues and identify future planning factors such as service delivery changes. As part of the stakeholder consultation, two staff presentations were performed to introduce the study to the greater staff groups as well as provide a platform for staff suggestions and feedback.
3. *Space and Site Plan Report Development* - Developed site and facility space requirements based on information gathered during steps 1 and 2. The project team reviewed all planning assumptions and space requirements prior to conceptual design and costing.
4. *Conceptual Design and Costing* – Prepared concept level facility and site drawings and Class D costing.
5. *Final Report and Presentation* – Finalized the report following project team and user group reviews of the document. During this step, Cornerstone presented the final report to SCRD staff at the Field Road office and the Mason Road site, SCRD leadership and the SCRD Board.

The project was initiated in February 2019 and completed in October 2019.

1.2 SPATIAL TERMINOLOGY

Some key space planning terminologies are used in the development of this plan. They are:

Net Assignable Area (NAA)	Refers to the useable floor area within a space measured to the internal face of enclosing walls or the assigned area if it is an alcove or space.
Component Gross Area (CGA)	Represents the total net assignable area of all the spaces that are part of a Functional Component plus the circulation pathways that provide access to the spaces within the Component. It is calculated by applying a grossing factor to the Net Assignable area. $CGA = \text{Net Assignable Area} + \text{Circulation within the Component}$.
Building Gross Area (BGA)	The total area of all levels of a building as measured to the outside face of exterior walls. It includes all Component Gross Area plus an allowance for Major Circulation and Building Systems. It is typically calculated by applying a grossing factor to the Net Assignable area.
Major Circulation	Refers to building circulation spaces that connect the functional components. It also includes small support spaces such as

distributed janitor and communications/IT closets that are typically accessed from major circulation.

Building Systems

Refers to spaces assigned for mechanical, electrical, HVAC, and communications purposes, as well as the space to the exterior of the facility wall assembly.

Site Area

Site areas requirements include the land area occupied by the facility plus land required to accommodate functions of ground level outdoor activities, such as materials storage and parking. An allowance for pedestrian and vehicular access and movement is included as well.

1.3 SPACE STANDARDS

Space requirements have been derived using space-planning standards, where applicable and relevant. The following list identifies the standards used to assign space allocations:

Office spaces have been assigned based on the Province of British Columbia's Government Office Space Standards (GOSS). Office space assignments are based on the functional requirements of each position, and not on position hierarchy. For this reason, similar positions in different departments are not necessarily assigned the same workspace. Some examples of activities that drive workspace selection include:

- Holding confidential conversations,
- Hosting small, informal meetings,
- Using secondary working area,
- Working with large documents such as maps or drawings, and,
- Storing large amounts of files or equipment that cannot be stored in common area.

A table defining the type of office space and the GOSS recommended area is located in Appendix A.

Industrial space allocations have been assigned based on the activities that take place within them. The area of each space has been developed using space planning guides (Neufert Architect's Data, Fourth Edition) as well as the expertise of the consulting team and industry benchmarking.

1.4 SCRD SERVICES

The Sunshine Coast Regional District offers a number of services to ~30,000 residents from Egmont to Langdale. The services that are affected by this planning study and subsequently analyzed are broken down into the following departments and divisions:

Figure 2: SCRD departments and divisions



The section below provides a high-level description of each department and division that has been considered in this study. The service descriptions below should not be considered an exhaustive list of their activities; instead, the descriptions should provide the reader with an indication of the types of activities each division does.

Administrative and Legislative Services

Administrative and Legislative services fall under the Administration Department (which also includes Bylaw Enforcement, Records Management and Communications). Administrative services support the Board via the preparation and coordination of Board meetings, agendas and minutes; support the Board's appointed committees; mail collection and distribution; and the coordination of information disseminated through media releases, advertising and website management. Additional Administrative functions include:

- *Reception* functions for the whole organization, receiving phone calls, interacting with the public, and receiving all deliveries. All office supplies are delivered to the front door on a weekly basis, while courier delivery occurs on a daily basis. Reception is responsible for both activities. Reception works closely with Accounts Payable, to scan and email invoices and update manuals. Additionally, reception works with Records Management, to aid in the management of electronic records.
- *Communications* is responsible for internal and external communications including advertising, social media presence, website and media relations.

Legislative services include the direction and coordination of corporate policy, strategies, and objectives; the administration of statutory corporate administration functions, including legal document execution, and certification of bylaws, minutes and resolutions; management of the corporate records management program and the Freedom of Information and Protection of Privacy Act; the composition of bylaws, minutes, and legal notices and providing education regarding current government legislation; facilitation of Local Government Elections &/or by-elections when required; and the administration of elector approval processes including referendums and alternative approval processes. Additional functions of the Legislative Services division include:

- *Records Management* manages electronic and physical records for the SCRD while also providing a help desk function related to file access and coding. Primarily, this division manages the intake of files from all departments and facilities (e.g. Recreation Centres, Mason Road, Transit, etc.). Infrequently (as needed), Records Management meets with the public, when a citizen requests to see a file(s).
- *Bylaw Compliance Services* is comprised of Bylaw Compliance and Dog Control. These services are key in ensuring residents adhere to SCRD Bylaws to provide a safe and equitable neighborhood to live in. Bylaw officers enforce zoning, building, noise, tree cutting, and soil removal and deposit in all electoral areas. Dog Control aims to educate the public and ensure compliance with the appropriate SCRD bylaws.

Corporate Services Department

Corporate Services Department includes the following divisions: Asset Management; Information Technology and Geographic Information Systems; Purchasing and Risk Management; and Financial Services.

- *Asset Management* Division is responsible for ensuring the SCRD's capital assets are effectively operated and maintained to optimize the lifecycle and capacity of each asset as well as developing information on maintenance requirements, service levels and new asset needs.
- *Information Technology* (IT) Division connects all SCRD electronic services to the public and partner agencies through telecommunications and computer systems. This division provides support to business systems with respect to infrastructure, servers, device provisioning, and general support to all devices. Additionally, the IT division provides a help desk function to aid the public and staff in the resolution of technical problems.
- *Geographic Information Services* (GIS) provides online mapping functions, database management, and spatial analysis services. This information is made available to staff and the public through hard copy maps, business applications, and web mapping. GIS also provides a counter service function for the public and mapping analysis for internal SCRD departments, addressing questions related to mapping, property development, and property transfers and assessment data.
- *Purchasing and Risk Management* facilitates the purchasing of inventory goods and services for the SCRD, leads training sessions, helps develop the RFP process, and interacts with vendors. All contractual services go through procurement. Risk Management deals with insurance claims, divisions, and public workgroups.
- *Finance Services* prepares financial reports and internal controls, manages SCRD assets, and provides guidance for overall financial sustainability of the Regional District. The department is also responsible for the budgeting process, the 5-Year Financial Plan, Accounts Payable, Revenue and Accounts Receivable, Payroll, Financial Reporting and Statements, Purchasing / Contracts, Treasury, and the facilitation and management of corporate-wide administrative services. All services are in compliance with applicable SCRD bylaws, policies and statutory requirements.

Human Resources Services

Human Resources Services (HR) is responsible for the recruiting, training, and welfare of SCRD staff. HR provides development and training, collective bargaining, administration of collective agreements, hiring support, and problem resolution to all SCRD departments. On average, HR hires 70-80 positions per year and are involved with ~90% of the people hired. As well, HR interfaces with the public responding to complaints and job related questions on a reasonably frequent basis (multiple times per week). This service group works closely with Recreation, Utilities, Transit, Payroll, and IT (project based).

Infrastructure Services

Infrastructure Services includes the following divisions: Solid Waste; Utility Services; and Transit and Fleet.

- *Transit* operates under a funding agreement with BC Transit and extends from Langdale to Halfmoon Bay. The transit service operates using 8 full-size, 6 mid-size, and 3 paratransit buses that collectively carry over 500,000 passengers per year. Related services include the booking service for the handyDART (door-to-door service for persons whose mobility is limited such that they cannot use the more available conventional service), customer support (resolving complaints, and scheduling), and accident investigations. This Division operates on a cost share with BC Transit. The District's share of the system costs is funded through transit fares and property taxes.
- *Fleet* provides preventative maintenance and repairs to approximately 115 SCRD fleet vehicles, and other motorized equipment. This includes vehicles such as fire trucks, and transit buses, as well as various equipment, generators, ice re-surfacing machines, and small machines. Seven days a week, two service staff members (Transit Assistants) prepare buses for use (washing, cash out, fueling).
- *Solid Waste Services* provide solid waste management for the entirety of the Sunshine Coast. This includes implementation of the SCRD's Solid Waste Management Plan, operation and maintenance of the Sechelt Landfill and Pender Harbour Transfer Station, curbside garbage collection services, contract management for depot recycling facilities, and waste reduction outreach and education initiatives. The division also hosts a number of public education sessions throughout the community.
- *Utilities* are responsible for planning, maintaining and operating the water and wastewater systems. This includes maintenance of the two major water treatment plants (South Pender and Chapman Creek), and three smaller water treatment plants, three well systems, 18 wastewater treatment facilities and all the maintenance and operations of 11 reservoirs and all pumps and valves and several hundred kilometers of water main and sewer collection systems. This division is also responsible for the drought management and associated outreach, education and enforcement initiatives.

Planning and Community Development Services

Planning and Community Development Services includes the following divisions: Planning and Development, Recreation and Community Partnerships, Facility Services and Parks, Ports, Fire Services, and Emergency Services.

- *Planning and Development* provides land use governance for the 5 electoral areas and regional planning for the lower Sunshine Coast. This division prepares land use plans and policies for consideration by the SCRD Board; facilitates citizen participation in the land use process; serves the community by responding to a wide range of inquiries and applications related to the use and development of land; administers SCRD land use bylaws and policies; and acts as a resource to the SCRD Board on planning and development matters.
- *Facility Services and Parks* manages more than 100 parks and 25-30 beach accesses and trails, playgrounds, sport fields and bicycle / walking paths in rural areas of the Regional District. In addition, the division covers Cemetery Services that involve the internment and inurnment of the deceased, and meeting with the family and friends of the deceased. Facility Services provide preventative maintenance and repairs for all District owned buildings.
- *Building Services* administers the SCRD Building Bylaw (per the BC Building Act) in the interest of construction safety for the general public. Building department staff issue permits and monitor new construction for substantial conformance to minimum health and safety regulations contained in BC Building Code.
- *Building Maintenance Services* provides preventative maintenance and small repair work at SCRD facilities. Primary facilities include: Mason Road, Field Road, Recreation Centres (4), Firehalls (6), Gibsons Library, Water Treatment Plant (2), Parks Halls, and Ranger Station. In total however, Building Maintenance Services is responsible for the maintenance of 70 buildings. Building Maintenance Services also support the ports, where they do inspections and minor repairs.
- *Fire Services* provides oversight into the District's Fire Protection and Public Safety and Emergency Preparedness services. Such services include public education, disaster planning, training and liaison services between agencies on the coast (i.e. Search and Rescue – SAR, and BC Ferries).
- *Ports Service* involves the maintenance and operations of nine docks, including Hopkins, Halfmoon Bay, Vaucroft Beach, Gambier Harbour, Port Graves, Halkett Bay, Keats Landing, Eastbourne and West Bay. This division includes related services such as Ports Planning, the development of port signage, and the planning and development of large capital Port-related projects.
- *Sunshine Coast Emergency Planning (SCEP)* is responsible for maintaining and implementing a comprehensive plan for effective emergency response and recovery for coastal communities in the event of a disaster.

2 CURRENT SITE AND FACILITY OVERVIEW

This section of the report identifies the current state of the sites and facilities included within the project scope. The current state overview identifies the location of the departments and divisions, the amount of space assigned, the number of staff and issues experienced at each of the facility and site locations. The facilities/structures and sites considered in the current site and facility overview are:

Field Road Site: 1975 Field Road, Sechelt, BC

- Field Road Office
- IT Building
- Dogwood Conference Room
- Search and Rescue Facility

Mason Road Site: 5920 Mason Road, Sechelt, BC

- Transit/Fleet Maintenance Building
- Parks Quonset Hut
- Parks Seacan and Lean-to
- Utilities Building
- Utilities Storage Garage
- Electrical Transfer Switch and Transit Coin Building
- Fuel Pumps and Storage Tanks
- Sunshine Coast Emergency Planning Building (Abandoned)

Lagoon Road Site: 12828 Lagoon Road, Madeira Park, BC

- Pender Harbour Satellite Office

2.1 FIELD ROAD SITE

The Field Road site occupies approximately 1.0 ha (2.47 acres) of land that is owned by the Regional District outright. The property is made up of a paved parking area, outdoor staff support space, general landscaping, and buildings. Four buildings occupy this site: the Field Road Office, the Field Road IT Building, the Dogwood Conference room and the Search and Rescue building. The Search and Rescue building is owned and operated by the Search and Rescue group, a separate entity from the SCRD. The following figure identifies the locations of the facilities and structures on the site.

Figure 3: SCRD's Field Road site



2.1.1 FIELD ROAD OFFICE

The Field Road Office is a single-story commercial building with a BGA of 1,652 m². The original facility was constructed in 2005 for the Ministry of Forests Lands and Natural Resource Operations (MFLNRO). Since purchasing the building in 2004, the SCRd has undertaken one renovation to accommodate their needs. In 2005, the facility was expanded to include more offices, a new reception, and various other support spaces. The overall expansion involved a total BGA increase of 549.3 m². Overall, this building has been well maintained throughout its lifespan.



The Field Road Office is currently utilized as the primary administrative office of the Regional District. As such, it acts as the main hub for various divisions with the following departments: Administration and Legislative Services, Corporate Services, Human Resources, Infrastructure Services, and Planning and Community Development. The following figure introduces the layout of the Office as well as the location of each department. The second figure introduces the IT building located to the East of the main building.

In addition to accommodating department and division offices, the Field Road Office contains several essential support spaces, such as: conference rooms; washrooms; file storage; printer/photocopy rooms; break rooms; and sprinkler rooms. The Field Road office contains three conference rooms, including the Regional District's official boardroom, as well as the Dogwood Conference Room that is a separate outbuilding located in the parking area south of the main building. The following table summarizes the Field Road office by space type. Refer to Appendix E for Current Facility Drawings and Space Type/Department allocations.

Table 1: Field Road Office area summary by space type

Space Type	% of Total Building	Notes
Office/Workstation	47%	Includes all offices, open workstations, touchdown workstation and reception
Staff Support	21%	Includes meeting rooms, storage rooms, change rooms, business centres, records room, staff lounge
Building Support	33%	Includes central lobby, utility rooms, major building circulation and washrooms

2.1.2 IT BUILDING

The IT Building is a single story building with a total BGA of 158.5 m² and is located at the Northwest corner of the Field Road Site. The IT building is home to IT staff and is frequently accessed by the Records Management division. The building includes a vestibule entrance, office workroom, server room, and file storage space. The file storage space utilizes high-density rolling shelving to house all long-term storage files. A sectional garage door is located along the eastern wall to provide vehicle access to the building, which is convenient for removing bins of out-dated files for destruction and unloading IT equipment.



The facility is comprised of 32% of office space, 56% of staff support space and 12% of building support space. Refer to Appendix E for Current Facility Drawings.

2.1.3 DOGWOOD CONFERENCE ROOM

The Dogwood Conference Room is a standalone structure located directly South of the Field Road Office building. The structure is comprised of a sole meeting space able to accommodate ~10 people for a given session. To access the Dogwood Conference Room, staff must exit the Field Road Office building and cross the parking lot. The path to the Conference room is open to the atmosphere. Refer to Appendix E for Current Facility Drawings.



2.1.4 FIELD ROAD STAFFING

The Field Road Site currently provides space for 77 employees across six different departments. The following table summarizes the current staffing compliment at the Field Road Office by department.

Table 2: Field Road and IT building headcount

Department/Division	Current	Notes
Administrative and Legislative Services		
Administration	3	Receptionist, Office Assistant, Communications Officer
Legislative	6	Deputy CO, Records Mgmt, Records Clerk, Bylaw Enforcement
Senior Management	1	CO
Total	10	
Corporate Services		
Asset Management	2	Manager, AM Coordinator
Financial Analysis	1	

Department/Division	Current	Notes
Financial Services	9	Manager - Financial Services, Accounts Receivable, Accounts payable, Revenue technician, Accounting technician, Finance Clerk, Payroll Technician, Utility Billing Technician
GIS	3	Administrator, and Technicians
IT	5	Senior IT Coordinator, Senior Systems Analyst, Business Systems Analyst, Information Technology and Support, Technician
IT and GIS	1	Manager
Purchasing and Risk Management	3	Manager, Purchasing Officer, Buyer
Senior Management/Admin Asst.	2	CFO, Admin Asst.
Total	26	
Human Resources		
HR	3	Advisor, Assistant, Corporate Safety Officer
Senior Management	1	Senior Manager
Total	4	
Infrastructure Services		
Capital Projects	2	Manager, Utility Engineering Tech.
Senior Management/Admin Asst	2	GM and Admin Asst.
Solid Waste	4	Manager Programs, Manager Operations, Service Assistant, Programs Coordinator
Utility Services	7	Manager, Coordinator, Utility Engineering Tech., Environmental Technician, Operations Technicians, Conservation Assistant
Total	15	
Office of the CAO		
Office of the CAO	2	CAO, Exec Asst.
Total	2	
Planning and Community Development		
Building Services	6	Building Officials, Clerk
Facility Services and Parks	1	Manager
Fire Services	0	
Parks	2	Superintendent, Assistant
Planning and Development	8	Manager, Assistant, Technician, Planners
SC Emergency Planning	1	Manager Protective Services
Senior Management/Admin Asst	2	GM, and Admin Asst.
Total	20	
Grand Total	77	

2.1.5 CURRENT SITE AND FACILITY CONSTRAINTS

Using information collected from user engagement, observations made during facility tours and historical background documentation, a number of constraints/issues have been identified with respect to the Field Road site and facilities. The constraints/issues have been summarized in the following section.

Functionality of Spaces *Open Workspaces* can be noisy and busy at times. Open workspaces should have proper cubicles for more privacy and space to hang personal items.

Private Offices are oversized and contain lots of unused space.

Reception does not have a designated parcel receiving/sending area resulting in a number of packages being stored behind the public counter.

Meeting Rooms are often over booked and in short supply. It was also noted that the available meeting rooms are not sound proofed, resulting in neighboring staff hearing private conversations.

Storage for files and plans is becoming an issue as the availability of spaces is decreasing.

Touchdown Workstations are in short supply resulting in visiting staff not having space to perform work tasks while at the Field Road office.

Building Systems *HVAC:* A number of staff members mentioned inconsistent temperature throughout the facility. It is believed that this is from the various building renovations throughout the building's history.

Fire Suppression: IT Building is not equipped with proper fire suppression equipment.

Staff Amenities *Washrooms* are in short supply and poorly distributed throughout the building. There are currently 4 washrooms supporting 69 staff members and visiting personnel and 2 washrooms supporting the public lobby.

Change/shower rooms are in short supply. Staff that do physical activity during lunch hour or before work often do not have access to showers and changing space.

Site Related *Parking:* A number of staff mentioned a lack of designated staff parking spots during peak times of the day resulting in staff parking on the street.

2.2 MASON ROAD SITE

The Mason Road site occupies 1.58 ha (3.8 acres) of land in an industrial area, 2 km North of the Sunshine Coast Highway junction. The site consists of buildings used by Transit & Fleet, Utilities, Parks, Building Management and Sunshine Coast Emergency Program (SCEP). The facilities on this site are owned by SCRD and the land is leased through the Province (lease expires in 2023). The site is comprised of multiple buildings/structures, parking areas and laydown areas. The buildings/structures that occupy the site are: Transit/Fleet Facility; Utilities Building; Utilities Storage; Parks Quonset Hut; Parks SeaCan/Lean-to; Electrical Transfer Switch and Transit Coin Building; and Fuel Pumps and Storage Tanks. The following figure identifies the location of the structures. Areas that are used by multiple departments have been assigned to the department that uses the area most often throughout a given year.

Figure 4: SCRD Mason Road Site



2.2.1 TRANSIT AND FLEET FACILITY

The Transit and Fleet Facility is an industrial building primarily used for Transit fleet maintenance, administration and staff support space. Building Maintenance department also occupies an office in this facility. The facility was constructed in 1995, and underwent a major expansion in 2006 to accommodate a larger shop area, wash bay, locker rooms, offices, conference room, and storage spaces.

The Transit and Fleet Facility building gross area is approximately 1,209m² (1161.5 NSM) and consists of two main floors and crawl space. The main floor accommodates offices, washrooms/change rooms, break room, three mechanic bays (4-bus, 1-car/truck), and wash bay (for buses). The second floor is comprised of offices, conference room, mezzanine, and various other support spaces. According to a Building Code Compliance Assessment completed in 2011 (by others), the Transit and Fleet Facility Building is compliant with the BC Building Code, and is expected to reasonably function for another 50 years. The following table summarizes the Transit and Fleet Facility by space type and percent of total building area. Refer to Appendix F for Current Facility Drawings and Space Type allocations.



Table 3: Transit and Fleet Facility area summary by space type

Space Type	% of Total Building	Notes
Office/Workstation	10%	Includes all offices, workstations
Staff Support	80%	Includes meeting rooms, change rooms, maintenance bays, parts and supply rooms, wash bay etc.
Building Support	10%	Includes washrooms, utility rooms, major building circulation

2.2.2 UTILITIES BUILDING

The Utilities building is an industrial facility that was constructed in the early 1990's. The building gross area is 323 m², and it consists of two floors, used exclusively by the Water division of the Utilities department. The first floor is used to store parts, tools, and equipment, and the second floor contains offices and a break room. The second floor is not universally accessible, nor does it have an accessible washroom as per BC Building Code. As per a Code Compliance Assessment completed in 2011 (by others), the Utilities building may reasonably function for another 30 years given adequate routine maintenance. The following table summarizes the Utilities building by space type space type and percent of total building area. Refer to Appendix F for Current Facility Drawings and Department allocations.



Table 4: Utilities building space types

Space Type	% of Total Building	Notes
Office/Workstation	15%	Includes all offices, workstations
Staff Support	82%	Includes staff room/meeting room, change room, storage bay, workshop and parts supply
Building Support	3%	Includes washrooms, utility rooms, major building circulation

The Water division uses an additional garage structure to store and stage supplies. This structure is located in the Southeast corner of the Mason Road site. The storage garage is ~52m² in size and is used to store chlorine tanks and other utility supplies and tools.



2.2.3 PARKS HUT

The Parks Hut is a corrugated steel Quonset hut on a precast concrete foundation. The building gross area is 223 m² and is expected to be more than 30 years old (actual age is unknown). In the 1990's the Parks Hut was acquired by the SCRD. Parks division is the exclusive user of the facility. A small washroom and office have been built into the northwest corner of the hut and a staff area consisting of a large table and chairs is setup in the northeast corner. The remainder of the building is used for storage of tools, parts, and equipment. The Hut is constructed from various panels of sheet metal, bolted together. As such, the roof and walls are not completely watertight, which has caused the cellulose insulation to fall off. In addition, the Hut has a history of rodent infestations. The following table summarizes the Parks Hut building by space type and percent of total building area. Refer to Appendix F for Current Facility Drawings and Space Type allocations.



Table 5: Parks hut area summary by space type

Space Type	% of Total Building	Notes
Office	4%	Includes the superintendent office
Staff Support	93%	Includes staff meeting/lunch area, workshop and storage areas
Building Support	3%	Includes the washroom

In addition to the Parks Hut, the Parks division uses a neighbouring SeaCan and Lean-To structure to store tools and supplies (including space to protect wood from the elements). Refer to Appendix F for Current Facility Drawings and Department allocations.

2.2.4 OTHER STRUCTURES

The Mason Road site has an additional two structures that support day-to-day operations and one that is awaiting disposal. The three structures are:



An auxiliary building adjacent to the Transit and Fleet Facility contains the **electrical switch equipment**, as well as a coin room for Transit fares. The building is approximately 22 m², and remains in good condition.



To support all of the Districts fleet vehicles, there are **gasoline and diesel fuel pumps** and stationary fuel storage tanks, located adjacent to the auxiliary building. According to Fleet management, one of the fuel tanks is relatively new, and the other tank is nearing the end of its serviceable lifespan (< 3 years left before replacement is required). Due to the age of the tanks, any changes to their arrangement will require to adherence to the Provincial Fuel Containment Guidelines.



The Sunshine Coast Emergency Planning **office** is condemned and awaiting disposal.

2.2.5 MASON ROAD STAFFING

The Mason Road Site currently contains 76 employees across two different departments. The following table summarizes the current staffing compliment at the Mason Road Site by department.

Table 6: Mason Road site staffing

Department	Division	2019 Headcount	Location
Infrastructure Services	Transit/Fleet	31	Transit and Fleet Facility
	Utility Services	29	Utilities Building
	Building Services	7	Transit and Fleet Facility
Planning and Community Services	Parks	9	Parks Hut
Grand Total		76	

2.2.6 CURRENT SITE AND FACILITY CONSTRAINTS

The site has served the District for many years whilst each department grows at varying rates. In the past decade Utilities, Transit and Fleet have seen considerable growth, resulting in increased demand on their respective site footprint. The following section provides a summary of the main challenges of the current Mason Road site. These challenges were observed during site tours, discussed during interviews with management and collected from questionnaires distributed to staff.

Functionality of Spaces *Meeting Rooms:* Overcrowded during division meetings.

Storage Areas: Storage areas are often cluttered and difficult to access. There is a large component of storage that should be discarded and reorganized. Hazardous goods should be properly stored on-site.

Touch Down Workstations: there is a lack of touchdown workstations in each of the buildings at the Mason Road site. Non-office staff still needs access to computers on a daily basis for short durations.

Fleet Bays: Body work is currently being completed in maintenance bays, without proper ventilation.

Building Systems *HVAC:* The Utilities building gets extremely hot during the summer due to the absence of adequate air circulation.

Staff Amenities *Washrooms/Change rooms:* There is no women's change room in Utilities building. Female utility staff are required to use change rooms in the Transit and Fleet Facility. Generally, there is a shortage of washrooms in both the Transit and Utilities building.

Site Related *Vehicle Circulation:* Turning radiuses and sightlines for transit buses are restricted by site conditions and building arrangements. These conditions present workflow inefficiencies, safety concerns, and risk of vehicle/infrastructure damage. Busses often have to do multi-point turns to navigate through the site. At the end of each shift transit drivers are expected to park their buses along the northern and eastern fence lines. Occasionally this requires drivers to back-up between buses at night when visibility is limited. In addition, the clearance envelope for vehicles exiting the wash bay, or

circulating around the Transit/Fleet building to the east are limited by parked transit fleet (north-east corner of building) and the foundation fills of the Parks Hut.

Access: There is a single point of egress for all site users through a manual, chain-link gate. Staff identified that there is often congestion at the gate during peak times of the day (3:00am to 9:00am).

Parking: Staff and fleet vehicle parking is difficult due to capacity and location. There is designated fleet and staff parking areas but often crossover occurs. Accidents between staff and District fleet vehicles have occurred. All parking areas must be clearly demarcated.

Fueling: All fueling of fleet vehicles (including transit) occurs at a single location on site. Staff identified this as a bottleneck during certain times of the day. Transit should have a separate fuel area.

Security: The entire site is surrounded by chain-link fence to control access and egress, and support security and safety. Due to the site's remote location, there have been multiple reported intrusions and trespassing cases. Currently the site is not equipped with adequate surveillance equipment and security lighting.

Materials and Equipment Storage: Issues associated with site configuration are compounded by informal materials storage and management practices. There is no clear standard operating procedure that outlines how long inactive materials can be stored on-site. As such, materials have accumulated over many years, thereby reducing the overall site space and workflow efficiency.

2.3 LAGOON ROAD SITE

The Lagoon Road site occupies approximately 0.4 ha (1 acre) of land in the Pender Harbour area. The site accommodates the Pender Harbour Satellite Office that is used exclusively by the Infrastructure Department. In addition to the office, the site contains a steel Sea Can and materials/supplies laydown space. The laydown area is used to store aggregates, water mains, fire hydrants, and other essential Utilities/Water division materials/supplies. Approximately 224 m² of the laydown space is contained in a chain link fence, and locked gate. The Regional District owns the land and improvements at this site outright.

Figure 5: SCRD's Lagoon Road Site.



2.3.1 SOUTH PENDER HARBOUR OFFICE

The South Pender Office is a one-storey structure (with a crawlspace) with a building gross area of 117 m². The building acts as a satellite office for the Infrastructure Department exclusively. The main floor contains offices, a conference room, and a washroom, and the crawlspace is used for storage. The following table summarizes the Pender Harbour Satellite Office by space type and area (NSM).

Refer to Appendix G for Current Facility Drawings and Space Type allocations.



Table 7: South Pender Harbour office area summary by space type

Space Type	% of Total Building	Notes
Office/Workstation	69%	Includes workstations and offices
Staff Support	24%	Includes staff meeting/lunch area and storage rooms
Building Support	8%	Includes the washroom and utility spaces

The South Pender Office currently has 1 part-time staff member who supports the local population for utility billing and provides administrative support to the Utilities division.

3 FUTURE DEMAND

Ensuring a facility has the right workspaces and support spaces boosts staff productivity, health and happiness. Accommodating staff needs is a difficult balancing act for organizations as space becomes more constrained and real estate more expensive. Facilities pose the biggest challenge to modify as changes often incur significant disruption and associated capital and operational costs. The following section describes future staff projections for each division.

3.1 PLANNING FACTORS

To estimate the future growth/decline of the Districts departments and divisions we have used an approach that relies on an understanding of each division's daily activities. Through leadership and staff engagement we have identified the following planning factors specific to each division.

Table 8: Future planning factors by division

Division	Future Demand Factors
Administration	<p><i>Reception:</i> It is expected that a central reception will continue to be required to support future operations. This role is likely to shift to a more online supportive role as more of the public makes use of online payment and information platforms.</p> <p><i>Communications:</i> It is assumed that the role of communications within the District will see an increase in demand as the public becomes more involved with planning initiatives. The trend for many municipalities is to become more inclusive of the public and therefore it is likely that the services of the communication personnel will increase.</p>
Records Management	<p>The most significant trend associated with Records Management will be the increased reliance on digital record keeping. It is assumed that the role of Records Management will transition towards digital records over a 5-10 year period. The need for records storage (short term and long term) will continue during the next 10-years but with a decreasing reliance on long-term file storage. Any additional staffing resources required in the future could be hired on a contract basis for project work.</p>
Bylaw Enforcement	<p>The service Bylaw enforcement is required to provide to the public is a reflection of community demand and the available staff resources. It is assumed that services will increase as the community grows and that in a 10-year planning horizon, additional Bylaw officers will be required to deliver a broader range of services.</p>
Asset Management	<p>As infrastructure ages, the need for asset management increases. There is currently a backlog in infrastructure requiring asset planning as well as a push for more in-house engineering skills to help manage capital and maintenance projects and therefore this division is expected to see increased growth in the 10-year future.</p>

Division	Future Demand Factors
Financial Analysis & Services	<p>The eventual roll out of individual water meters will impact the workload of the financial services division. The billing associated with the volumetric rate structure will result in the division requiring additional resources.</p> <p>As the community moves more and more towards online billings and information requests, it is anticipated that there will be operational efficiencies realized. This shift may decrease the workload of the financial services division.</p>
IT and GIS	<p><i>IT:</i> As the number of software and hardware solutions adopted by the District increases, it is expected that there will be an increase in the demand of IT services, which will impact the amount of resources required to deliver services. .</p> <p><i>GIS:</i> It is assumed that the current services will continue into the 10-year future without significant increase in demand.</p>
Purchasing and Risk Management	<p>It is assumed that operations will continue with current staffing compliment. Major projects that will require additional resources will be staffed accordingly.</p>
Human Resources and Safety	<p>The services provided by HR will likely increase in the 10-year future as a result of the overall increasing District Staffing compliment. The new, shared role of Corporate Safety Officer (SCEP/HR) is likely to become two separate roles in the future and therefore will result in additional workspaces required. The support to volunteers may also require additional administrative resources for record creation, management, benefit administration, claims management etc.</p>
Transit and Fleet	<p><i>Transit:</i> The SCRD Transit Future Plan (2014) presents a detailed analysis of the future needs of the Transit and Fleet division. The Transit Plan presents substantial growth in the number of service hours. The expansion initiatives included in the Transit Future Plan have not been implemented as intended and will be subject of a thorough review in 2020. It is expected that multiple service expansions will occur within the next 10 years, requiring more vehicles. The increase in transit vehicles will result in additional storage and repair space, as well as additional staff.</p> <p><i>Fleet:</i> Currently, fleet vehicles are assigned to individual divisions. This arrangement results in uneven usage of the vehicles, which is an inefficient way to manage the fleet. It was mentioned that in the future, fleet vehicles may all be allocated to the Fleet division for management. The impacts of this arrangement would likely improve the efficient usage of vehicle and improve their preventative maintenance. Increases in staff in other divisions could trigger the purchase of vehicles and therefore require more storage and repair space and additional staff. It is assumed that the level of service currently provided will continue into the future.</p>

Division	Future Demand Factors
	<p>Although the fleet does not currently have any electric vehicles, it is likely that in the 10-year future there will be a shift towards the electrification of fleet vehicles. The impacts of vehicle electrification are significant in terms of charging infrastructure. It is assumed that any site redevelopment will consider charging infrastructure.</p>
Solid Waste	<p>It is assumed that the operations of the Solid Waste division will initiate additional services but would be able to manage them with the current resources. The closing of the current landfill and the selected approach for the ongoing disposal of garbage could significantly change the divisional staffing requirements, but most likely not those currently located at the Field Road Office.</p>
Utility	<p>It is expected that the Utilities division will experience growth in the future as a result of aging infrastructure, increasing utility demand (due to population and community demands), and its approach to address the current water supply deficit. The implementation of new wells, a raw water reservoir and completion of the Universal Metering Program will require additional staffing at both Field Road and Mason Road.</p> <p>To meet the current demands the utilities division is expecting the addition of 1 wastewater technician coordinator, 1 senior utility technician, and an engineering technician to support with the SCADA system within the near future (2019).</p>
Emergency Services	<p>It was noted that Emergency Services would like to distribute Emergency Operating Centres (EOC) across the district, opposed to having only one space suitable for it. The Mason Road Site was identified as a location that would benefit from EOC supplies and protocols.</p> <p>It is likely that in the 5-year future that the new Corporate Safety Officer/HR position will become two full time positions. This will impact the amount of Emergency Services and HR office space that is required.</p>
Fire Services	<p>The Field Road Office will continue to support visiting Fire Chiefs with touchdown space and that may necessitate some storage space.</p>
Ports Services	<p>The expected workload for the Ports Services division will increase as service levels are formalized and standardized. The current levels of service that Ports provides is not expected to increase significantly; the majority of all maintenance projects are specialized marine work requiring boats and will continue to be appropriately resourced.</p>
Building Services	<p>As the demand for lowering buildings carbon footprint increase and in response to a strong construction cycle, it is likely that the number of building inspections will</p>

Division	Future Demand Factors
	<p>increase. This will result in additional demand on the building services staff and equipment.</p> <p>Building Services will require additional access to a plotter and scanner in the event that electronic plans are introduced.</p>
<p>Facility Services and Parks</p>	<p><i>Facility Services</i> is currently renovating a small garage space to act as a workshop, storage and supply space. This interim solution is not seen as a long-term solution, as the needs of division exceeds the current planned renovation. As this division is relatively new, the operational demand is currently being realized and it is assumed that the division will soon require 1 new employee as well as a new fleet vehicle.</p> <p><i>Parks:</i> It is expected that the parks division will implement new technologies in the near future. Technologies may include handheld digital tablets and video. The impact of these technologies will have limited space implications.</p> <p>As the severity and frequency of climate change related events increase, Parks services will be directly impacted. Extremes in weather conditions will result in additional resources to maintain the current scope of services to ~100 parks in the District.</p> <p>Parks is currently looking to add 60+km of trails on the Suncoaster Trail system. This added trail would require addition support for maintenance and signage.</p> <p>As maintenance standards are formalized and standardized, and in light of increasing requirements around risk management (e.g. tree inspections and management), and anticipated dedication of additional park lands (from subdivision development) it is anticipated that additional parks staff will be required.</p> <p><i>Cemetery:</i> Current operations will continue into the future. As the population of the District increases, the frequency of cemetery services will follow suit. The impacts of the increased cemetery services will marginally increase the staffing and equipment requirements.</p>
<p>Planning and Development</p>	<p>It is reasonable to assume that in the near future the planning and development division will require an additional planner. Future strategy development (Regional Growth Strategy, for instance) would rely on additional resources to fulfill the added workload.</p> <p>It is likely that in the near future the demand of the planning division from the public will get to a point where the public will be required to either only visit during certain hours or will be required to submit their request through an online form. Current protocols of being available to the public throughout the day are requiring significant planning resources.</p>

In addition to the departmental factors, there are a number of district factors that may influence the services that are delivered to the community. The district factors are:

- It was noted that the Sunshine Coast would be receiving increased ferry service. This will impact the number of tourists visiting the coast as well as directly impacting bus service schedules.
- There have been discussions around an expansion/renovation of the local airport. This could impact bus service/schedules and maintenance requirements.

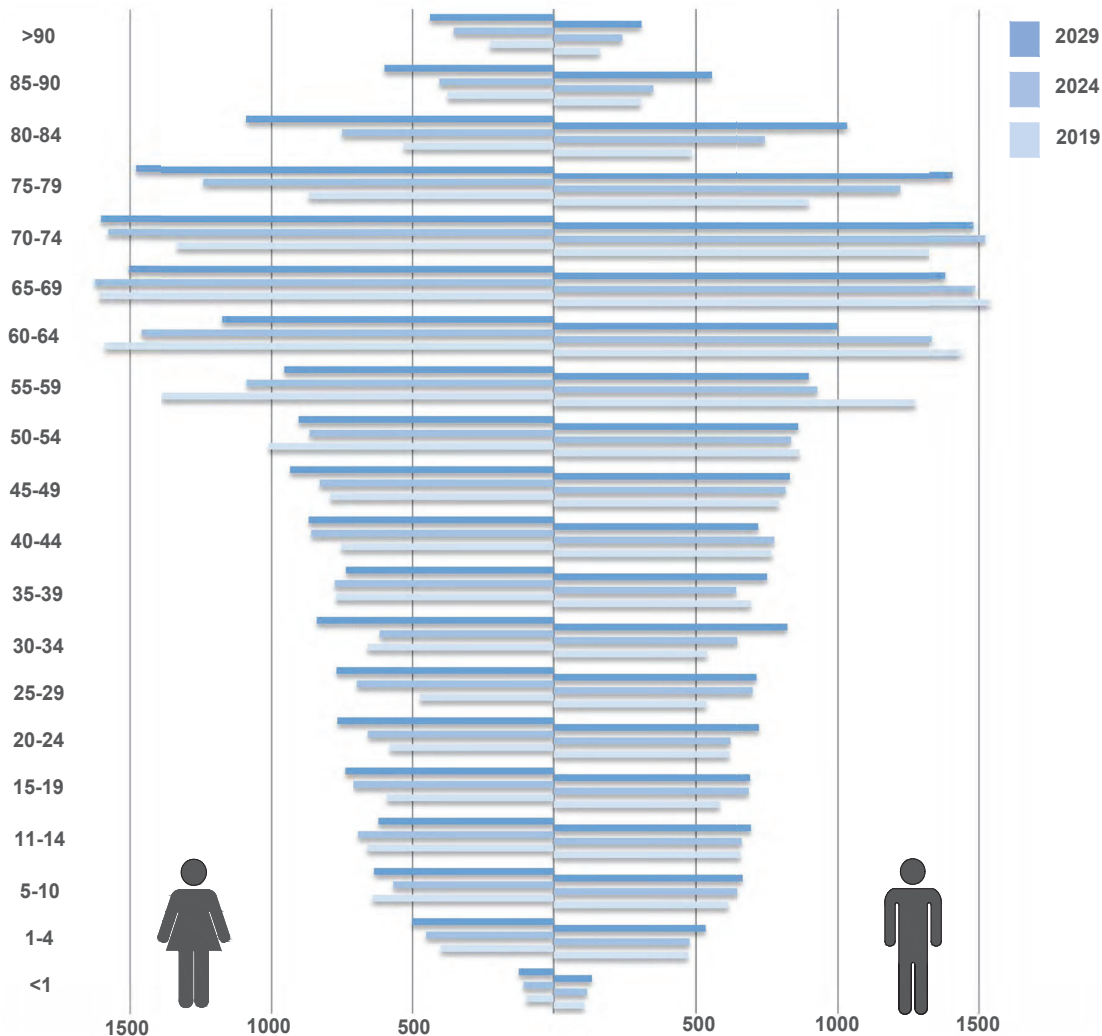
3.2 POPULATION PROJECTIONS

In addition to the demand assumptions stated in the table above, the growth of the District's population has also been considered for future planning. The increase in community population will result in additional workload for the Districts departments.

The SCRD population consists of approximately 30,000 full-time residents and a segment of transient residents. During summer months, the SCRD incurs a large influx of tourism. According to the Sunshine Coast Tourism Strategic Business Plan, close to 350,000 individuals visited the SCRD in 2015 during the peak 3-month period. This stimulates local businesses and also increases the demand on SCRD services, such as, transit services from Langdale Ferry terminal to the major hubs like Gibson and Sechelt.

SCRD's population has increased approximately 5% since 2011. According to BC Stats, SCRD's population will continue to grow at an annual rate of 1% for the next 10 years. Similar to the rest of British Columbia, the population is comprised predominately of the 55 to 79 age cohorts, as seen in the following figure.

Figure 6: SCRD population projections (2019-2029)



3.3 STAFF PROJECTIONS

Using the population projection for the next 10-year period and the known staffing compliment of the District today, a ratio can be applied to capture the anticipated growth of the SCRD. This growth factor has been applied to each department to account for growth as a result of population increase.

The resulting SCRD staffing projections have been derived from the division planning assumptions and the population growth projections. The projections shown in the following tables are used as the basis for office and site planning. They do not reflect approved SCRD future positions and are likely to evolve over time.

3.3.1 FIELD ROAD – STAFF PROJECTIONS

Table 9: Field Road Office staffing projections in 3, 5 and 10 years

Department/Division	2019/ 20*	<3 years	5 years	10 years	Notes
Administrative and Legislative Services					
Administration	3	3	3	3	Receptionist, Office Assistant, Communications Officer
Legislative	6	7	8	9	Deputy CO, Records Mgmt, Records Clerk, Bylaw Enforcement Officer
Senior Management	1	1	1	1	CO
Total	10	11	12	13	
Corporate Services					
Asset Management	2	2	2	2	Manager, AM Coordinator
Financial Analysis	1	1	1	1	
Financial Services	9	9	9	9	Manager - Financial Services, Accounts Receivable, Accounts payable, Revenue technician, Accounting technician, Finance Clerk, Payroll Technician, Utility Billing Technician
GIS	3	3	3	3	Administrator, and Technicians
IT	5	5	6	7	Senior IT Coordinator, Senior Systems Analyst, Business Systems Analyst, Information Technology and Support, Technician
IT and GIS	1	1	1	1	Manager
Purchasing and Risk Management	3	3	3	3	Manager, Purchasing Officer, Buyer
Senior Management/Admin Asst.	2	2	2	2	CFO, Admin Asst.
Total	26	26	27	28	
Human Resources					
HR	3	3	3	3	Advisor, Assistant, Safety coordinator
Senior Management	1	1	1	1	Manager
Total	4	4	4	4	
Infrastructure Services					
Capital Projects	2	3	3	5	Manager, Utility Engineering Tech.
Senior Management/Admin Asst.	2	2	2	2	GM and Admin Asst.
Solid Waste	4	4	4	4	Manager Programs, Manager Operations, Services Assistant, Programs Coordinator
Utility Services	7	10	10	10	Manager, Coordinator, Utility Eng. Techs, Environmental Technician, Operations Technician, Outreach and Education and Policy Development
Total	15	19	19	21	
Office of the CAO					
Office of the CAO	2	2	2	2	CAO, Exec Asst.
Total	2	2	2	2	

Department/Division	2019/ 20*	<3 years	5 years	10 years	Notes
Planning and Community Development					
Building Services	6	7	8	8	Building Officials, Clerk
Facility Services and Parks	1	2	2	3	Manager, Assistant/Clerk
Fire Services	0	0	0	0	
Parks	2	2	2	2	Superintendent, Assistant
Planning and Development	8	9	9	9	Manager, Assistant, Technician, Planners
SC Emergency Planning	1	1	1	1	Manager Protective Services & Safety Officer
Senior Management/Admin	2	2	2	2	GM, and Admin Asst.
Total	20	23	24	25	
Grand Total	77	85	88	93	

*Amended baseline based on reasonable assumptions about addressing service level/staffing misalignments. All changes from current headcount are subject to further planning, discussion, budget proposals/approval, etc.

As shown in the table above, there is an expected staff increase of 21% over the next 10-years (~2% annually) at the Field Road Office.

3.3.2 MASON ROAD – STAFFING PROJECTIONS

Table 10: Mason Road staffing projections for 3, 5 and 10 years

Department/Division	2019/ 20*	<3 year	3-5 year	10 year	Notes
Infrastructure Services					
Transit/Fleet	31	35	38	41	Manager, Office Assistant, Superintendent Transit, Maintenance Superintendent Fleet, mechanics, Fleet Maintenance Assistant, Transit office Support and Dispatch, Transit drivers, Transit assistants
Utility Services	29	31	33	33	Operations superintendent, utility coordinator, utility operator, technician, Office admin
Total	60	66	71	74	
Planning and Community Development					
Building Services	7	7	7	7	Services Coordinator, Services Technician, Maintenance Technician, Services Supervisors
Parks	9	11	11	11	Operation Coordinator, Supervisor, Operations technicians, Workers
Total	16	18	18	18	
Grand Total	76	84	89	92	

*Amended baseline based on reasonable assumptions about addressing service level/staffing misalignments. All changes from current headcount are subject to further planning, discussion, budget proposals/approval, etc.

As shown in the table above, there is an expected staff increase of 21% over the next 10-years at the Mason Road Site.

These projections are based on the fundamental assumption that staff continue to work from the office. Staff space demands could be decreased with the implementation of “work from home” policies.

3.4 FUTURE SPACE REQUIREMENTS

Ideal space requirements have been developed using the projected service demand assumptions, including the projected staffing compliment. This section presents the future space requirements for the 10-year future. The table below introduces the recommended/ideal site and facility space requirements for buildings at the Field Road Office, Mason Road Site and Lagoon Road Site. Detailed schedule of accommodations can be found within the Appendix. The schedule of accommodations within the Appendix is provided for reference only and is presented at a conceptual level. Facility requirements have been presented assuming each building is constructed separately. Space saving opportunities exist in the event of a consolidated building.

Table 11: Ideal space requirements, 10-year

Field Road	10-year (m ²)	Notes
Private Office	165.0	15 private offices
Private Office - Extended	55.6	4 private extended offices – able to support small meetings
Open Workstation	468.0	72 open workstations – each with space for desk, file storage and circulation (6.5m ² per)
Touchdown	30.0	10 touchdown stations (3.0m ² per)
Department Support	93.0	Records Active File Storage, Records Long-Term Storage Room, Workrooms (file storage, drawing table, impromptu meetings), Emergency Radio Room, First Aid Room, Supply storage rooms
Staff Support	382.0	Breakout room (6), meeting rooms (5), business centres (2), break room/staff lounge, change rooms (2), bicycle storage, loading receiving alcove
Building Support	184.4	Reception, Public Meeting Room, Server room, Waste/Recycling, Washrooms
Outdoor Support	3583.0	Staff parking (84), fleet parking (10), public parking (15), staff drop off zone, maintenance shed, outdoor patio space
Total Building Area	1791.3	Including building grossing factor
Total Site Area	9673.8	Includes site circulation, assumes 1 storey building
Mason Road - Fleet/Transit	10-year (m ²)	Notes
Private Office	33.0	3
Private Office - Extended	0.0	0
Open Workstation	39.0	6
Touchdown	12.0	4
Department Support	820.5	Maintenance bays (6), wash bay (1), parts and supply storage, equipment storage, transit workroom.

Staff Support	124.7	Meeting room, break room, change rooms (2), breakout room, business centre
Building Support	31.2	Reception, Server closet, maintenance closet, washrooms
Outdoor Support	3075.5	Heavy duty fleet parking (9), Medium duty fleet parking (6), light duty fleet parking (6), staff parking (40), laydown space, maintenance building apron, fuel island
Total Building Area	1272.5	Including building grossing factor
Total Site Area	7826.3	Includes site circulation, assumes 1 storey building
Mason Road - Utilities	10-year (m²)	Notes
Private Office	11.0	1
Private Office - Extended	0.0	0
Open Workstation	71.5	11
Touchdown	6.0	2
Department Support	260.0	Parts and Supply Storage, Equipment Supply
Staff Support	109.2	Meeting room, breakout room, change room (2), break room
Building Support	36.2	Vestibule, Reception, Server Closet, Maintenance Closet, Washrooms (2)
Outdoor Support	2674.0	Medium duty fleet parking (6), light duty fleet parking (20), staff parking (20), laydown space, aggregate storage
Total Building Area	670.7	Including building grossing factor
Total Site Area	6020.5	Includes site circulation, assumes 1 storey building
Mason Road - Parks	10-year (m²)	Notes
Private Office	11.0	1
Private Office - Extended	0.0	0
Open Workstation	13.0	2
Touchdown	3.0	1
Department Support	195.0	Workshop and Part Supply
Staff Support	50.1	Business Centre, Change rooms (2), Meeting Room
Building Support	22.2	Vestibule, Server closet, maintenance closet, Washrooms (2)
Outdoor Support	930.0	Fleet parking (15), staff parking (8), laydown space
Total Building Area	353.1	Including building grossing factor
Total Site Area	2309.6	Includes site circulation, assumes 1 storey building

Field Road Total Site Requirements	9673.8	2.39
Mason Road Total Site Requirements	16154.4	3.99

The Field Road administration site is approx. 0.1 acres larger than the total site requirements, which indicates that the current site may be large enough to support the projected 10-year growth. The Mason

Road total site space requirements are ~0.19 Acres larger than the existing site, which indicates that the existing site may be too small to accommodate the 10-year projected growth. This assumes that all of the buildings and structures are 1-storey, which is not likely for future development and therefore the site may, if deemed entirely suitable for development, accommodate the requirements.

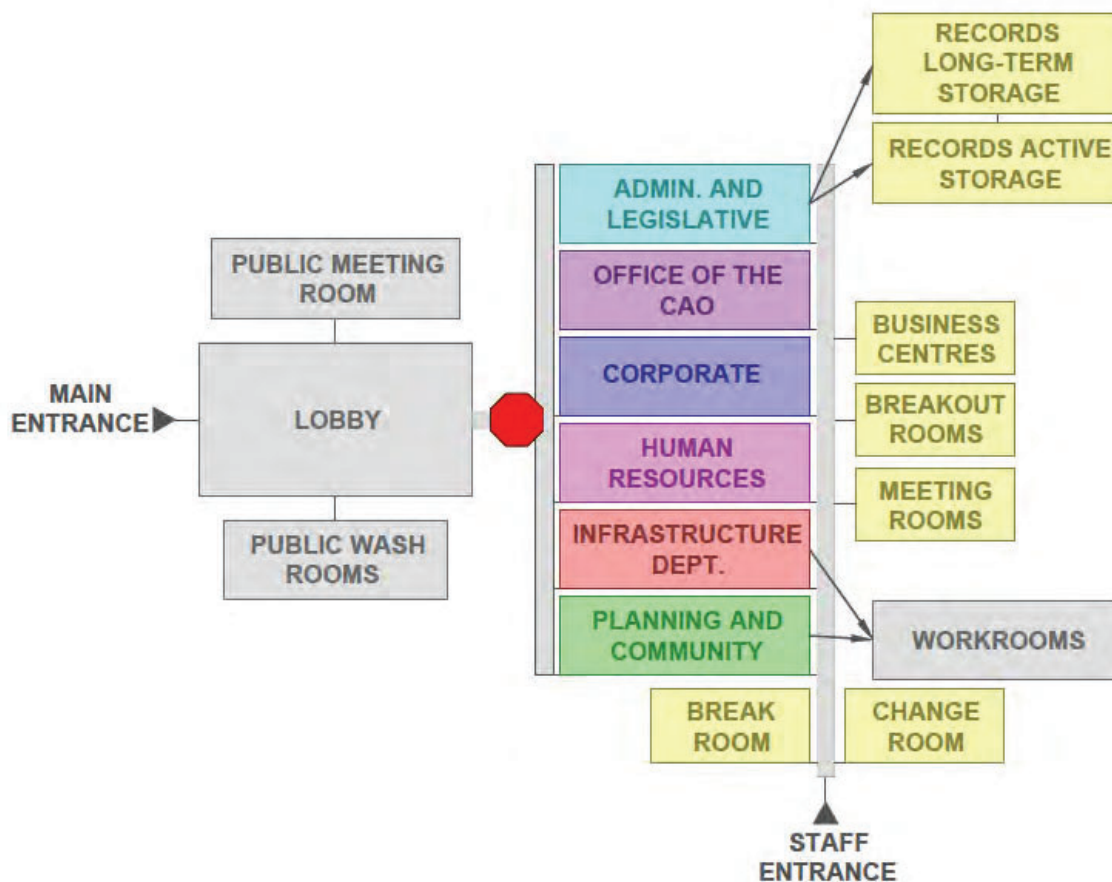
3.5 FACILITY AND SITE ADJACENCIES

The following section describes facility and site adjacencies for the three SCRD sites examined as part of this project. In general, adjacency planning is deciding where to place each department/division depending on its communication and daily activity patterns. These adjacencies were established through engagement with department managers and staff.

3.5.1 FIELD ROAD – ADJACENCIES

The following figure identifies the department adjacencies within the Field Road Office. The diagram should not be considered a floor plan and instead it is meant to highlight key working relationships.

Figure 7: Field Road adjacency diagram.



Additional to the relationship diagram, there are a number of relationships between the department and support spaces that should be considered. They are:

Table 12: Field road department adjacency matrix

Department	Adjacencies: Other Departments	Adjacencies: Staff Support	Adjacencies: Building Support
Office of the CAO (Includes Chair and Board of Directors)	<ul style="list-style-type: none"> Administrative and Legislative Services Corporate Services 	<ul style="list-style-type: none"> Touchdown space for Board of Directors shall be adjacent to large meeting room 	<ul style="list-style-type: none"> -
Administrative and Legislative Services	<ul style="list-style-type: none"> Office of the CAO Corporate Services 	<ul style="list-style-type: none"> Direct adjacency to active file storage Meeting rooms Breakout room Long-term Storage (indirect) 	<ul style="list-style-type: none"> Designated space at service counter for public inquiries Public Meeting Room
Corporate Services	<ul style="list-style-type: none"> Administrative and Legislative Services Office of the CAO 	<ul style="list-style-type: none"> Finance file storage Breakout room Meeting rooms. Size of meetings varies. Access to finance printer/photocopier 	<ul style="list-style-type: none"> GIS and IT require a designated space at the service counter for public inquiries Public Meeting Room
Human Resources	<ul style="list-style-type: none"> No adjacency requirements with other Departments 	<ul style="list-style-type: none"> Breakout rooms for private conversations Meeting rooms (interviews) 	<ul style="list-style-type: none"> -
Infrastructure	<ul style="list-style-type: none"> Corporate Services 	<ul style="list-style-type: none"> Breakout Rooms Meeting rooms. Size of meetings varies Department workroom 	<ul style="list-style-type: none"> Requires a designated space at the service counter for public inquiries Public Meeting Room

Department	Adjacencies: Other Departments	Adjacencies: Staff Support	Adjacencies: Building Support
Planning and Community Development	<ul style="list-style-type: none"> Corporate Services Interdepartmental adjacencies are required (except SCEP). 	<ul style="list-style-type: none"> Meeting rooms Breakout rooms Department workroom SCEP needs to have access to medium-size meeting room 	<ul style="list-style-type: none"> Requires a designated space at the service counter for public inquiries Public Meeting Room

There are a number of other relationships specific to the planned future spaces that are important to consider during planning. These relationships are:

- **Business Centers** are high traffic areas, and best serve departments when they are centralized amongst working groups.
- **Reception** is used by a number of departments for public inquiries. Service desks shall be clearly signed and visible upon entering the building. The waiting area shall be visible from the reception desk for security purposes. It is important that reception is located centrally in the building. Loading/receiving alcoves shall be located on the staff facing side of the service counters.
- **Public Meeting Room** shall be located in the reception area. This will allow staff to have private conversations with the public if required. This is particularly important for burial services.
- **Active File Storage** shall be located near the long-term records room for efficiency purposes. The legislative services department frequently uses this Active File Storage. As such, a touchdown workstation is required adjacent to both active and long-term records.
- **Fleet Parking** shall be adjacent to the staff entrance, in a secured compound with efficient entrance and exit capabilities (likely a motorized gate system).
- **Staff and Public Parking** shall be separated and properly signed. The parking area should be clearly signed and demarcated with crosswalks to enhance pedestrian safety. Designated handicap parking spots shall be located close to the building entrance.
- **Drop Off Zone** shall be located adjacent to the main building entrance.

3.5.2 MASON ROAD - ADJACENCIES

The required space and site adjacencies at the Mason Road site are:

- Transit and Fleet require direct adjacencies with one another, as these division's services are interdependent.
- Building Services does not have any direct adjacency requirement with other departments. They require access to workstations and a workshop.
- **Reception** shall be located in the building entrance with a service counter for public inquiries (very seldom). Transit administrative staff shall have direct sightlines of individuals entering the building.

- **Transit Workroom** shall be adjacent to the staff lounge and staff entrance. Adequate separation between the Transit workroom and Dispatch area should be given to lessen disruptions.
- **Change rooms** shall be adjacent to the staff entrance to reduce the amount of traffic through the facility.
- **Parts and Supply Storage** shall be adjacent to maintenance bays for efficient part retrieval. Additionally, Parts and Supply Storage should be adjacent to an entrance to efficiently replenish stocks.
- **Business Centre** shall be central to staff workstations.
- **Break Room/Staff Lounge** should have adjacencies with staff washrooms, and staff entrance.
- **Maintenance and Wash Bays** shall be conveniently located to Fleet parking and vehicle circulation. An appropriate envelop around maintenance and wash bays shall be demarcated for site safety and to accommodate vehicle turning radiuses
- **Fuel Island** shall be located centrally on-site as it is shared amongst all SCRD fleet vehicles. The location of the Fuel Island shall consider vehicle turning radii and safe sightlines.
- **Staff Parking** for all Mason road staff should be consolidated to one area, away from Transit Vehicle circulation.
- **Laydown Space** should be accessible from vehicle circulation for efficient supply deliveries and mobilization. Lorry Loaders most often deliver/pickup supplies from site.
- **Aggregate Storage** shall be adjacent to vehicle circulation and accessible for an excavator and dump truck.

3.5.3 LAGOON ROAD – ADJACENCIES

There are no adjacencies for the Lagoon Road as it is envisioned that this site will only be used as a overflow laydown storage area.

4 CONCEPTUAL DEVELOPMENT STRATEGY

The following section presents a conceptual development strategy for the three sites and facilities. The development strategy is presented in successive phases to reduce the overall disruption to staff and provide a path forward for SCRD. Even though the development strategies are presented in two phases the SCRD may wish to conduct multiple “mini projects” in successive steps. Phase 1 should be considered as short term (>5-years) and Phase 2 should be considered long term (between 5-10 years). The development concept strategy for each site is as follows:

Table 13: Conceptual development strategy

Site	Phase 1 Strategy	Phase 2 Strategy
Field Road Office	With minimal disruption to the interior of the building, move personnel around the building to more efficiently use space. A number of dedicated offices become shared offices or meeting spaces. A small number of renovations are required.	Complete interior renovation (building envelope remains un-changed) that changes the organization within the office to an open workstation space.
Mason Road	With minimal disruption to the existing facilities, the goal of this strategy is to alleviate the overcrowding of staff support areas. This phase includes a number of small building renovations and the addition of mobile workspace trailers.	The long-term vision of the Mason Road site includes the expansion of the Transit and Fleet facility as well as the development of a new Parks, Utilities and Building Maintenance facility. This phase assumes the entire site is redeveloped. Three options are presented: <ul style="list-style-type: none"> Existing site Expanded site Existing site, reduced services
Lagoon Road	Lagoon Road should be used as a material laydown overflow site. The functions of the 1 staff member should be moved to Mason Road site.	Depending on the overall amount of use the site has seen, the District may be able to divest the property.

The sections that follow elaborate on the details of each phase of the conceptual development strategy. The intended goals of the conceptual development strategies are to identify potential solutions to the issues identified within this report. The level of detail that the strategies are presented is at a **conceptual level** and therefore they should be used for discussion purposes only. Detailed planning and design are required prior to construction.

The ideal facility requirements (introduced within the Future Facility Requirements section) have driven the development of the strategies with the goal of achieving all of the requirements. In the cases that this was not possible, the spaces/areas/zones that could not be accommodated have been identified.

Development goals common to all sites are:

Workstation Space	A workstation is provided for staff member that reflects their individual nature of work. The space shall be sufficient for staff to carry out their tasks safely and comfortably.
Support Spaces	Sufficient support spaces are allocated throughout the building. This includes meeting rooms, breakout spaces, change rooms, business centres, part supply rooms etc.
Reduce Department Fragmentation	Workplace efficiencies are lost when staff is dispersed across different locations and therefore all workstations and staff spaces should be consolidated to one location, where feasible. Shared spaces within an organization can lead to improved communication, cross-departmental learning and more efficient floor plans.
Flexibility	Predicting how an organization will operate in the future is inherently difficult. To ensure that the building supports the needs of the staff today and into the future, the building should be designed thinking of future flexibility. Minimizing the number of specialized spaces that are difficult to renovate in the future will help the building adapt to the changing needs of the organization.
Exposure to Natural Light	Wherever possible exposure to natural light shall be maximized. A number of studies link exposure to natural light increase mood and productivity in a work environment.

4.1 FIELD ROAD SITE

Please refer to Appendix E (Field Road Administration Building – Phase 1 Strategy & Phase 2 Strategy) for development site and floor plans. This section references these plans throughout.

4.1.1 PHASE 1 - 5 YEAR STRATEGY

Site	Phase 1 Strategy	Phase 2 Strategy
Field Road Office	With minimal disruption to the interior of the building, move personnel around the building to more efficiently use space. A number of dedicated offices become shared offices or meeting spaces. A small number of renovations are recommended.	Complete interior renovation (building envelope remains un-changed) that changes the organization within the office to an open workstation space.

The Phase 1 Strategy for the Field Road Office accommodates all of the projected future staff space requirements, staff support and building support spaces. This strategy makes use of existing large offices by sharing spaces with multiple staff from the same division or with similar roles. The following table identifies what spaces have been accommodated within the proposed Phase 1 Strategy for the Field Road Administration Building and IT Building. Any space that could not be accommodated within the building has been identified.

Table 14: Field Road Administration Building 5-Year Strategy

Space Type	% of Ideal Spaces Accommodated	Notes
Private Offices	>95%	All private offices were accommodated within the Field Road Administration Building and the IT Building with the exception of the office associated with the Parks department. All parks staff were assumed to be consolidated within a modular office building at the Mason Road Site.
Private Offices - Extended	100%	All extended private offices were accommodated within the Field Road Administration Building.
Open Workstations	>95%	All open workstations were accommodated within the Field Road Administration Building and the IT Building with the exception of the workstations associated with the Parks department. All parks staff were assumed to be consolidated within a modular office building at the Mason Road Site.
Touchdowns	100%	All required touchdown workstations have been accommodated within the Field Road Administration building.
Department Support Spaces	35%	<p>A number of department support spaces could not be accommodated within the existing building footprints. The spaces that could not be accommodated are:</p> <ul style="list-style-type: none"> Long-term record storage: It is recommended that an insulated sea-can or offsite private records storage facilities be used to store the long-term storage records. The District should focus on digitizing as many records as possible. Infrastructure Workroom: The addition of this space would provide the group a dedicated space for short-term projects. There has not been any provision for this space in the Phase 1 strategy. Planning Workroom: The addition of this space would provide the group a dedicated space for short-term projects. There has not been any provision for this space in the Phase 1 strategy. Emergency Radio Room: It is recommended that the District uses an insulated sea-can to store the emergency radio equipment.
Staff Support Spaces	>80%	Four spaces could not be accommodated within the Phase 1 strategy. These spaces consisted of meeting rooms and an indoor bicycle storage space. Two breakout rooms and 1 large meeting room (20 people) could not be accommodated. The

Space Type	% of Ideal Spaces Accommodated	Notes
		<p>following is a summary of the meeting spaces that HAVE been included:</p> <ul style="list-style-type: none"> • Break out room: 3/6 • Capacity 8: 3/2 (includes the Dogwood) • Capacity 20: 1/2 • Capacity 60: 1/1 • Public Meeting Room: 1/1
Building Support Spaces	>90%	<p>Only two building support spaces could not be accommodated. They are:</p> <ul style="list-style-type: none"> • Loading/Receiving Alcove • Waste/Recycle Area

In order to accommodate all spaces presented in the above table a handful of renovations are required. It is assumed that the proposed spaces require appropriate furnishings for their specific activities.

- Change Rooms: Renovate and expand the current change rooms. Approx. 50m² of space will be renovated for male and female change rooms.
- Room #137: This space will be converted into two smaller spaces: A first aid room and a breakout meeting room.
- Area 142: This space should be renovated to open the space up. This will require the removal of the neighbouring storage room.
- IT Building: The long-term storage area of the IT building should be renovated to become open office space. The wall between the existing IT staff and the storage space should be removed. This building will support IT and GIS.

Throughout Phase 1 it is assumed the Dogwood Meeting Room shall remain operational.

4.1.2 STRATEGY STRENGTHS AND WEAKNESSES

The strengths and weaknesses of Phase 1 are identified below.

Strengths

- Minimal renovations are required and therefore staff disruption will be very low.
- Workstation space allocations are considered large (6.5m²) which should provide the staff peace of mind that they are not going to be squeezed.
- The vast majority of the workspaces have been accommodated with only the Parks staff being displaced to a standalone mobile office.
- Visiting staff has a dedicated workroom (touchdown workroom for up to 10). This should accommodate all of the expected visitors.
- Staff support spaces have been increased and improved. The proposed strategy adds 5 meeting spaces of varying sizes. This should result in increased work efficiency and improve worker morale.

Weaknesses:

- Due to the large amount of private and shared offices, there are less natural opportunities for collaboration and cross learning between team members.
- This option does not accommodate all of the required spaces within the facility footprint. These functions are assumed to be accommodated on site within auxiliary structures (Sea-cans and mobile office trailer). Spaces not accommodated are listed above in the strategy description.
- There is fragmentation between departments. For example, Corporate and Admin/Legislative departments remain fragmented.
- IT and GIS staff remain separated from their department in the IT Building.
- There is very little flexibility for future staffing or other unforeseeable space requirements.
- There are a number of workstations/offices that do not have direct access to natural light.
- This option does not address any known building issues (HVAC, sound insulation etc.).

4.1.3 PHASE 2 – 10 YEAR STRATEGY

Site	Phase 1 Strategy	Phase 2 Strategy
Field Road Office	With minimal disruption to the interior of the building, move personnel around the building to more efficiently use space. A number of dedicated offices become shared offices or meeting spaces. A small number of renovations are recommended.	Complete interior renovation (building envelope remains un-changed) that changes the organization within the office to an open workstation space.

The Phase 2 Strategy for the Field Road Office accommodates 95% of all projected future staff space requirements, staff support and building support spaces. This strategy converts the existing office into an open office arrangement with the majority of the staff in open workstations with only select positions remaining in offices. The strategy relies on an increased number of staff support spaces, including meeting rooms, breakout rooms and workrooms. The following list provides an overview of the Phase 2 field road office strategy.

- This strategy assumes that open workstation space allowances are 4.5m² per person. This is a 2m² decrease per person from the Phase 1 strategy. The new space allocation is in line with Workplace 2.0 office standards.
- Strategy uses the space within the IT building for staff and supplies.
- Assumes that the entire building can be renovated with minimal constraints related to building structure.
- Assumes that the staff are moved to procured swing space during the renovation of the facility. It is unlikely that the space can be renovated while staff remain working at the facility. This will require significant operational planning and coordination.

- Approx. 80m² of programmed space cannot be accommodated within this option. The spaces that make up this area are: 2 breakout rooms, meeting room (capacity 20), indoor bicycle locker, loading/receiving area, and a dedicated waste/recycle area. To accommodate all functions within the building, an expansion of ~110m² (BGSM) is required.

4.1.3.1 Strategy Strengths and Weaknesses

The strengths and weaknesses of Phase 2 are identified below.

Strengths

- All workstations and the vast majority of support spaces can be accommodated and are adequately sized for the envisioned future of the District.
- Design of the space can help support future flexibility. The use of moveable walls and easily adjustable furniture will help the growth/decline of department workspace.
- Re-design of the building will maximize the amount of natural light for staff.
- Will likely increase staff satisfaction and help attract and retain valuable staff members.

Weaknesses:

- Renovation will result in significant disruption for staff and workflows for an extended period of time.
- Office swing space will need to be procured for the duration of the renovation. This will be an added cost for the District.
- This option does not accommodate all of the long term space requirements (shortage of approx. 110m²).
- The complete interior renovation will be costly and the funds associated may be better allocated to a facility that can accommodate the long-term space requirements (20-years). There is no room within this facility for additional staff past the 10-year staff projection figures.

4.2 MASON ROAD SITE

Please refer to Appendix F (Mason Road Site and Facility Drawings – Phase 1 Strategy & Phase 2 Strategy) for development site and floor plans. This section references these plans throughout.

The Mason Road strategies presented assume that the District maintains their lease of the Mason Road Site. Site renovation and construction is contingent on the District extending their lease (ideally 10+ years) or purchasing the property. The land tenure risks associated with developing this site need to be quantified prior to further planning.

4.2.1 PHASE 1 STRATEGY

Site	Phase 1 Strategy	Phase 2 Strategy
Mason Road	With minimal disruption to the existing facilities, the goal of this strategy is to alleviate the overcrowding of staff support areas. This phase includes a number of small building renovations and the addition of mobile workspace trailers.	<p>The long-term vision of the Mason Road site includes the expansion of the Transit and Fleet facility as well as the development of a new Parks, Utilities and Building Maintenance facility. This phase assumes the entire site is redeveloped. Three options are presented:</p> <ul style="list-style-type: none"> • Existing site • Expanded site • Existing site, reduced services

The 5 Year strategy for Mason Road site aims to address the immediate overcrowding and safety concerns. This strategy includes:

- Renovations to the Transit/Fleet facility and Utilities building. Renovations do not impact the building envelopes. Renovations include the expansion of staff support spaces and workstations.
- Removal of site waste and equipment/structures that are no longer used.
- Addition of mobile work trailers to alleviate staff support and workstation spaces.

Specifically, the strategy assumes that the following changes happen at the Mason Road Site:

Transit/Fleet Facility:

- Increase the size of the men's and women's change rooms.
- Renovate the first and second floor administration space for a more efficient staff and workflow. Space for Building Maintenance administrative tasks remain within the Transit/Fleet facility in the Phase 1 strategy.
- Convert the second floor mezzanine into three offices.

The third floor mezzanine was not considered a viable space for programming, as this area has limited overhead clearance. This space is assumed to continue to function as auxiliary overflow storage for the District.

Utilities Facility:

- Renovate the 1st and 2nd floor of the Utilities building to better accommodate staff requiring workstation space.
- Move the Men's change room from the building and relocate within a mobile trailer. Mobile trailer will include a staff lunchroom and Women's change room/washroom. Renovate the existing Men's change room to support a meeting space. This trailer should be approx. 100m².
- Continue to use the Utilities Garage for storage of chemicals and supply storage.

Parks Hut:

- It is recommended that the administration space within the Hut be removed and new administration space be provided on site by use of modular office space. The modular office space will support the Parks staff that are currently at Field Road.
- Minor interior renovations to improve storage capacity and efficiency. This could include new shelving and racking systems.

Site:

- Remove the un-used parts, equipment and structures. This includes the Sunshine Coast Emergency Planning condemned building and the many vehicles awaiting disposal.
- Move the utilities laydown space to the South-East portion of the site and convert the existing laydown to staff parking.
- Consolidate staff parking to one area of the site (where the existing Utilities lay down is located). This requires ground works and site paving.
- Install a motorized gate on Wigard Road and begin implementing that staff enter from Mason Road and exit the site from the Wigard Road access.

With the changes noted above, the following figure introduces the layout of the Phase 1 Mason Road strategy.

Figure 8: Mason Road – Phase 1 strategy site plan



4.2.1.1 Strategy Strengths and Weaknesses

The strengths and weaknesses of Phase 1 are identified below.

Strengths

- Staff administrative workspace increases to alleviate the crowding currently experienced. This is true for Transit/Fleet, Building Maintenance and Utilities staff.
- Expanded staff support spaces for Utilities staff, including lunchroom, washrooms and change rooms for men and women.

- Staff parking is consolidated to one section of the yard, which will decrease the sites congestion and alleviate some safety concerns.
- Administrative renovations suggested for the Transit/Fleet building support the 10-year growth and therefore will not need to be renovated in Phase 2 of the strategy.

Weaknesses:

- Strategy includes mobile work trailers to alleviate space constraints. This will be an added monthly cost for the District.
- The internal renovations to the Utilities building will only be needed in the short term. Phase 2 of the strategy sees the demolition of those spaces and therefore the renovation will have a short life span.
- There is significant risk associated with the development of a leased site. A long-term lease agreement should be in place before any further planning takes place.

4.2.2 PHASE 2 STRATEGY

Site	Phase 1 Strategy	Phase 2 Strategy
Mason Road	With minimal disruption to the existing facilities, the goal of this strategy is to alleviate the overcrowding of staff support areas. This phase includes a number of small building renovations and the addition of mobile workspace trailers.	The long-term vision of the Mason Road site includes the expansion of the Transit and Fleet facility as well as the development of a new Parks, Utilities and Building Maintenance facility. This phase assumes the entire site is redeveloped. Three options are presented: <ul style="list-style-type: none"> • Existing site • Expanded site • Existing site, reduced services

In determining the Phase 2 strategy for Mason Road, a number of questions were raised around the site, which resulted in the development of three different strategies.

- 1) Phase 2 Strategy #1: Develop the entirety of the existing site with the site supporting all of the current services.
- 2) Phase 2 Strategy #2: Develop the entirety of the existing site and assume that the District can procure neighbouring land for staff parking.
- 3) Phase 2 Strategy #3: Develop the entirety of the existing site and assume that the District procures additional land for a bus depot/storage area. This change in service would result in less on-site bus storage.

All three options assumes significant development takes place to address the future site and facility requirements. They include an expansion of the Transit/Fleet facility, a newly constructed Utilities, Parks and Building Maintenance facility as well as a site circulation reconfiguration. The following figures introduce the three Phase 2 strategies for Mason Road.

Figure 9: Mason Road Site Phase 2 strategy, option #1 (all services)



Figure 10: Mason Road Site Phase 2 strategy, option #2 (expanded site)

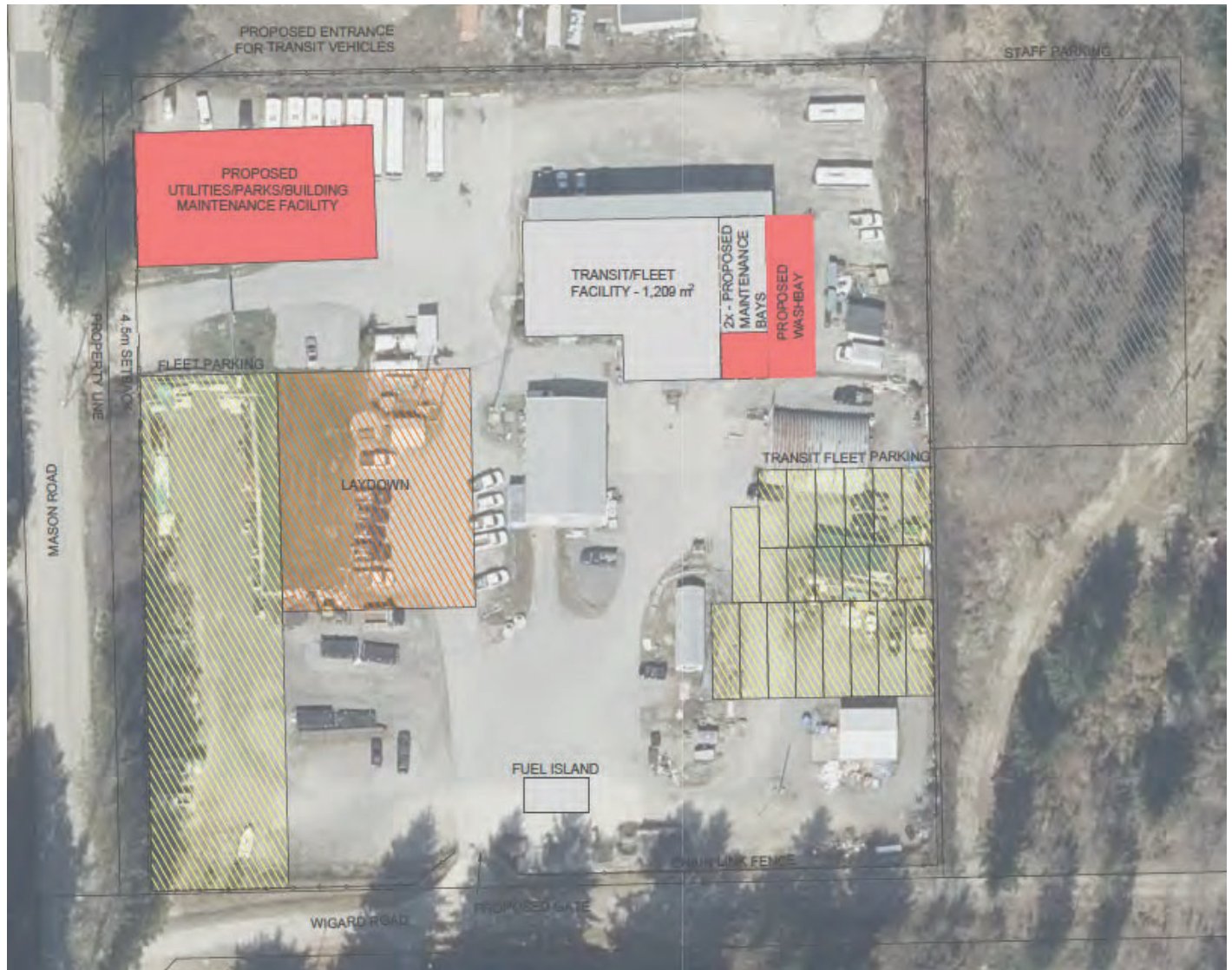


Figure 11: Mason Road Site Phase 2 strategy, option #3 (reduced services)



Specifically, the strategies assumes that the following changes happen at the Mason Road Site:

Transit/Fleet Facility:

- Expand the maintenance bays to include two additional bays and 1 replacement wash bay. This increased service area will accommodate the anticipated vehicle service demand.

Utilities, Parks and Building Maintenance Facility:

- Construct a new facility to accommodate the administration and workspace for Utilities, Parks and Building Maintenance. These groups will share staff support spaces such as change rooms, washrooms, and lunchroom.

Site:

- The septic field is relocated/replaced/upgraded to minimize its footprint, thus increasing the sites usable area.
- Bus parking has been consolidated to the Eastern portion of the site. This area has been sized to support electric charging stations for buses once the fleet is electrified.
- Site will be completely fenced in and accessible with card/key access and motorized gates.
- Upgrade fuel pumps to become a fuel island, located at the South end of the site. Fuel should be accessible from both sides of the fuel island.
- The laydown area of the site is consolidated for all services. This area should feature pallet storage racking, pipe racks with environmental protection covering and be accessible by forklift/reach trucks.
- The electrical switch and coin building may need to be relocated depending on the development option pursued. This building contains an IT Bunker that will remain on-site.
- The electrical transfer switch will likely need to be relocated.
- All fleet vehicles, with the exception of buses, are consolidated to one location on the site. This will alleviate vehicles causing site congestions.

4.2.2.1 Strategy Strengths and Weaknesses

The strengths and weaknesses of Phase 2 are identified below.

Strengths

- Strategies accommodate all of the projected space needs for the 10-year future.
- All site plans separates traffic flows: buses, fleet vehicles and staff vehicles have distinct flows through the yard.
- Bus access to the site will be through a dedicated entrance. This separate flow of traffic should help with site safety.
- Site features one-way traffic flow. Vehicles enter the site at the North-West corner of the site and exit at the Southern portion of the site.
- Laydown for the yard has been consolidated for all departments. This allows for efficient space sharing between departments and should support more accurate equipment/parts/supply tracking. It is recommended that the District explore storage racking solutions and supply tracking software.
- Fuel island has been located at the South portion of the site and is accessible by all fleet vehicles. This arrangement allows for multiple vehicles to refuel at once.

Weaknesses:

- Very little room for future expansion (unless vertical). When the District requires additional space to support their services, it is likely that they will need to move to another, larger site or purchase neighboring property.
- The staff and fleet parking zone has no space for growth within Option #1. Additional staff growth will require vertical parking solutions.
- There is **significant risk** associated with the development of a leased site. A long-term lease agreement should be in place before any further planning takes place.

4.3 LAGOON ROAD SITE

Site	Phase 1 Strategy	Phase 2 Strategy
Lagoon Road	Lagoon Road should be used as a material laydown overflow site. The functions of the 1 staff member should be moved to Mason Road site.	Depending on the overall amount of use the site has seen, the District may be able to divest the property.

4.3.1 PHASE 1 STRATEGY

The Phase 1 strategy for Lagoon Road consists of continuing to use the property as an overflow laydown space. The location of the property is central to the service area and suitable for material and supply storage to support day-to-day operations, special utilities projects and emergency works.

There is currently 1 part time employee working from Lagoon Road. The office building acts as a meeting space for utilities employees working nearby and as a location where residents can pay their utilities bill. Although the nature of the work is low risk, the remoteness of the office and the handling of money presents a potential Occupational Health and Safety concern for a single staff member. As such, a touchdown workstation is programmed for the part-time staff at the renovated Utilities building. SCR D may wish to continue preventative maintenance on this building if at a later date it is determined that this office can be used for alternative purposes.

4.3.2 PHASE 2 STRATEGY

The Phase 2 strategy is contingent on the use of the site throughout the first 5 years. If the site sees regular use of the laydown for materials and supplies, it is recommended that the District maintains the property. Should the District see little use of the property over the next 5-years, it is recommended that the District divest of the property or change its intended use.

As the SCR D online Utility Billing platform continues to gain acceptance, less members of the public are expected to pay their Utility Bills at the Lagoon Road office. This reduces the demand for a part-time employee at the Lagoon Road Office. Furthermore, a single staff member most-often operates the office.

5 CAPITAL COSTING

Class D costing has been performed for each of the identified phases. The assessment has been performed to understand the cost implications of each option at a **conceptual** level. Detailed planning is required for a more robust analysis.

The assessment has been performed using the following assumptions:

- Estimates are program based.
- The following costs have been excluded from the assessment:
- Construction contingency
- Decanting/temporary moves and swing space
- Rental trailers required
- Rental used off-site offices
- Furniture, fixtures and equipment
- IMIT/AV Equipment and software
- Soft costs/professional design fees
- Client project management/administration
- Development cost charges and building permits
- Course of construction insurance
- Off-site infrastructure upgrades
- Costs associated with vehicle/equipment disposal (Mason Road)
- Land acquisition costs
- GST
- Allowances for project escalation have been included. Escalation is based on the net construction costs, current day, stipulated to 1Q2024 and 1Q2029.

The estimated total construction and site costs are shown in the table that follows. The complete assessment has been included within the appendix for reference.

Table 15: Class D costing for each of the identified phases

	Phase 1	Phase 2	Notes
Field Road	\$1,125,000	\$5,715,000	
Mason Road	\$5,707,000	\$25,983,000	All services
	-	\$28,161,000	Expanded site
	-	\$25,468,000	Reduced services
Lagoon Road	-	-	No planned site changes

It can be seen that the capital costs associated with Phase 1 strategy are ~\$6.8 million and Phase 2 range between ~\$31 and ~\$34 million.

6 CONCLUSION

Upon completion of the SCRD Corporate Space and Site Plan study a number of important conclusions can be made surrounding the future of the Field Road Administration building, Mason Road site and Lagoon Road Site. The conclusions are presented by site location.

Field Road Site:

The future expected growth of services supported at the Field Road office will exceed the building's capacity in less than 5-years. Two building accommodation scenarios were explored; both requiring additional building area for staff and support spaces. The Phase 1 strategy explored using the existing facilities (Administration and IT building) and minimizing the required interior renovations to accommodate the required spaces. The outcome of this strategy was that the majority of staff could be accommodated within the existing two facilities with the exception of the Parks staff, individual offices for directors and a number of support spaces. The following points can summarize the Phase 1 strategy:

- This option maximizes the current floor plan arrangement by proposing that offices are shared between staff rather than the majority being occupied by a single person. Only staff that functionally require a single office have been allocated one.
- Not all required spaces could be accommodated within the existing building. Not all of the estimated staff could be accommodated within the existing building footprint. This option relies on two sea-cans (1 for the emergency radio room, and 1 for long-term file storage) and a modular office trailer for Parks staff (to be located at Mason Road site). In addition, there is approx. 125m² (195 building gross square meters) of support space that has not been allocated.
- The IT building and Dogwood Meeting room remain functional within this option. The long-term file storage within the IT building should be renovated to become office space to support the GIS department.
- The estimated capital cost associated with this strategy is ~\$1.125 million.

The Phase 2 Field Road Administration strategy considers more permanent measures in which a complete interior renovation is undertaken to transform the office into an open office environment. The outcome of this strategy was that a complete interior renovation still does not meet the staff and space requirements of the District. This option can be summarized in the following points:

- Requires a complete interior renovation of the Administration building. Temporary swing space for staff will need to be procured for the duration of the renovation.
- This option uses the IT building for staff workspace – this is seen as a disadvantage as this separation increases department fragmentation.
- This option does not meet all of the space requirements for the 10-year future. Approx. 100 m² (150 building gross square meters) of additional space is required to accommodate all of the requirements. This option assumes that the facility functions without 2 breakout rooms, 1-20 person meeting room, an indoor bicycle room, loading/receiving alcove and a dedicated waste room. It is likely that the overage will be more significant with an architectural review of the space.
- The estimated capital cost associated with this strategy is ~\$5.72 million.

Both accommodation strategies indicate that the District will run short of staff space in the future and that the current facilities footprint is not sufficient for the existing service levels. If the District plans to use this facility for the 5+ year future, it is recommended that the district consider moving select services to other locations to help alleviate the congestion. This could be done alongside the development of the Mason Road site. In the short term, we recommend implementing the Phase 1 strategy as soon as possible to alleviate the current overcrowding being experienced.

Mason Road Site:

The development options explored as part of this study are contingent on the District securing a long-term lease for the site or purchasing the Mason Road site. The strategies presented assume that the District continues to use the site for the next 10+ years. The Phase 1 strategy looks to address the most immediate concerns at the site while supporting the long-term vision. This strategy can be summarized into the following points:

- **Transit/Fleet Facility:** Renovate the administration portion of the building to better support staff needs. Renovations include: increase the size of the change rooms, addition of a transit operator workroom and modify the administration workspace.
- **Utilities Facility:** Renovate the 1st and 2nd floor to better accommodate staff requiring workstation space. The second floor will support open workstations and 1 office. This renovation also requires that the District procure a modular office space for field worker change rooms and lunchroom. The modular office structure should be approx. 100m².
- **Parks Hut:** Parks administrative and staff spaces will be provided within a modular structure. The Parks Hut should undergo minor renovations to improve storage capacity and efficiency. Using the entirety of the Parks Hut for storage and workshop space should help reduce the amount of items stored outdoors or within the Parks sea-can.
- **Site:**
 - Remove the un-used parts, equipment and structures. This includes the Sunshine Coast Emergency Planning condemned building and the many vehicles awaiting disposal.
 - Move the utilities laydown space to the South-East portion of the site and convert the existing laydown to staff parking.
 - Consolidate staff parking to one area of the site (where the existing Utilities lay down is located). This requires ground works and site paving.
 - Install a motorized gate on Wigard Road and begin implementing that staff enter from Mason Road and exit the site from the Wigard Road access.

The estimated capital cost associated with this strategy is ~\$5.71 million.

The Phase 2 development option proposes a complete site redevelopment including the addition of a new Utilities and Parks building and the expansion of the transit/fleet facility. Three different site variations have been explored: existing site supporting the existing services, expanded site supporting the existing services, and existing site supporting decreased services. Each of the strategies assumes that the complete site is redeveloped, and each strategy is described below.

- Existing Site, existing services: This option assumes that all existing services are continued into the future from the current site. This option results in the most congested site arrangement with very little room for future expansion. The estimated capital cost associated with this strategy is ~\$26 million.
- Expanded Site, existing services: This option assumes that staff parking is moved to an adjacent site to help reduce site congestion. The feasibility of purchasing adjacent property has not been considered as part of this study. Moving the staff parking offsite results in a site that has room for future expansion and few drawbacks. The estimated capital cost associated with this strategy is ~\$28.2 million.
- Existing Site, reduced services: This option assumes that the District secures land elsewhere to act as a bus depot to aid with cleaning and overnight storage. As the fleet expands there may be a financial justification for a satellite bus depot location. The overall impact of moving buses offsite is additional circulation and less site congestion. The fleet maintenance and repair services would continue from Mason Road. The estimated capital cost associated with this strategy is ~\$25.5 million.

All three Phase 2 site options are feasible. The most complex option is to use the existing site to support the existing services as there is just enough space to meet the requirements. Should the site have any geotechnical or engineering related constraints, this option would likely not be feasible. It is recommended that the city first analyzes their current land lease agreement. Should the District decide to move the site to another location, it should look for property at least 4 acres in size to support the services described within this report.

Lagoon Road Site

The Phase 1 strategy for Lagoon Road consists of continuing to use the property as an overflow laydown space. The location of the property is central to the service area and suitable for material and supply storage to support day-to-day operations, special utilities projects and emergency works.

The Phase 2 strategy is contingent on the use of the site throughout the first 5 years. If the site sees regular use of the laydown for materials and supplies, it is recommended that the District maintains the property. Should the District see little use of the property over the next 5-years, it is recommended that the District divest of the property or change its intended use.

7 Appendix A – Space Standard

The following table provides a summary of space allocations for office spaces. Space allocations have been adopted based on a combination of GOSS, Workplace 2.0, professional judgement and benchmarking studies.

Type	Description	NSM
Open Workstation	Baseline workstation to support full time staff without an immediate need for privacy	6.5
Closed Office	Closed door office with meeting space for up to 2 people.	11.0
Closed Office - Extended	Closed door office with meeting space for 3-5 people.	13.9
Touchdown Workstation	Workstation for nomadic staff	2.5
Breakout Meeting Room	Up to 3-Persons	6.0
Meeting Room	Up to 8-persons	14.0
Meeting Room	Up to 20-persons	35.0
Meeting Room	24+ persons	44.6+1.86m ² /person
Staff Break Rooms	Dining and lounge space for staff	Dependant on number of FTE
Washroom	Universal access washroom	4.6

8 Appendix B – Current staff list

Building	Department	Division	Role	Staff #
Field Road	Office of the CAO	Office of the CAO	CAO	1
Field Road	Office of the CAO	Office of the CAO	Executive Assistant	1
Field Road	Administrative and Legislative Services	Senior Management	Corporate Officer	1
Field Road	Administrative and Legislative Services	Administration	Receptionist	1
Field Road	Administrative and Legislative Services	Administration	Office Assistant	1
Field Road	Administrative and Legislative Services	Administration	Communications Officer	1
Field Road	Administrative and Legislative Services	Legislative	Deputy Corporate Officer	1
Field Road	Administrative and Legislative Services	Legislative	Records Management Coordinator	1
Field Road	Administrative and Legislative Services	Legislative	Records Clerk	1
Field Road	Administrative and Legislative Services	Legislative	Bylaw enforcement Officer	1
Field Road	Administrative and Legislative Services	Legislative	By Law enforcement officer - Part time	2
Field Road	Corporate Services	Senior Management/Admin Asst.	Chief Financial Officer	1
Field Road	Corporate Services	Senior Management/Admin Asst.	Administrative Assistant	1
Field Road	Corporate Services	Asset Management	Manager - Asset Management	1
Field Road	Corporate Services	Asset Management	Asset Management Coordinator	1
Field Road	Corporate Services	Financial Analysis	Financial Analyst	1
Field Road	Corporate Services	Financial Services	Accounts Receivable	1
Field Road	Corporate Services	Financial Services	Accounts payable	1
Field Road	Corporate Services	Financial Services	Revenue technician	1
Field Road	Corporate Services	Financial Services	Accounting technician	2
Field Road	Corporate Services	Financial Services	Finance Clerk	1
Field Road	Corporate Services	Financial Services	Payroll Technician	1
Field Road	Corporate Services	Financial Services	Utility Billing Technician	1
Field Road	Corporate Services	Financial Services	Manager - Financial Services	1
Field Road	Corporate Services	Purchasing and Risk Management	Manager - Purchasing and Risk Management	1
Field Road	Corporate Services	Purchasing and Risk Management	Purchasing Officer	1

Building	Department	Division	Role	Staff #
Field Road	Corporate Services	Purchasing and Risk Management	Buyer	1
Field Road	Corporate Services	IT and GIS	Manager - IT and GIS	1
Field Road	Corporate Services	GIS	GIS Administrator	1
Field Road	Corporate Services	GIS	GIS Technician II	1
Field Road	Corporate Services	GIS	GIS Technician I	1
Field Road	Corporate Services	IT	Senior IT Coordinator	1
Field Road	Corporate Services	IT	Senior Systems Analyst	1
Field Road	Corporate Services	IT	Business Systems Analyst	1
Field Road	Corporate Services	IT	Information Technology and Support	1
Field Road	Corporate Services	IT	IT Technician	1
Field Road	Human Resources	Senior Management	Manager- HR	1
Field Road	Human Resources	HR	HR Advisor	1
Field Road	Human Resources	HR	HR Assistant	1
Field Road	Human Resources	HR	Corporate Safety Officer	1
Field Road	Infrastructure Services	Senior Management/Admin Asst	Administrative Assistant	1
Field Road	Infrastructure Services	Senior Management/Admin Asst	GM - Infrastructure	1
Field Road	Infrastructure Services	Capital Projects	Manager - Capital Projects	1
Field Road	Infrastructure Services	Capital Projects	Utility Engineering Technician	1
Field Road	Infrastructure Services	Utility Services	Manager - Utility Services	1
Field Road	Infrastructure Services	Utility Services	Coordinator	1
Field Road	Infrastructure Services	Utility Services	Utility Engineering Technician	1
Field Road	Infrastructure Services	Utility Services	Utility Engineering Technician	1
Field Road	Infrastructure Services	Utility Services	Environmental Technician	1
Field Road	Infrastructure Services	Utility Services	Operations Technician	1
Field Road	Infrastructure Services	Utility Services	Outreach and Education and Policy Development	1
Field Road	Infrastructure Services	Solid Waste	Manager - Programs	1
Field Road	Infrastructure Services	Solid Waste	Manager - Operations	1
Field Road	Infrastructure Services	Solid Waste	Service Assistant	1
Field Road	Infrastructure Services	Solid Waste	Programs Coordinator	1
Field Road	Planning and Community Development	Senior Management/Admin Asst	Administrative Assistant	1

Building	Department	Division	Role	Staff #
Field Road	Planning and Community Development	Senior Management/Admin Asst	GM - Planning and Community Development	1
Field Road	Planning and Community Development	SC Emergency Planning	SCEP	1
Field Road	Planning and Community Development	SC Emergency Planning	Deputy Coordinator	0
Field Road	Planning and Community Development	Fire Services	Manager - Protective Services	0
Field Road	Planning and Community Development	Fire Services	Fire Chief, GDVFD	0
Field Road	Planning and Community Development	Fire Services	Fire Chief, RCVFD	0
Field Road	Planning and Community Development	Fire Services	Volunteer Fire Chief, EDVFD	0
Field Road	Planning and Community Development	Fire Services	Fire Chief, HBVFD	0
Field Road	Planning and Community Development	Facility Services and Parks	Manager - Facility Services and Parks	1
Field Road	Planning and Community Development	Facility Services and Parks	Assistant/clerk	0
Field Road	Planning and Community Development	Parks	Parks Superintendent	1
Field Road	Planning and Community Development	Parks	Parks Services Assistant	1
Field Road	Planning and Community Development	Planning and Development	Manager - Planning and Development	1
Field Road	Planning and Community Development	Planning and Development	Planning Office Assistant	1
Field Road	Planning and Community Development	Planning and Development	Planning Technician II	1
Field Road	Planning and Community Development	Planning and Development	Senior Planners	2
Field Road	Planning and Community Development	Planning and Development	Parks Planning Coordinator	1
Field Road	Planning and Community Development	Planning and Development	Planner I	2
Field Road	Planning and Community Development	Building Services	Chief Building Official	1
Field Road	Planning and Community Development	Building Services	Building Services Clerk	1
Field Road	Planning and Community Development	Building Services	Building Official I	3
Field Road	Planning and Community Development	Building Services	Building Official II	1
Field Road	Planning and Community Development	Building Services	Senior Building Official	0
Mason Road	Infrastructure Services	Transit/Fleet	Manager - Transit/Fleet	1
Mason Road	Infrastructure Services	Transit/Fleet	Transportation Office Assistant	1

Building	Department	Division	Role	Staff #
Mason Road	Infrastructure Services	Transit/Fleet	Transportation Superintendent	1
Mason Road	Infrastructure Services	Transit/Fleet	Fleet Maintenance Supervisor	1
Mason Road	Infrastructure Services	Transit/Fleet	Autobody Technician, mechanics	5
Mason Road	Infrastructure Services	Transit/Fleet	Fleet Maintenance Assistant	1
Mason Road	Infrastructure Services	Transit/Fleet	Transit office Support and Dispatch	2
Mason Road	Infrastructure Services	Transit/Fleet	Transit drivers (Total of 39 drivers mix of PT and casual) Up to 17 working at a time.	17
Mason Road	Infrastructure Services	Transit/Fleet	Transit assistants	2
Mason Road	Infrastructure Services	Utility Services	Utility Operations Superintendent	1
Mason Road	Infrastructure Services	Utility Services	Utility Coordinator	3
Mason Road	Infrastructure Services	Utility Services	Utility Operator, and Pipe Layers	15
Mason Road	Infrastructure Services	Utility Services	SCADA Techs	2
Mason Road	Infrastructure Services	Utility Services	Utility Technician	6
Mason Road	Infrastructure Services	Utility Services	Waterworks Office Assistant	1
Mason Road	Infrastructure Services	Utility Services	Utility Operations Assistant	1
Mason Road	Planning and Community Development	Building Services	Facility Services Coordinator	1
Mason Road	Planning and Community Development	Building Services	Facility Services Technician	2
Mason Road	Planning and Community Development	Building Services	Facilities Maintenance Technician	1
Mason Road	Planning and Community Development	Building Services	Facility Services Supervisors	3
Mason Road	Planning and Community Development	Parks	Parks Operation Coordinator	2
Mason Road	Planning and Community Development	Parks	Parks Supervisor	1
Mason Road	Planning and Community Development	Parks	Parks Operations technicians	2
Mason Road	Planning and Community Development	Parks	Parks Workers	4

9 Appendix C – Current Fleet Vehicles

Figure 12: List of all SCRD licensed vehicles that are serviced by the Fleet division.

Division	Count
Animal Control	1
BC Transit	22
Building Dept.	2
Building Maintenance	1
Bylaw	1
Dakota Ridge	2
Egmont VFD	7
Fleet Maintenance	3
GVFD	8
HBVFD	8
Information Services	1
North Pender Utilities	1
Parks	14
Pender Harbour Landfill	1
Planning	1
Public Transit	3
RCVFD	6
Recreation	2
SCEP	4
Sechelt Landfill	2
Shared - Mason Road Gate	1
South Pender Utilities	2
Utilities	22
Total	115

10 Appendix D – Space Lists

Field Road Office – 10 Years (Long term)

Department	Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Office of the CAO	Private Office	11.0	0	0.0	Private office, acoustically separated, workstation and file storage area.
Office of the CAO	Private Office - Extended	13.9	1	13.9	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Office of the CAO	Open Workstation	6.5	1	6.5	Large open workstation with space for 1 workstation and file storage.
Office of the CAO	Touchdown	3.0	0	0.0	Touchdown workstation with space for 1 part time/visiting staff member.
Administrative and Legislative Services	Private Office	11.0	1	11.0	Private office, sound insulated, workstation and file storage area.
Administrative and Legislative Services	Private Office - Extended	13.9	0	0.0	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Administrative and Legislative Services	Open Workstation	6.5	12	78.0	Large open workstation with space for 1 workstation and file storage.
Administrative and Legislative Services	Touchdown	3.0	2	6.0	Touchdown workstation with space for 1 part time/visiting staff member.
Corporate Services	Private Office	11.0	4	44.0	Private office, sound insulated, workstation and file storage area.
Corporate Services	Private Office - Extended	13.9	1	13.9	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Corporate Services	Open Workstation	6.5	23	149.5	Large open workstation with space for 1 workstation and file storage.
Corporate Services	Touchdown	3.0	2	6.0	Touchdown workstation with space for 1 part time/visiting staff member.
Human Resources	Private Office	11.0	1	11.0	Private office, sound insulated, workstation and file storage area.
Human Resources	Private Office - Extended	13.9	1	13.9	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Human Resources	Open Workstation	6.5	2	13.0	Large open workstation with space for 1 workstation and file storage.
Human Resources	Touchdown	3.0	0	0.0	Touchdown workstation with space for 1 part time/visiting staff member.

Department	Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Infrastructure Services	Private Office	11.0	4	44.0	Private office, sound insulated, workstation and file storage area.
Infrastructure Services	Private Office - Extended	13.9	1	13.9	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Infrastructure Services	Open Workstation	6.5	16	104.0	Large open workstation with space for 1 workstation and file storage.
Infrastructure Services	Touchdown	3.0	2	6.0	Touchdown workstation with space for 1 part time/visiting staff member.
Planning and Community Development	Private Office	11.0	3	33.0	Private office, sound insulated, workstation and file storage area.
Planning and Community Development	Private Office - Extended	13.9	0	0.0	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Planning and Community Development	Open Workstation	6.5	18	117.0	Large open workstation with space for 1 workstation and file storage.
Planning and Community Development	Touchdown	3.0	4	12.0	Touchdown workstation with space for 1 part time/visiting staff member.
Directors	Private Office	11.0	2	22.0	Private office, sound insulated, workstation and file storage area.
Administrative and Legislative Services	Records Long-Term Storage Room	10.0	1	10.0	Includes compact rolling shelving. IT Building
Administrative and Legislative Services	Records Active File Storage	20.0	1	20.0	Includes touchdown workstation for records staff, secured file cabinet/closet and shelving for active file storage. Assume fixed shelving units.
Corporate Services	IT Workbench	5.0	1	5.0	Workbench within the IT department that supports basic IT repairs/maintenance as well as the staging/assembly of electronic equipment. Should be located adjacent to the IT workstations.
Infrastructure Services	Infrastructure Workroom	14.0	1	14.0	Workroom dedicated to the Infrastructure department to support project delivery. This space should feature a large open table, presentation monitor and a drawing table.
Infrastructure Services	Storage Room	8.0	1	8.0	Dedicated space for the storage of Infrastructure field gear and monitoring equipment.

Department	Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Planning and Community Development	Planning Workroom	14.0	1	14.0	Workroom dedicated to the Planning department to support project delivery. This space should feature a large open table, presentation monitor and a drawing table.
Planning and Community Development	Emergency - Radio Room	12.0	1	12.0	Room dedicated to emergency response radio equipment.
Planning and Community Development	Emergency - First Aid Room	10.0	1	10.0	First Aid room as per WCB requirements.
Support	Breakout Room, cap.3	6.0	6	36.0	Small meeting space for up to 3 people. Should be used for private/sensitive conversations. Breakout rooms should be dispersed throughout the open workstation areas. Requires presentation equipment and connectivity.
Support	Meeting Room, cap.8	14.0	2	28.0	Meeting room for up to 8 people. Requires presentation equipment and connectivity.
Support	Meeting Room, cap.20	35.0	2	70.0	Meeting room for up to 20 people. Requires presentation equipment and connectivity.
Support	Meeting Room, cap.60	112.0	1	112.0	Meeting room for up to 60 people. Requires presentation equipment and connectivity. This space should be configured to support district council meetings.
Support	Business Centre	15.0	2	30.0	Photocopier/scanner room with storage of office supplies. It is expected that one of this spaces include a plotter.
Support	Break Room/Staff Lounge	40.0	1	40.0	Staff support room, which includes kitchen equipment, table space for up to 20 persons.
Support	Change room, Men's	25.5	1	25.5	Showers (2), lockers (20), change area, toilets (2), sink (2)
Support	Change room, Female	25.5	1	25.5	Showers (2), lockers (20), change area, toilets (2), sink (2)
Support	Bicycle Locker	15.0	1	15.0	Indoor space able to support up to ~20 bicycles. This space should be directly accessible to the staff circulation and outdoor parking area.
Support	Loading/Receiving Alcove	8.0	1	8.0	Holding space for packages and mail. Should be adjacent to reception and the lobby.

Department	Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Support	Lobby	90.1	1	90.1	Includes 6 reception desks, seating for up to 15 people. The lobby should have direct access to the facility entrance and public non-gendered washrooms.
Support	Public Meeting Room	14.0	1	14.0	Meeting space for conversations with the public, directly adjacent to the lobby.
Support	Vestibule	5.0	1	5.0	Facility vestibule to aid in maintaining temperature differentials between the indoor and outdoor environments.
Support	Server Room	12.0	1	12.0	Server room capable of supporting up to three server racks. This space should be adequately ventilated and feature temperature monitoring equipment.
Support	Waste, Recycle Area	9.0	1	9.0	Dedicated space for the storage of waste and recycling prior to being removed from the facility. This space could also support de-boxing and packing.
Support	Washrooms	4.6	6	27.6	Unisex, accessible washrooms. Washrooms should be equally spaced throughout the facility.
Support	Sprinkler	6.7	1	6.7	Mechanical space to support the sprinkler system.
Support	IT Closet	3.0	1	3.0	IT closet for decentralized hardware.
Support	Elec. Closet	9.0	1	9.0	Electrical closet.

Indoor Subtotal 1378.0
Indoor Component Gross 413.4 30% gross factor
CGSM 1791.3

Outdoor Support	Staff Parking	32	84	2688.0	Assumes 90% of staff drive to work daily. Staff parking stalls should be identified.
Outdoor Support	Fleet Parking	30	10	300.0	Visiting district staff and fleet vehicles parking allowance. Fleet parking stalls should be identified.
Outdoor Support	Public Parking	32	15	480.0	Assumes 15 spaces are dedicated to the public.
Outdoor Support	Staff Drop off Zone	75	1	75.0	Drop off zone for public and staff members. Should directly access building circulation.
Outdoor Support	Maintenance Shed	10	1	10.0	Outdoor maintenance shed for the storage of grounds equipment and supplies. Salt should be stored within this structure.

Department	Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Outdoor Support	Outdoor Patio Space	30	1	30.0	Outdoor patio space for the staff. Space should feature seating and a barbeque.

Outdoor Subtotal 3583.0
 Outdoor Major Circulation 4299.5
CGSM 7882.5

TOTAL SITE (sqm) 9673.8
TOTAL SITE (acres) 2.39

Transit/Fleet Building - 10 Years (Long term)

Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Private Office	11.0	3	33.0	Private office, acoustically separated, workstation and file storage area.
Private Office - Extended	13.9	0	0.0	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Open Workstation	6.5	6	39.0	Large open workstation with space for 1 workstation and file storage.
Touchdown	3.0	4	12.0	Touchdown workstation with space for 1 part time/visiting staff member.
Maintenance Bays, Heavy Duty	91.5	6	549.0	Maintenance bays for the repairs and maintenance of buses and fire trucks. Each bay requires a hydraulic lifting system. Services (compressed air, electrical and exhaust venting) should be provided by overhead lines.
Maintenance Bay, Light Duty	33.5	1	33.5	Maintenance bay for light duty vehicles (cars and pickups). Bay requires a hydraulic lift and access to overhead services.
Wash Bay, Heavy Duty	130.0	0	130.0	Dedicated bay for the cleaning of fleet vehicles. Space should be sized for buses and fire truck. Bay should be walled and separate from the maintenance bays.
Parts and Supply Storage	65.0	1	65.0	To support the inventory of commonly used parts and supplies required for the maintenance and repair of light, medium and heavy duty vehicles.
Equipment Storage	25.0	1	25.0	Storage space for mobile shop equipment: welders, threaders, compressors, jacks, hand tools etc.
Transit Workroom	18.0	1	18.0	Space dedicated for transit drivers to check in and log hours/safety checks. Space should be easily accessible from the bus parking area and located on the ground level.
Meeting Room, cap.20	35.0	1	35.0	Meeting room for up to 20 people. Requires presentation equipment and connectivity.

Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Breakout Room, cap. 3	6.0	1	6.0	Small meeting space for up to 3 people. Should be used for private/sensitive conversations. Breakout rooms should be dispersed throughout the open workstation areas. Requires presentation equipment and connectivity.
Business Centre	10.0	1	10.0	Photocopier/scanner room with storage of office supplies.
Change room, Male	25.5	1	25.5	Showers (2), lockers (20), change area, toilets (2), sink (2)
Change room, Female	23.2	1	23.2	Showers (2), lockers (15), change area, toilets (2), sink (2)
Break Room/Staff Lounge	25.0	1	25.0	Staff support room, which includes kitchen equipment, table space for up to 15 persons.
Vestibule	5.0	1	5.0	Facility vestibule to aid in maintaining temperature differentials between the indoor and outdoor environments.
Lobby	10.0	1	10.0	Small facility entrance area with public information and an alcove for package delivery.
Server Closet	3.0	1	3.0	Closet dedicated to IT hardware.
Maintenance Closet	4.0	1	4.0	Maintenance storage area for general facility maintenance equipment and supplies.
Washrooms	4.6	2	9.2	Unisex and accessible washrooms

Indoor Subtotal 1060.4
Indoor Component Gross 212.1 20% gross factor
CGSM 1272.5

Transit Fleet Parking, Heavy Duty	64.0	9	576	Nova - 12.192m Long x 2.59m Wide. WB19 Tracking. Includes vehicle site circulation and space for electric charging stations.
Transit Fleet Parking, Medium Duty	54.0	6	324	Grande West - 10.5m Long x 2.5m Wide. WB19 Tracking. Includes vehicle site circulation and space for electric charging stations.
Transit Fleet Parking, Light Duty	36.0	6	216	Arboc - 7.239m Long x 2.438m Wide. WB19 tracking. Includes vehicle site circulation and space for electric charging stations.
Staff Parking	30.0	40	1200	Staff parking area, includes vehicle circulation. Assume 10% of parking spaces are equipped with electric charging stations.

Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Laydown space	100.0	1	100	Dedicated laydown space for the storage of parts and supplies that do not need to be stored indoors. Assume that this space has outdoor pallet racking. This area could also be used to store transit/fleet sea-cans.
Building Apron for Maintenance Bays	529.5	1	530	Yard area allowance for bus and fire truck apron. This space is required for the turning radii of the large fleet vehicles into the maintenance bays.
Fuel Island	130.0	1	130	Gasoline and diesel fuel pumping station. Includes vehicle circulation.

Outdoor Subtotal 3076
 Major Site Circulation 3478
CGSM 6554

Utilities Building - 10 Years				
Private Office	11.0	1	11.0	Private office, acoustically separated, workstation and file storage area.
Private Office - Extended	13.9	0	0.0	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Open Workstation	6.5	7	45.5	Large open workstation with space for 1 workstation and file storage.
Touchdown	3.0	2	6.0	Touchdown workstation with space for 1 part time/visiting staff member.
Parts & Supply Storage	195.0	1	195.0	Storage space for commonly used utility maintenance and repair parts and supplies. Area should feature fixed shelving and racks.
Equipment Supply	65.0	1	65.0	Storage space for commonly used utility maintenance and repair parts and supplies. Area should feature fixed shelving and racks.
Open Workstation	6.5	4	26.0	Large open workstation with space for 1 workstation and file storage.
Building Services Garage	65.0	1	65.0	Dedicated building services space with supply and equipment storage as well as basic carpentry equipment. This space should be the central building service meeting space for the team.

Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Meeting Room, cap. 20	35.0	1	35.0	Meeting room for up to 20 people. Requires presentation equipment and connectivity.
Breakout Room, cap. 3	6.0	1	6.0	Small meeting space for up to 3 people. Should be used for private/sensitive conversations. Breakout rooms should be dispersed throughout the open workstation areas. Requires presentation equipment and connectivity.
Change room, Male	25.5	1	25.5	Showers (2), lockers (20), change area, toilets (2), sink (2)
Change room, Female	12.7	1	12.7	Showers (1), lockers (10), change area, toilets (1), sink (1)
Break Room/Staff Lounge	30.0	1	30.0	Staff support room, which includes kitchen equipment, table space for up to 15 persons.
Vestibule	5.0	1	5.0	Facility vestibule to aid in maintaining temperature differentials between the indoor and outdoor environments.
Lobby	14.0	1	14.0	Small facility entrance area with public information and an alcove for package delivery.
Server Closet	4.0	1	4.0	Closet dedicated to IT hardware.
Maintenance Closet	4.0	1	4.0	Maintenance storage area for general facility maintenance equipment and supplies.
Washrooms	4.6	2	9.2	Unisex and accessible washrooms

Indoor Subtotal 558.9
Indoor Component Gross 111.8 20% gross factor
CGSM 670.7

Fleet Parking, Medium Duty	54.0	6	324	Fleet parking area for all medium duty utilities fleet vehicles. Assumes that all fleet vehicles are returned to the yard each night.
Fleet Parking, Light Duty	36.0	20	720	Fleet parking area for all light duty utilities fleet vehicles. Assumes that all fleet vehicles are returned to the yard each night.
Staff Parking	30.0	20	600	Assumes 100% of the staff drive to work daily. 10% of the staff parking stalls should feature electric charging infrastructure.

Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Laydown space	850.0	1	850	Dedicated laydown storage area to support bulk storage (large oversized items such as pipe spools and valves) and covered outdoor storage for light sensitive stock.
Aggregate storage	36.0	5	180	Outdoor aggregate storage bins composed of 4x4 Lock blocks. Assume a total of 5 bays for aggregate storage. Bays should be located such that aggregate drop off and pick up causes minimal site congestion.

Outdoor Subtotal 2674.0
 Major Site Circulation 2675.8
CGSM 5349.8

Parks Facility - 10 years				
Private Office	11.0	1	11.0	Private office, acoustically separated, workstation and file storage area.
Private Office - Extended	13.9	0	0.0	Private office with space for meetings with up to 3 people, workstation and file storage area. Acoustically separated.
Open Workstation	6.5	2	13.0	Large open workstation with space for 1 workstation and file storage.
Touchdown	3.0	1	3.0	Touchdown workstation with space for 1 part time/visiting staff member.
Workshop and Parts Supply	195.0	1	195.0	Workshop area for basic carpentry equipment, parts and supplies. This space should also support storage for commonly used parts and supplies. Workshop should be directly adjacent to administration spaces such as the office and workstations.
Business Centre	6.0	1	6.0	Space for the photocopier and office supplies.
Change room, Male	14.0	1	14.0	Showers (1), lockers (10), change area, toilets (1), sink (1)
Change room, Female	10.0	1	10.0	Showers (1), lockers (4), change area, toilets (1), sink (1)
Meeting Room/Staff Lounge	20.0	1	20.0	Meeting room/staff lounge for up to 10 people. Requires presentation equipment and connectivity as well as basic kitchen equipment.

Space Name	Space Size (NSM)	Qty.	Total Area (NSM)	Notes
Vestibule	5.0	1	5.0	Facility vestibule to aid in maintaining temperature differentials between the indoor and outdoor environments.
Server Closet	4.0	1	4.0	Closet dedicated to IT hardware.
Maintenance Closet	4.0	1	4.0	Maintenance storage area for general facility maintenance equipment and supplies.
Washrooms	4.6	2	9.2	Unisex and accessible washrooms

Indoor Subtotal 294
Indoor Component Gross 59 20% gross factor
CGSM 353

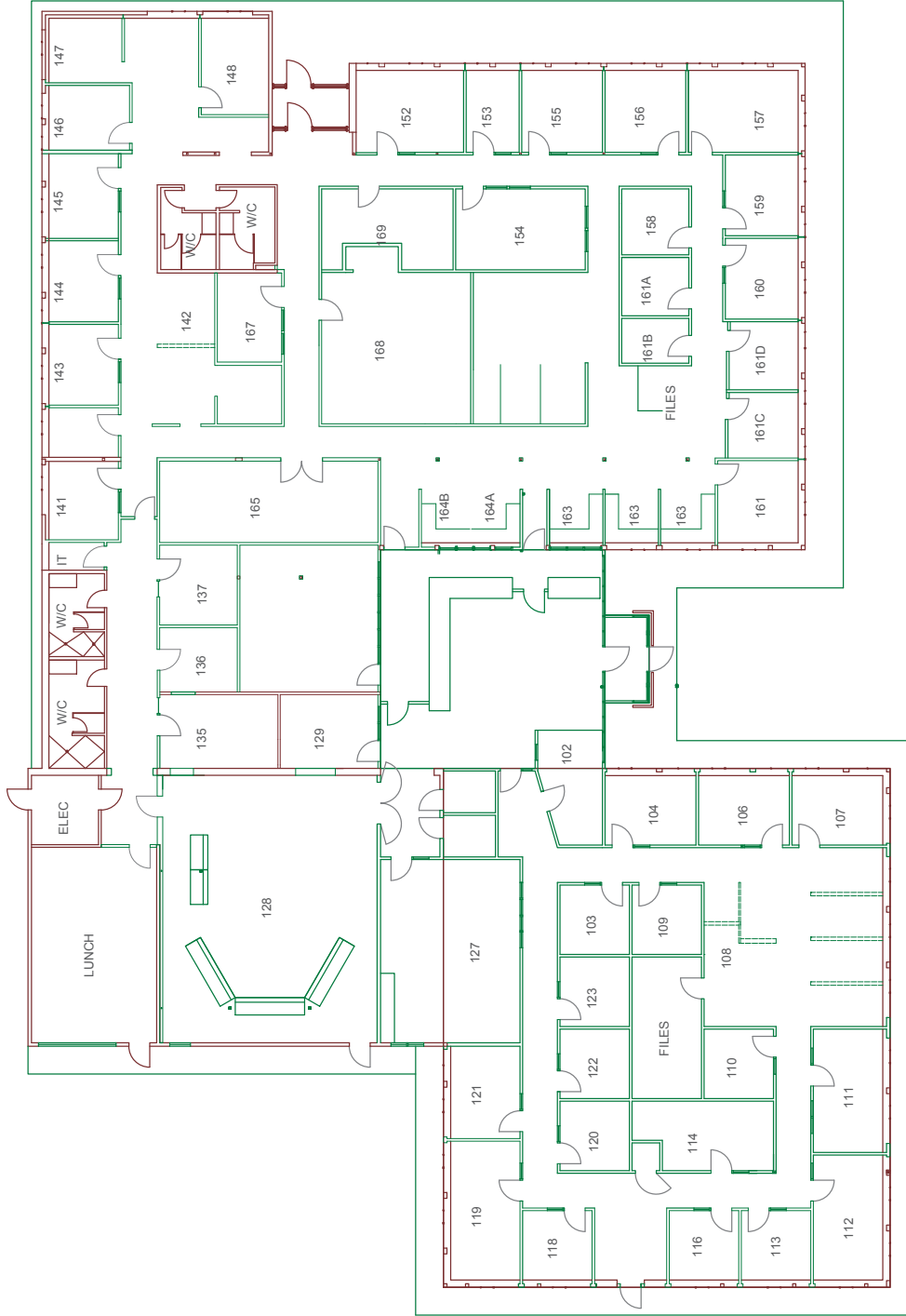
Fleet Parking	36.0	15	540	Fleet parking area. Includes parking for Piston Bully in the Summer time and trailers
Staff Parking	30.0	8	240	Assumes 100% of the staff drive to work daily. 10% of the staff parking stalls should feature electric charging infrastructure.
Laydown space	150.0	1	150	



Outdoor Subtotal 930
Major Site Circulation 1026
CGSM 1956

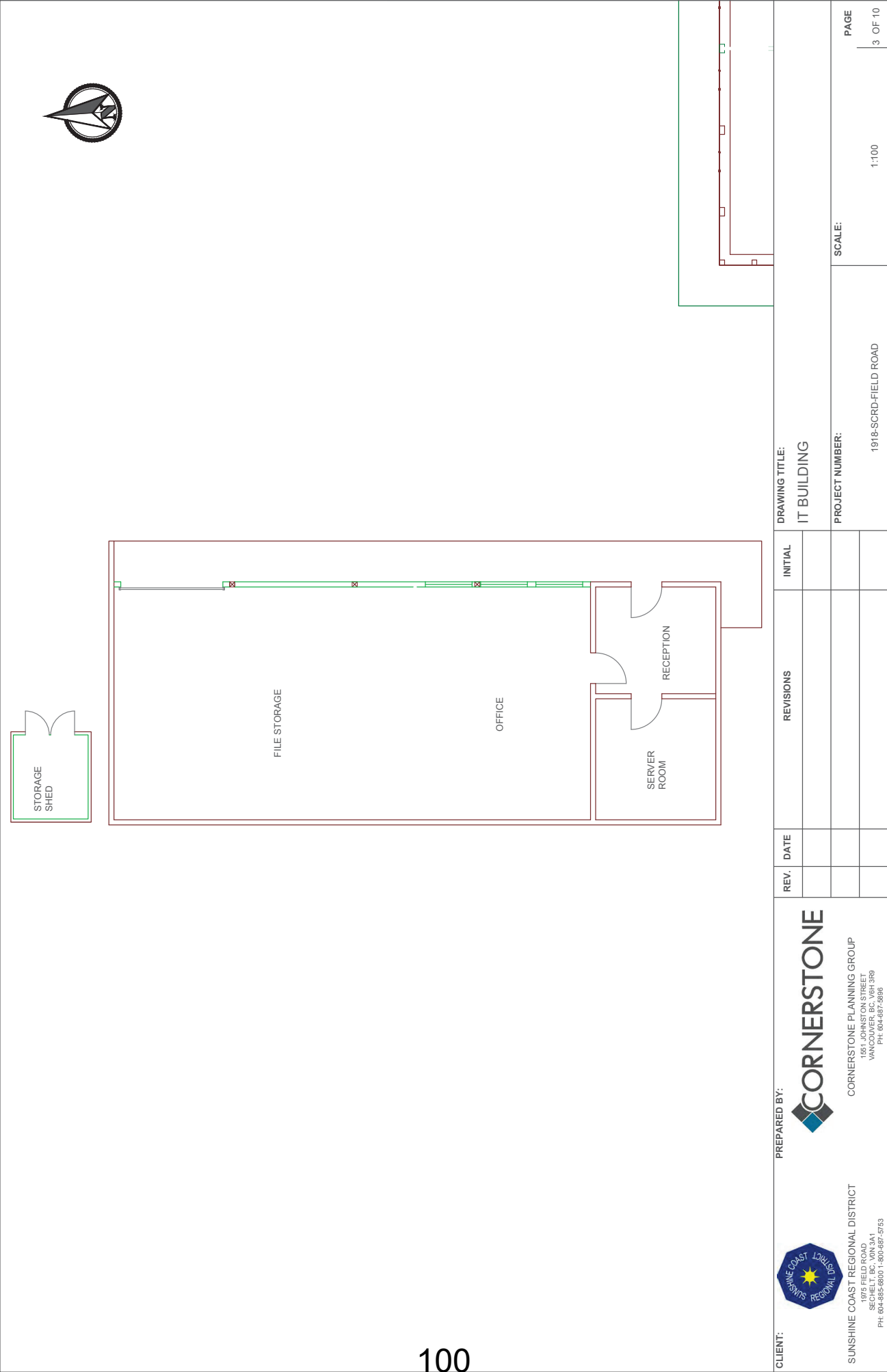
TOTAL SITE (sqm) 16156.4
TOTAL SITE (acres) 4.0



11 Appendix E – Field Road Site and Facility Drawings

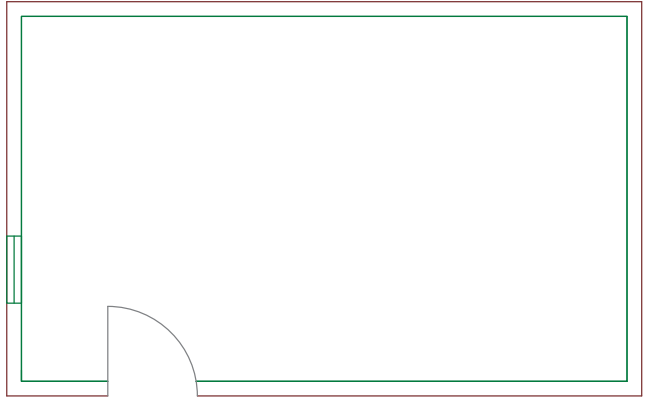






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						1918-SCRD-FIELD ROAD		1:200			











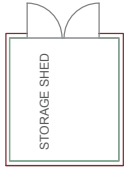
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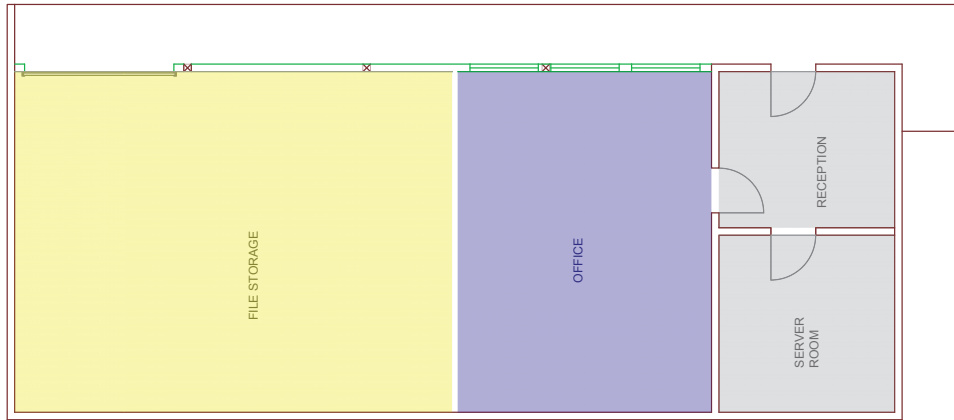
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LEGEND		
	ADMIN. AND LEGISLATIVE	77 m ²
	STAFF SUPPORT	283 m ²
	CORPORATE	185 m ²
	HUMAN RESOURCES	31 m ²
	INFRASTRUCTURE	115 m ²
	PLANNING & COMMUNITY	237 m ²
	OFFICE OF CAO	28 m ²
	BUILDING SUPPORT	159 m ²
	CIRCULATION	367 m ²
	COMPONENT GROSS FACTOR	160 m ²
TOTAL		1652 m ²











LEGEND		
	CORPORATE	36 m ²
	BUILDING SUPPORT	13 m ²
	STAFF SUPPORT	62 m ²
COMPONENT GROSS FACTOR		47.5 m ²
TOTAL		158.5 m ²





<div><div></div><div>SUNSHINE COAST REGIONAL DISTRICT 10000 HIGHWAY 1 SECHTEL, BC V8N 3A1 PH: 604-885-6800 1-800-687-5753</div></div>	<div><div></div><div>CORNERSTONE CORNERSTONE PLANNING GROUP 1451 JOHNSTON STREET VANCOUVER, BC V6H 3R9 PH: 604-487-5896</div></div>	REV.	DATE	REVISIONS	INITIAL	DRAWING TITLE: IT BUILDING - DEPARTMENT MAP	SCALE: PROJECT NUMBER: 1918-SCRD-FIELD ROAD	PAGE 6 OF 10	
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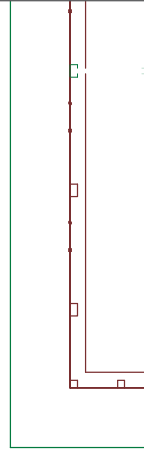
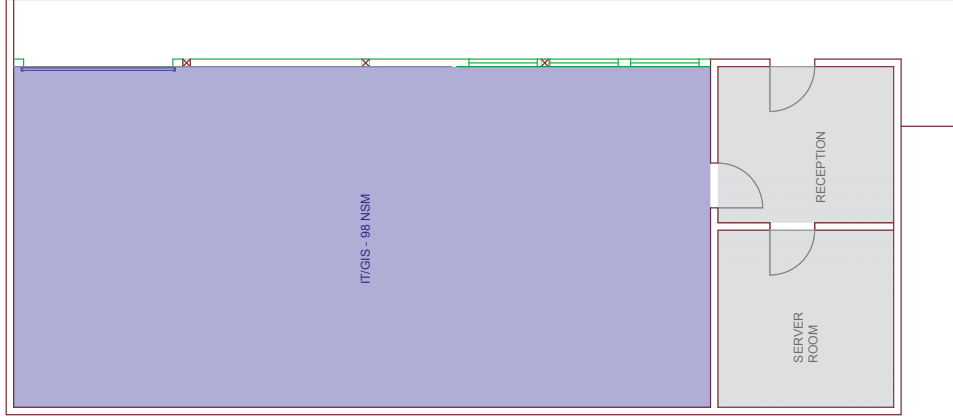
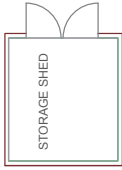




1. LONG-TERM STORAGE IS IN SEA CAN.
2. PARKS NEEDS TO BE LOCATED IN A TEMPORARY TRAILER.
3. NO WORKROOM FOR PLANNING OR INFRASTRUCTURE.
4. RADIO ROOM NEEDS TO BE ACCOMMODATED IN TEMPORARY TRAILER.
5. MEETING SPACES:
 - BREAKOUT ROOM - $\frac{3}{8}$
 - CAP 8 - $\frac{2}{2}$
 - CAP 20 - $\frac{2}{2}$
 - CAP 60 - $\frac{1}{1}$
 - PUBLIC - $\frac{1}{1}$
6. NO INDOOR BIKE LOCKER.
7. NO LOADING RECEIVING ZONE IN LOBBY.
8. NO WASTE/RECYCLING AREA.

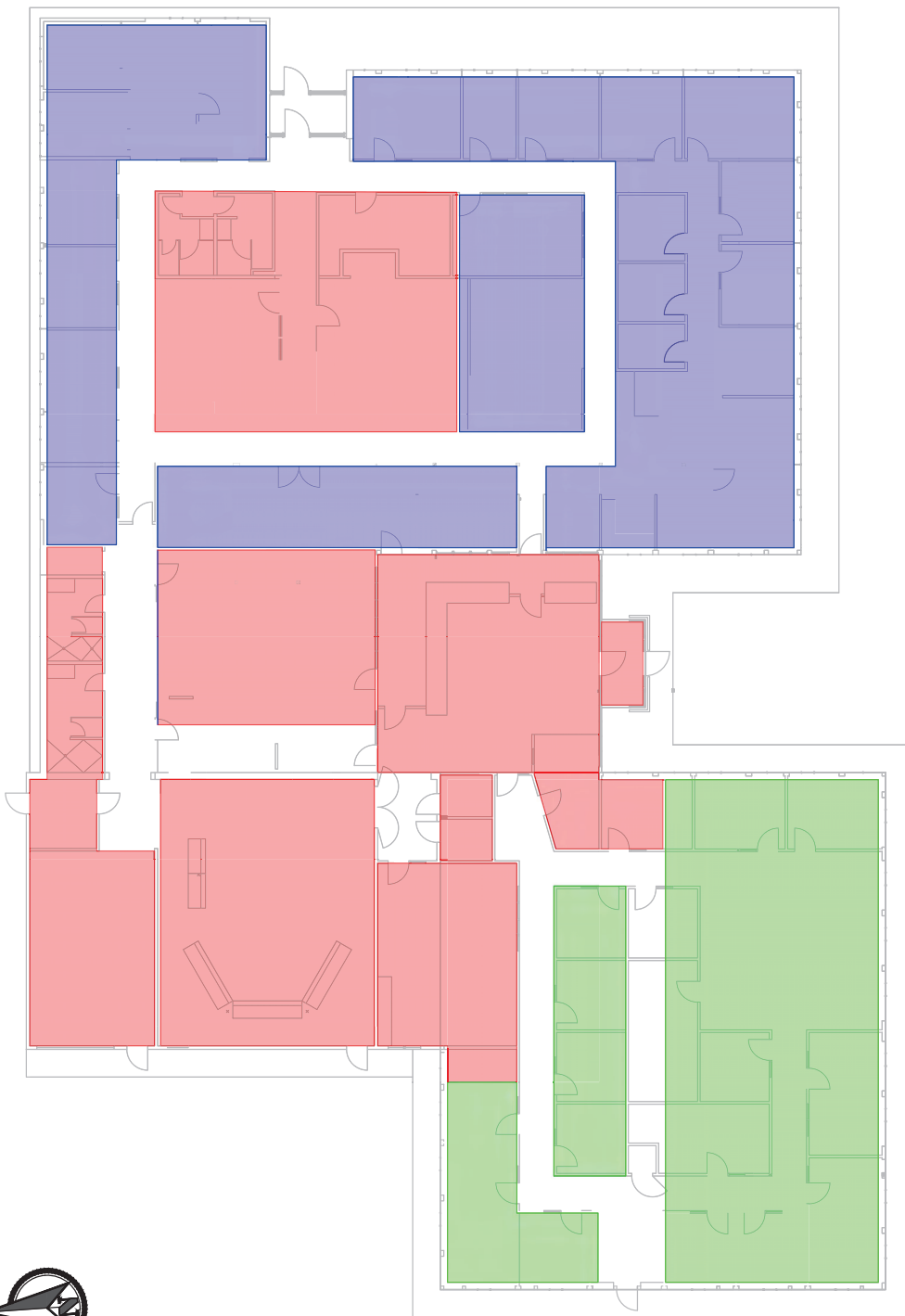
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	CORPORATE
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	INFRASTRUCTURE
	PLANNING & COMMUNITY
	OFFICE OF CAO
	BUILDING SUPPORT






LEGEND	
	CORPORATE
	BUILDING SUPPORT

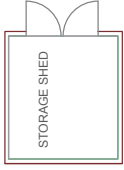




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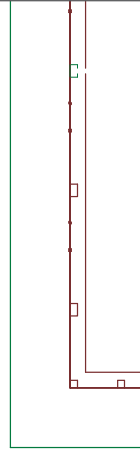
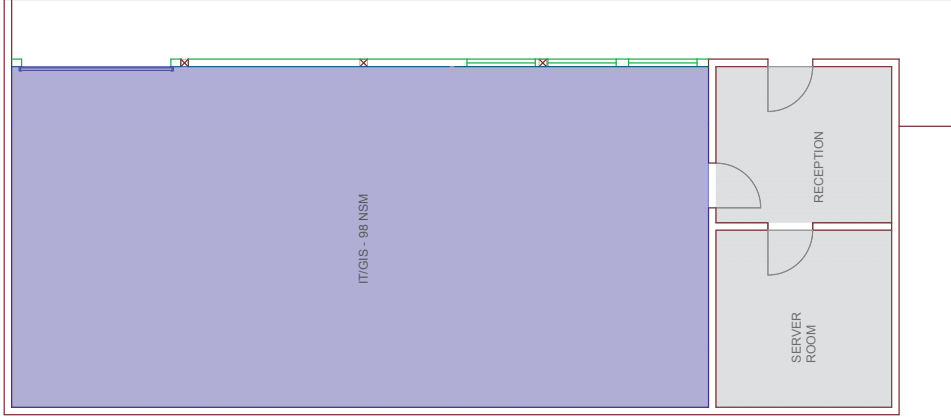




LEGEND	
	SUPPORT SPACE - MEETING, STAFF AND BUILDING SUPPORT
	ADMIN, CORPORATE, OFFICE OF CAO
	PLANNING (NO FIRE STORAGE ROOMS), INFRASTRUCTURE, HR

REV.	DATE	REVISIONS	INITIAL	DRAWING TITLE:	PROJECT NUMBER:	SCALE:	PAGE
				FIELD ROAD ADMINISTRATION BUILDING - 10-YEAR STRATEGY			9 OF 10
					1918-SCRD-FIELD ROAD	1:200	



LEGEND	
	CORPORATE
	BUILDING SUPPORT




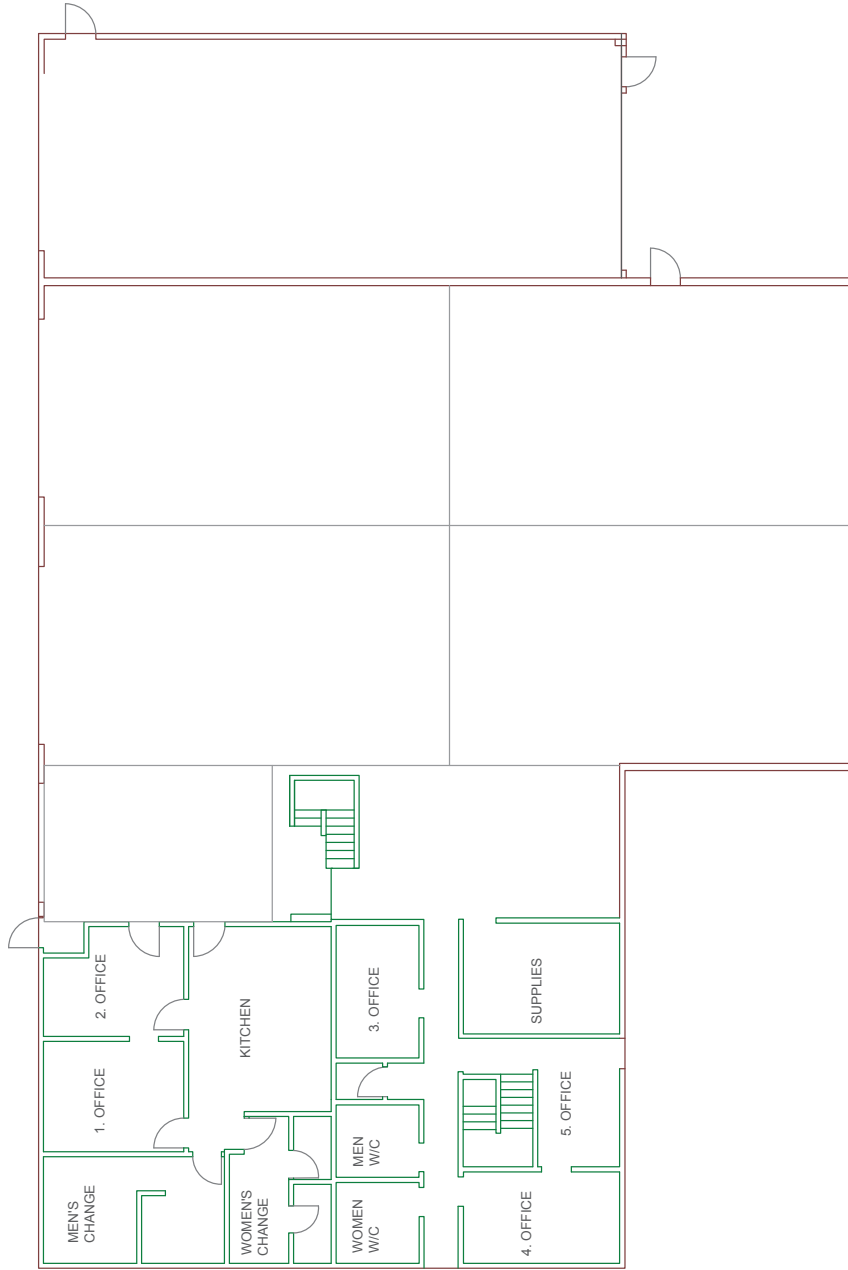
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12 Appendix F – Mason Road Site and Facility Drawings

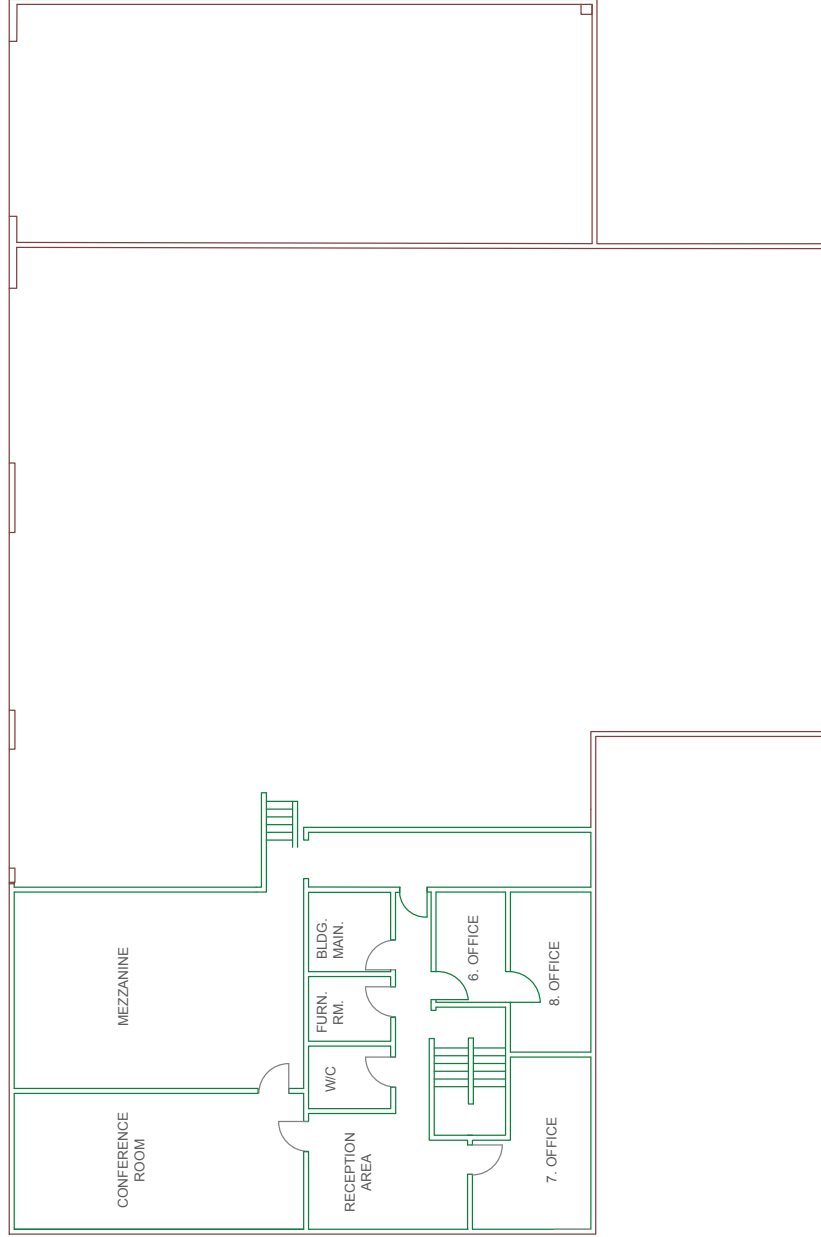




DRAWING SCHEDULE	PAGE NO.
TRANSIT/FLEET BUILDING - 1ST FLOOR - EXISTING	2
TRANSIT/FLEET BUILDING 2ND FLOOR - EXISTING	3
TRANSIT/FLEET BUILDING MEZZANINE - EXISTING	4
UTILITIES BUILDING 1ST FLOOR - EXISTING	5
UTILITIES BUILDING 2ND FLOOR - EXISTING	6
PARKS QUONSET HUT - EXISTING	7
TRANSIT/FLEET FACILITY 1ST FLOOR - DEPT MAP	8
TRANSIT/FLEET FACILITY 2ND FLOOR - DEPT MAP	9
UTILITIES BUILDING 1ST FLOOR - DEPT MAP	10
UTILITIES BUILDING 2ND FLOOR - DEPT MAP	11
PARKS QUONSET HUT - DEPT MAP	12
MASON ROAD SITE PLAN - 5 YEAR	13
TRANSIT/FLEET FACILITY - 1ST FLOOR - 5 YEAR STRATEGY	14
TRANSIT/FLEET FACILITY - 2ND FLOOR - 5 YEAR STRATEGY	15
UTILITIES BUILDING - 1ST FLOOR - 5 YEAR STRATEGY	16
UTILITIES BUILDING - 2ND FLOOR - 5 YEAR STRATEGY	17
UTILITIES TEMPORARY TRAILER - 5 YEAR PLAN	18
MASON ROAD SITE PLAN - 10 YEAR - ALL SERVICES	19
MASON ROAD SITE PLAN - 10 YEAR - REDUCED SERVICES	20
MASON ROAD SITE PLAN - 10 YEAR - EXPANDED SITE	21
TRANSIT/FLEET FACILITY - 1ST FLOOR - 10 YEAR STRATEGY	22
TRANSIT/FLEET FACILITY - 2ND FLOOR - 10 YEAR STRATEGY	23

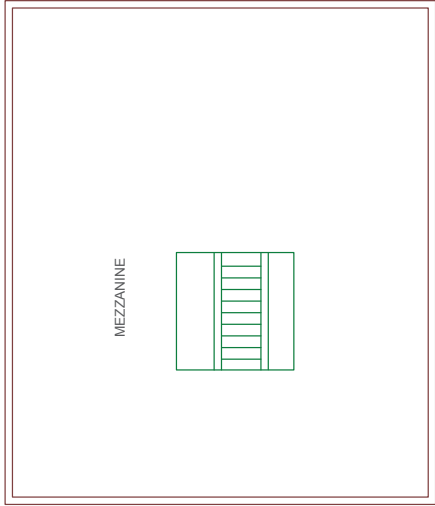
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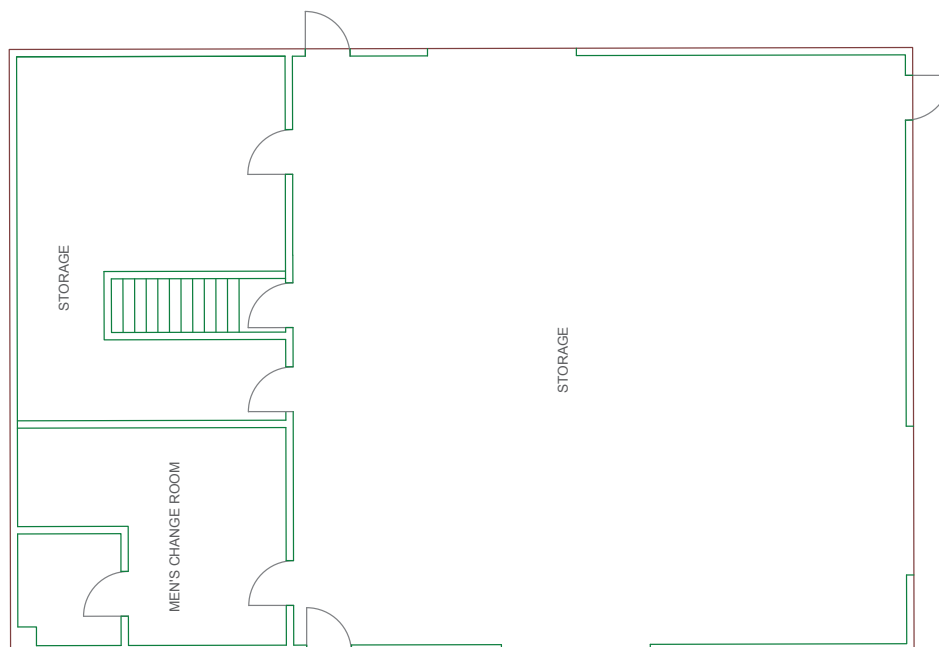
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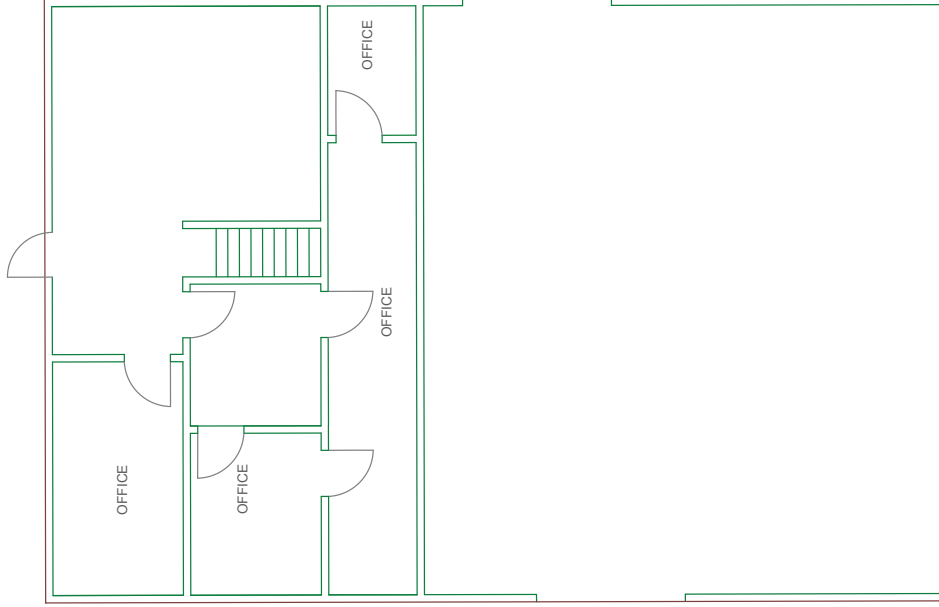




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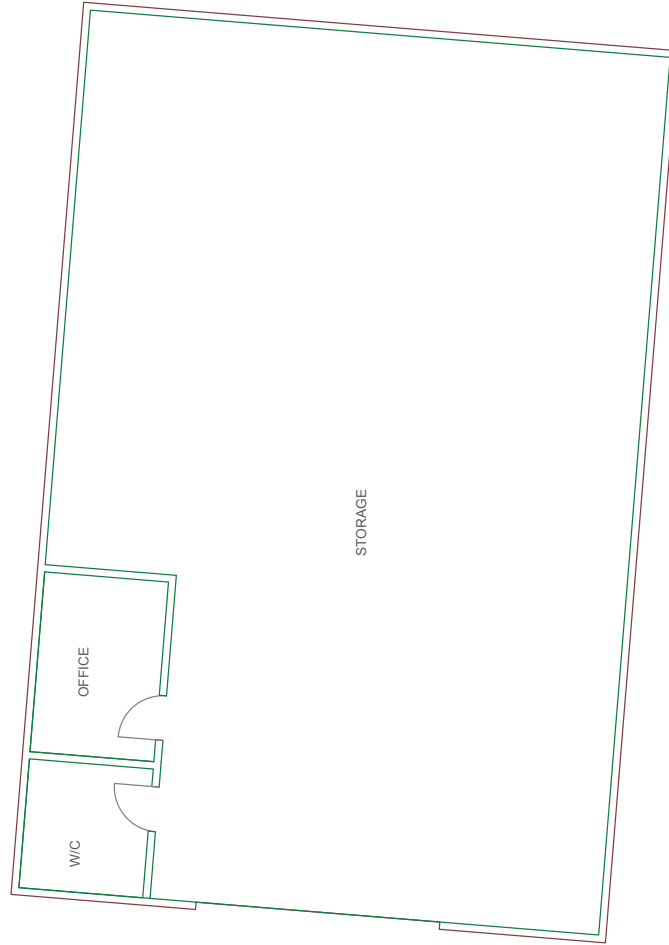




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




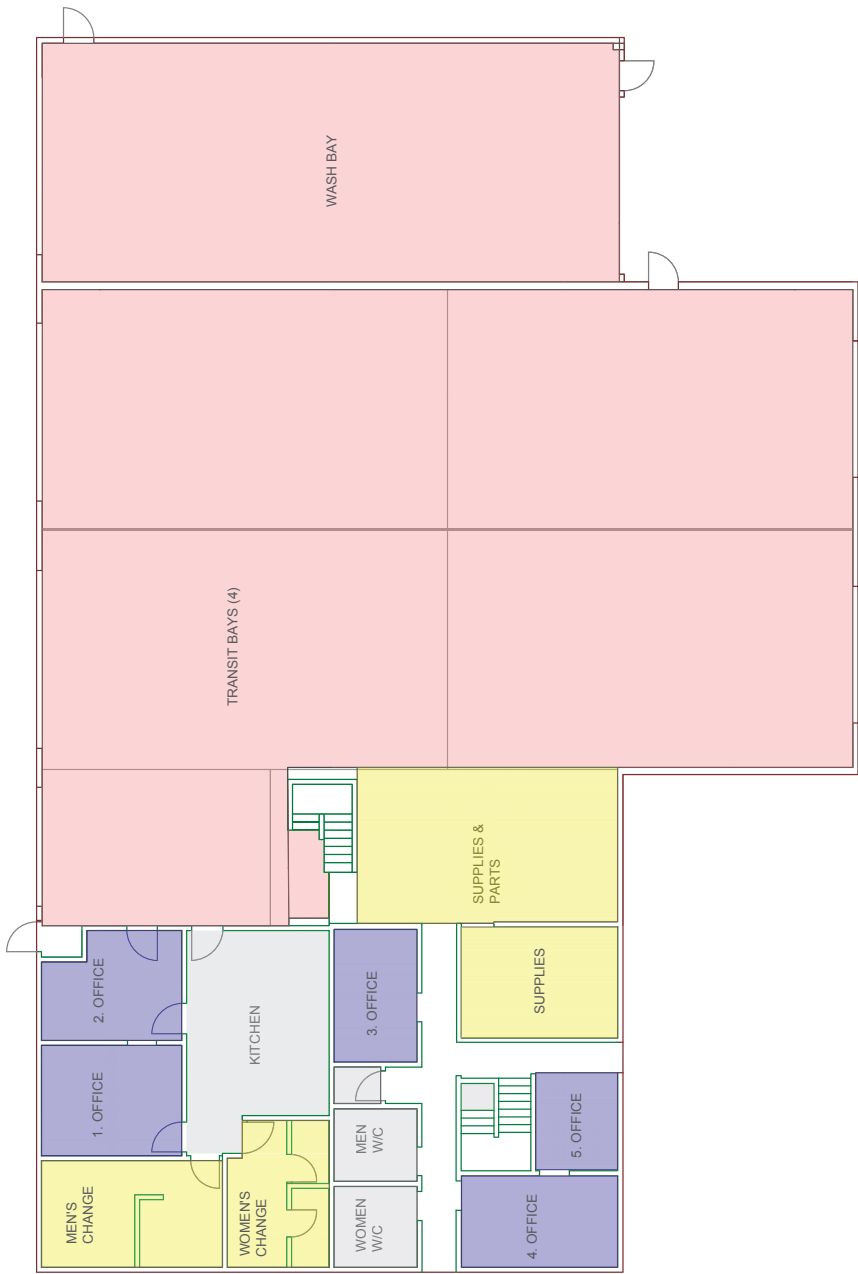
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	REV.	DATE	REVISIONS	INITIAL	DRAWING NUMBER: 1918-SCRD-MASON ROAD	
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CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHIE, BC V3N 3A1 PH: 604-685-8000 1-800-667-5753	PREPARED BY:	 CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC V6L 3R9 PH: 604-687-3825	REV.	DATE	REVISIONS	INITIAL	DRAWING TITLE: PARKS QUONSET HUT - EXISTING		SCALE:	PAGE
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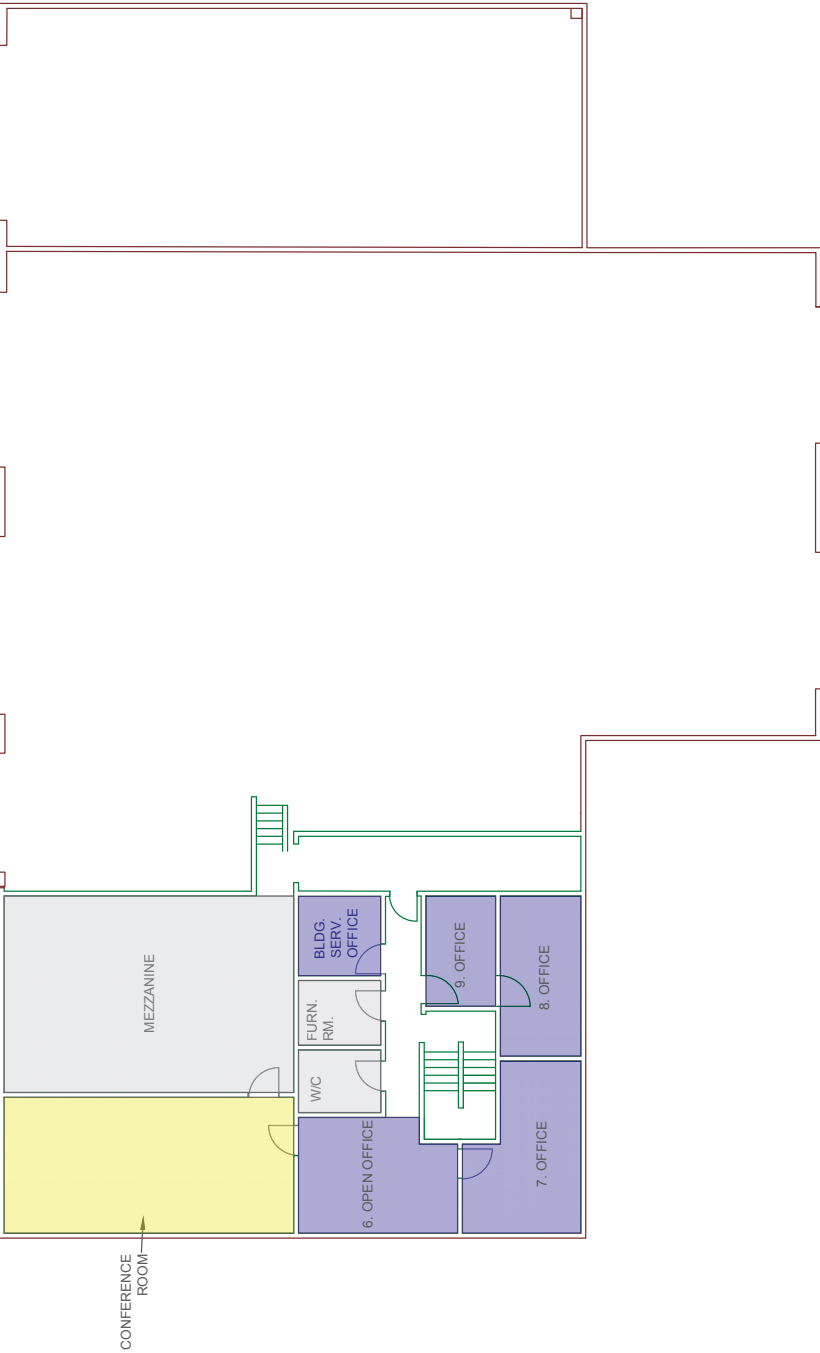
LEGEND	
	TRANSIT
	BUILDING SUPPORT
	STAFF SUPPORT
	FLEET





CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHTEL, BC, V0N 3A1 PH: 604-895-6800 1-800-867-5753	PREPARED BY:		 CORNERSTONE CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC, V6H 3R9 PH: 604-487-5896	DRAWING TITLE:		TRANSIT/FLEET FACILITY 1ST FLOOR - DEPT MAP	SCALE:	PAGE	
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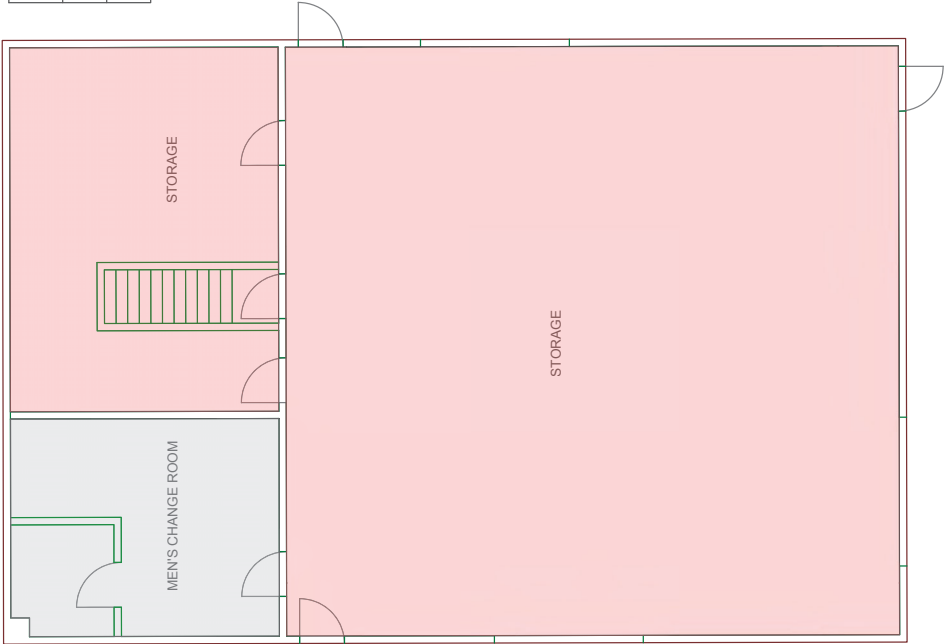
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	BUILDING SUPPORT
	STAFF SUPPORT
	BUILDING SERVICES





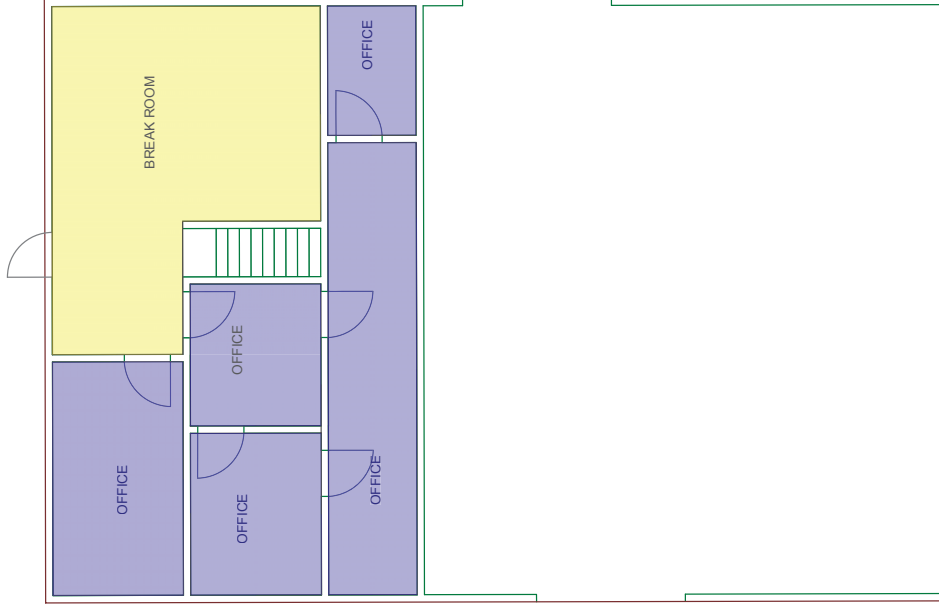
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LEGEND	
	BUILDING SUPPORT
	DEPT SUPPORT

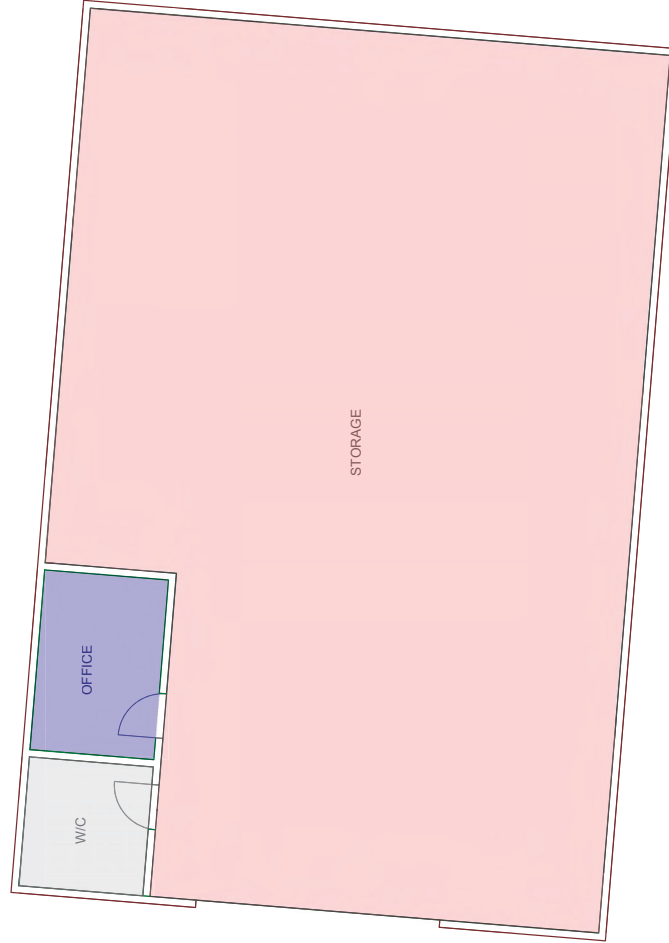


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		00	MAR 19	DRAFT	WL						





LEGEND	
	OFFICES
	STAFF SUPPORT

CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHEN BC, V3N 3A1 PH: 604-665-5000 T: 604-667-5753	PREPARED BY:  CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC V6M 3R9 PH: 604-687-3525		REV.	DATE	REVISIONS	INITIAL	DRAWING TITLE: UTILITIES BUILDING 2ND - DEPT MAP		SCALE: 1:100	PAGE 11 OF 23
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LEGEND	
<div></div>	PARKS OFFICES
<div></div>	BUILDING SUPPORT
<div></div>	DEPT. SUPPORT

CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHEN BC, V0N 3A1 PH: 604-665-5000 T: 604-667-5753	PREPARED BY:		 CORNERSTONE CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER BC, V6M 3R9 PH: 604-687-3826		DRAWING TITLE: PARKS QUONSET HUT - DEPT MAP		DRAWING NUMBER:		SCALE:		PAGE
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		00	MAR 19	DRAFT	WL							



CIVIC ADDRESS

5920 MASON ROAD - SECHULT, BC.

SITE INFORMATION

SITE ZONING - I1 ZONE

PARKING

STAFF:

TRANSIT/FLEET - 40 (1200 m²)

UTILITIES - 20 (600 m²)

PARKS - 8 (240 m²)

FLEET:

TRANSIT - 9 HEAVY DUTY (576 m²); 6 MEDIUM DUTY (324 m²); 6 LIGHT DUTY (216 m²)

UTILITIES - 6 MEDIUM DUTY (324 m²); 20 LIGHT DUTY (720 m²)

PARKS - 15 (540 m²)

FLEET - 4 (120 m²)

SITE AREA

1.58 HA (3.8 acres)

BUILDING AREAS

TRANSIT FLEET - 1,263 m² - (SITE FOOTPRINT 843 m²)

FIRST FLOOR - 789 m²

SECOND FLOOR - 329 m²

MEZZANINE - 91 m²

FUEL ISLAND - 55 m²

ELECTRICAL TRANSFER SWITCH BUILDING - 22 m²

UTILITIES FACILITY - 228 m²

UTILITIES STORAGE BUILDING - 74 m²

PARKS QUONSET HUT - 223 m²

SITE COVERAGE = 12%



LAYDOWN AREAS

UTILITIES - 850 m² + 180 m² FOR AGGREGATE STORAGE





PARKS - 200 m²

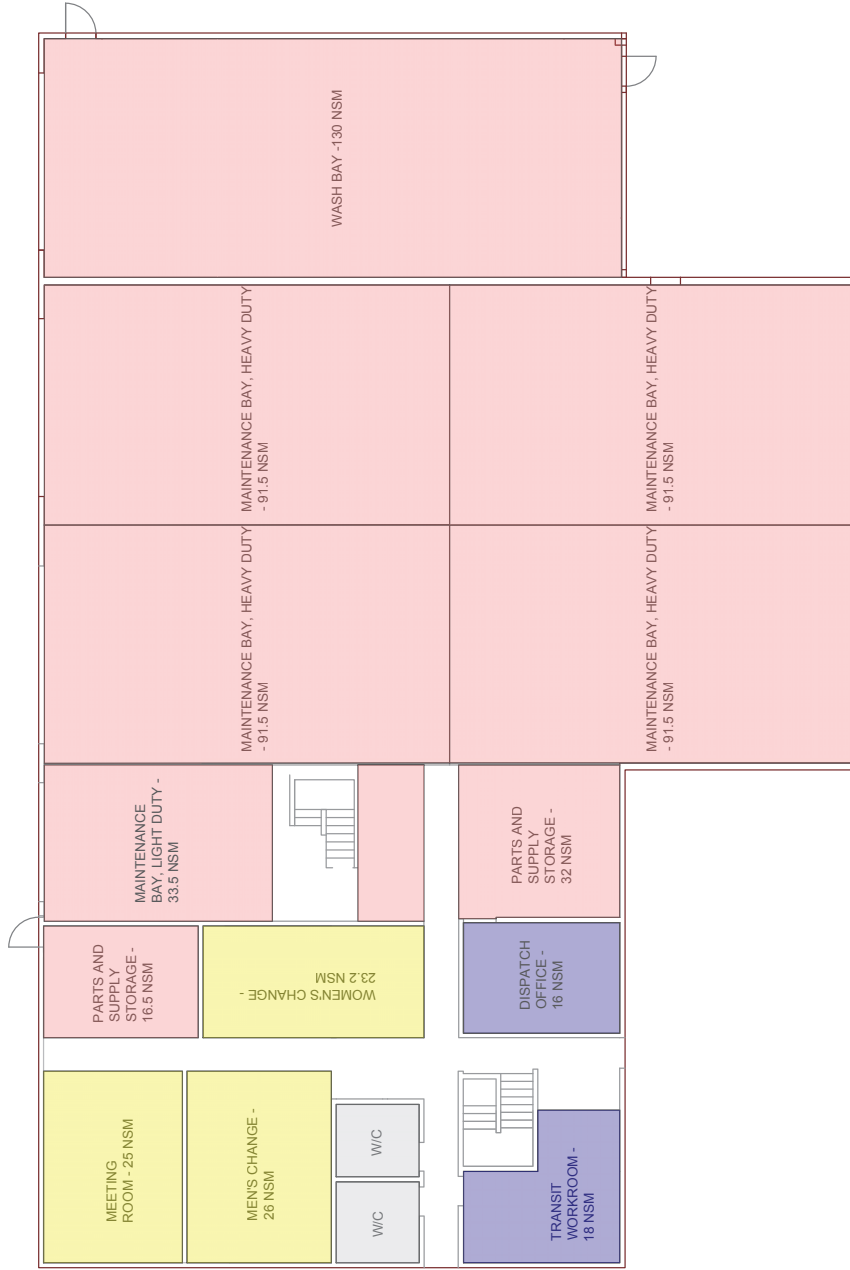
TRANSIT/FLEET - 100 m² EQUIPMENT STORAGE



NOT FOR CONSTRUCTION
DISCUSSION PURPOSES ONLY

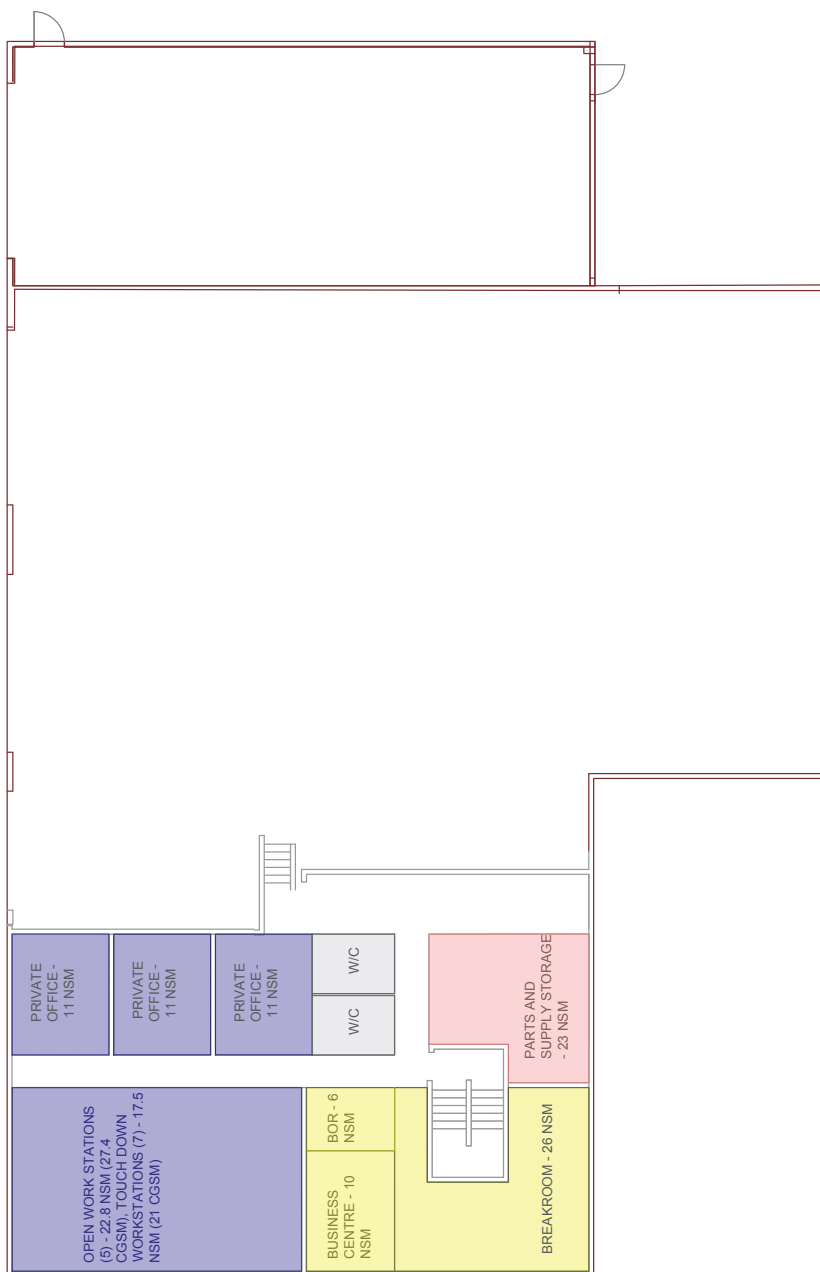
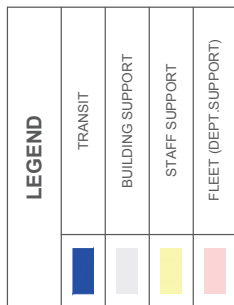
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								DRAWING NUMBER: 1918-SCRD-MASON ROAD	
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LEGEND	
	TRANSIT
	BUILDING SUPPORT
	STAFF SUPPORT
	FLEET (DEPT. SUPPORT)



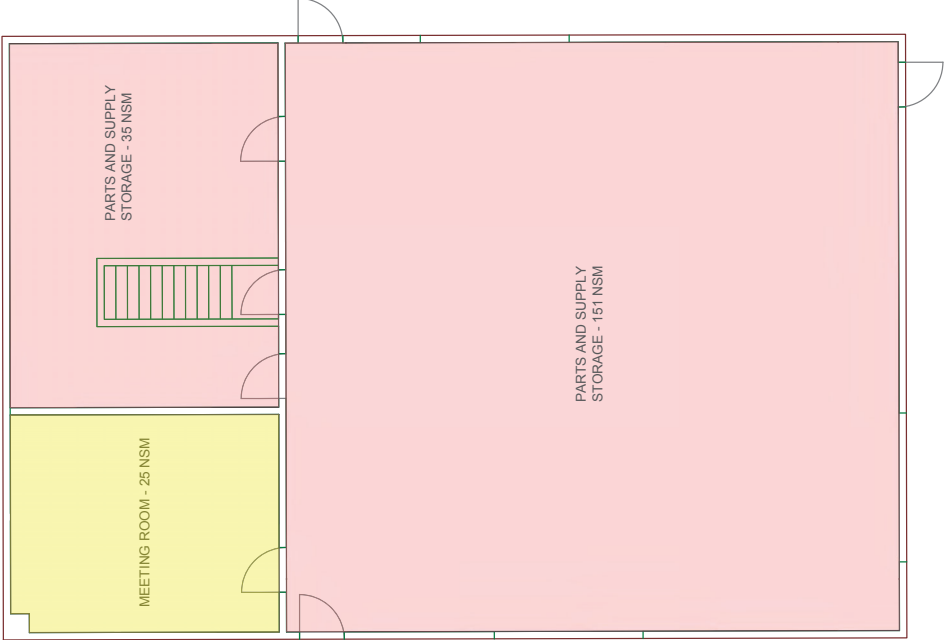
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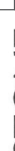


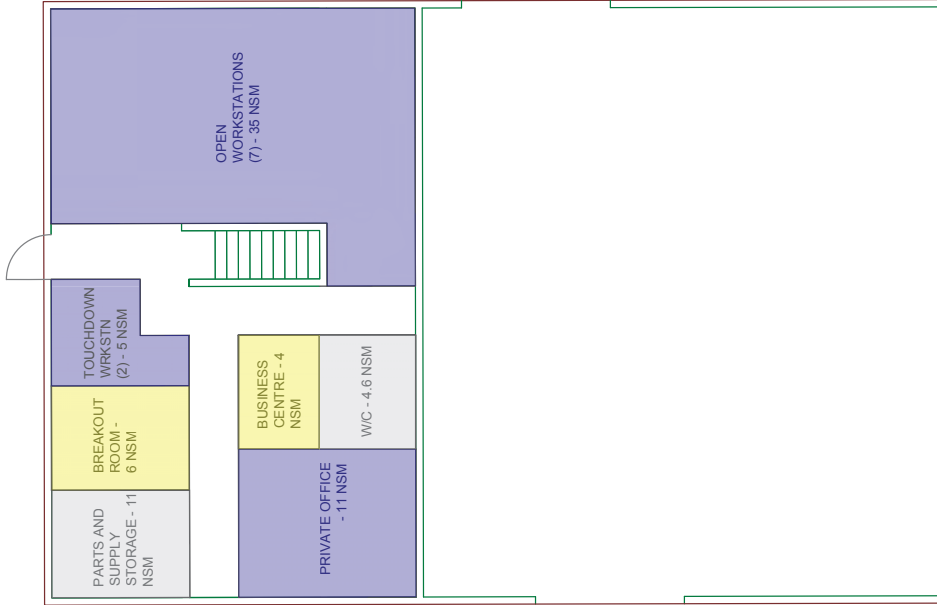
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LEGEND	
<div></div>	STAFF SUPPORT
<div></div>	DEPT SUPPORT



CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1975 FIELD ROAD SECHULT, BC, V8N 3A1 PH: 604-895-6800 1-800-687-5753	PREPARED BY:				 CORNERSTONE CORNERSTONE PLANNING GROUP 1561 JOHNSTON STREET VANCOUVER, BC, V6H 3R9 PH: 604-687-5896	DRAWING TITLE:		UTILITIES BUILDING - 1ST FLOOR - 5 YEAR STRATEGY	SCALE:	DRAWING NUMBER:	1918-SCRD-MASON ROAD	1:100	PAGE	16 OF 23
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LEGEND	
	OFFICES
	STAFF SUPPORT

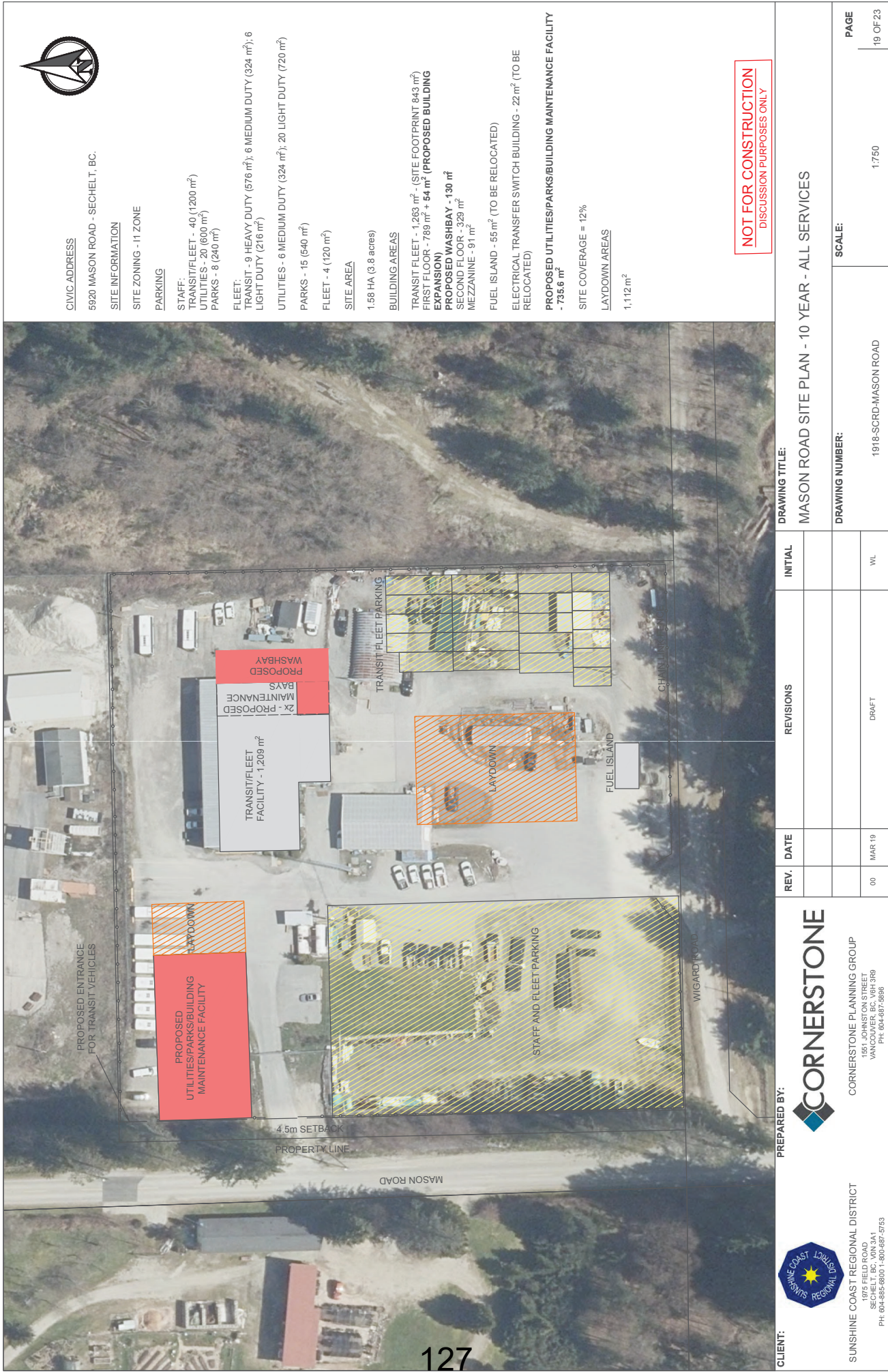
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				00	MAR 19	DRAFT	WL	DRAWING NUMBER:	1918-SCRD-MASON ROAD	SCALE:	1:100	PAGE	17 OF 23



<p>WOMEN'S CHANGE ROOM - 17.5 NSM</p>	<p>WOMEN'S CHANGE ROOM - 17.5 NSM</p>
<p>MEN'S CHANGE ROOM - 17.5 NSM</p>	<p>BREAK ROOM - 30 NSM</p>

LEGEND		STAFF SUPPORT

<div>CLIENT:</div> <div><div>SUNSHINE COAST REGIONAL DISTRICT 1918 SCRUD-MASON ROAD SECHWILT, BC V8H 3A1 PH: 604-895-6800 1-800-687-5753</div></div>	<div>PREPARED BY:</div> <div><div>CORNERSTONE CORNERSTONE PLANNING GROUP 1831 JOHNSTON STREET VANCOUVER, BC V6H 3R9 PH: 604-487-5896</div></div>	REV.	DATE	REVISIONS	INITIAL	<div>DRAWING TITLE:</div> <div>UTILITIES TEMPORARY TRAILER - 5 YEAR PLAN</div>	<div>DRAWING NUMBER:</div> <div>1918 SCRUD-MASON ROAD</div>	<div>SCALE:</div> <div>1:100</div>	<div>PAGE</div> <div>18 OF 23</div>
		00	MAR 19	DRAFT	WL				



CIVIC ADDRESS
5920 MASON ROAD - SECHULT, BC.

SITE INFORMATION

SITE ZONING - I1 ZONE

PARKING

STAFF:
TRANSIT/FLEET - 40 (1200 m²)
UTILITIES - 20 (600 m²)
PARKS - 8 (240 m²)

FLEET:
TRANSIT - 9 HEAVY DUTY (576 m²); 6 MEDIUM DUTY (324 m²); 6 LIGHT DUTY (216 m²)

UTILITIES - 6 MEDIUM DUTY (324 m²); 20 LIGHT DUTY (720 m²)

PARKS - 15 (540 m²)

FLEET - 4 (120 m²)

SITE AREA

1.58 HA (3.8 acres)

BUILDING AREAS

TRANSIT FLEET - 1,263 m² - (SITE FOOTPRINT 843 m²)
FIRST FLOOR - 789 m² + 54 m² (PROPOSED BUILDING EXPANSION)

PROPOSED WASHBAY - 130 m²
SECOND FLOOR - 329 m²
MEZZANINE - 91 m²

FUEL ISLAND - 55 m² (TO BE RELOCATED)

ELECTRICAL TRANSFER SWITCH BUILDING - 22 m² (TO BE RELOCATED)



PROPOSED UTILITIES/PARKS/BUILDING MAINTENANCE FACILITY - 735.6 m²

SITE COVERAGE = 12%

LAYDOWN AREAS

1,112 m²

NOT FOR CONSTRUCTION
DISCUSSION PURPOSES ONLY

CLIENT:  SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHULT, BC V8N 3A1 PH: 604-685-8800 T: 604-687-5753	PREPARED BY:  CORNERSTONE PLANNING GROUP 1561 JOHNSTON STREET VANCOUVER, BC V6L 3R9 PH: 604-687-3595		DRAWING TITLE: MASON ROAD SITE PLAN - 10 YEAR - ALL SERVICES	
	REV.	DATE	REVISIONS	INITIAL
	00	MAR 19	DRAFT	WL
DRAWING NUMBER: 1918-SCRD-MASON ROAD			SCALE: 1:750	
				PAGE 19 OF 23



CIVIC ADDRESS
5920 MASON ROAD - SECHULT, BC.

SITE INFORMATION

SITE ZONING - I1 ZONE

PARKING

STAFF:

TRANSIT/FLEET - 40 (1200 m²)
UTILITIES - 20 (600 m²)
PARKS - 8 (240 m²)

FLEET:

TRANSIT - 4 HEAVY DUTY (256 m²); 4 MEDIUM DUTY (216 m²); 6 LIGHT DUTY (108 m²)
UTILITIES - 6 MEDIUM DUTY (324 m²); 20 LIGHT DUTY (720 m²)

PARKS - 15 (540 m²)

FLEET - 4 (120 m²)

SITE AREA

1.58 HA (3.8 acres)

BUILDING AREAS

TRANSIT FLEET - 1,263 m² - (SITE FOOTPRINT 843 m²)
FIRST FLOOR - 789 m² + 54 m² (PROPOSED BUILDING EXPANSION)

PROPOSED WASHBAY - 130 m²
SECOND FLOOR - 329 m²
MEZZANINE - 91 m²

FUEL ISLAND - 55 m² (TO BE RELOCATED)

ELECTRICAL TRANSFER SWITCH BUILDING - 22 m² (TO BE RELOCATED)



PROPOSED UTILITY/PARKS/BUILDING MAINTENANCE FACILITY - 772 m²

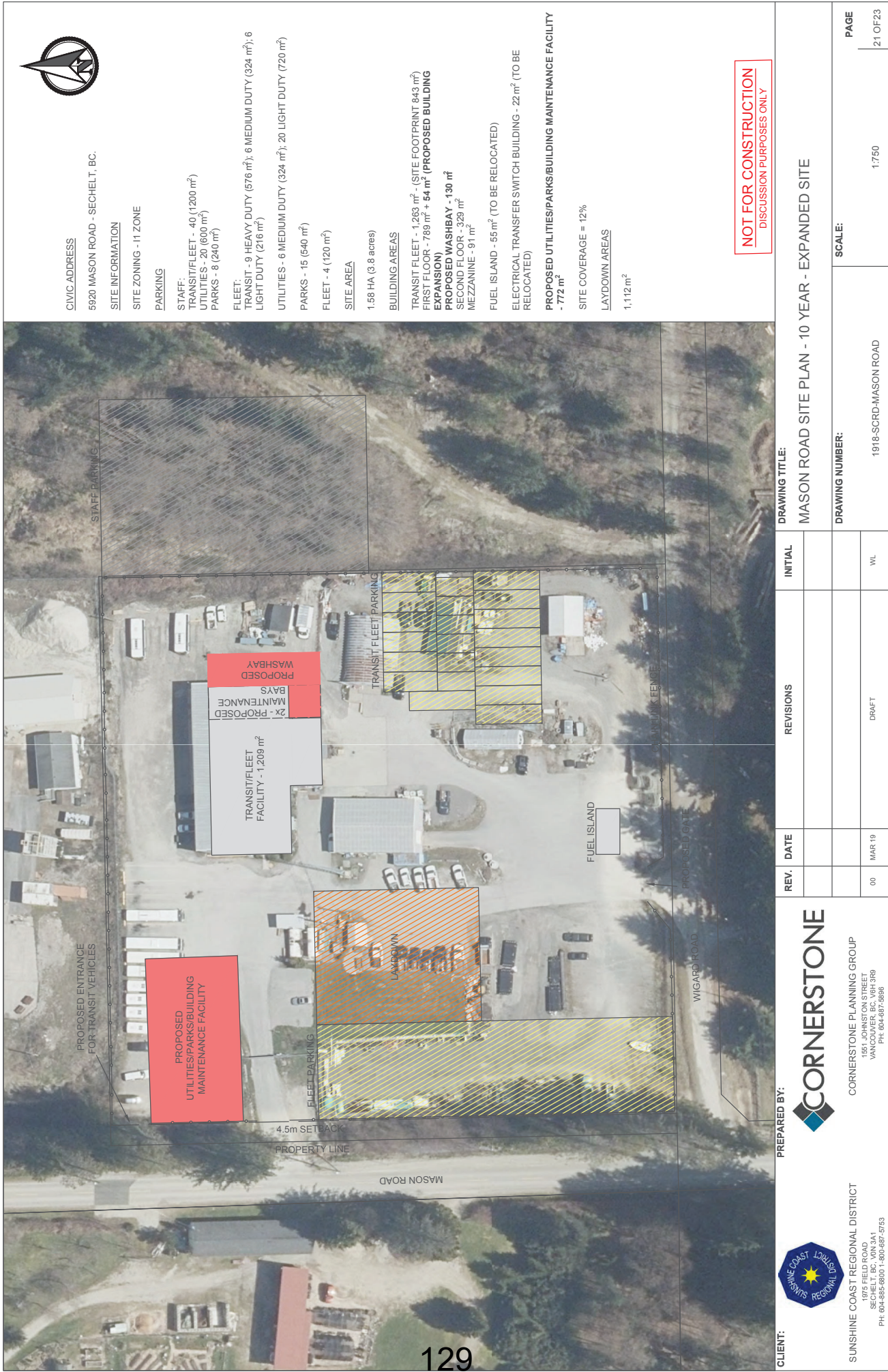
SITE COVERAGE = 12%

LAYDOWN AREAS

873 m²

NOT FOR CONSTRUCTION
DISCUSSION PURPOSES ONLY

CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1976 FIELD ROAD SECHULT, BC V8N 3A1 PH: 604-685-8800 1-800-667-5753	PREPARED BY:	 CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC V6H 3F9 PH: 604-687-5896	REV.	DATE	REVISIONS	INITIAL	DRAWING TITLE: MASON ROAD SITE PLAN - 10 YEAR - REDUCED SERVICES				
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CIVIC ADDRESS

5920 MASON ROAD - SECHULT, BC.

SITE INFORMATION

SITE ZONING - I1 ZONE

PARKING

STAFF:

TRANSIT/FLEET - 40 (1200 m²)

UTILITIES - 20 (600 m²)

PARKS - 8 (240 m²)

FLEET:

TRANSIT - 9 HEAVY DUTY (576 m²); 6 MEDIUM DUTY (324 m²); 6 LIGHT DUTY (216 m²)

UTILITIES - 6 MEDIUM DUTY (324 m²); 20 LIGHT DUTY (720 m²)

PARKS - 15 (540 m²)

FLEET - 4 (120 m²)

SITE AREA

1.58 HA (3.8 acres)

BUILDING AREAS

TRANSIT FLEET - 1,263 m² - (SITE FOOTPRINT 843 m²)

FIRST FLOOR - 789 m² + 54 m² (PROPOSED BUILDING EXPANSION)

PROPOSED WASHBAY - 130 m²

SECOND FLOOR - 329 m²

MEZZANINE - 91 m²

FUEL ISLAND - 55 m² (TO BE RELOCATED)

ELECTRICAL TRANSFER SWITCH BUILDING - 22 m² (TO BE RELOCATED)

PROPOSED UTILITY/PARKS/BUILDING MAINTENANCE FACILITY - 772 m²

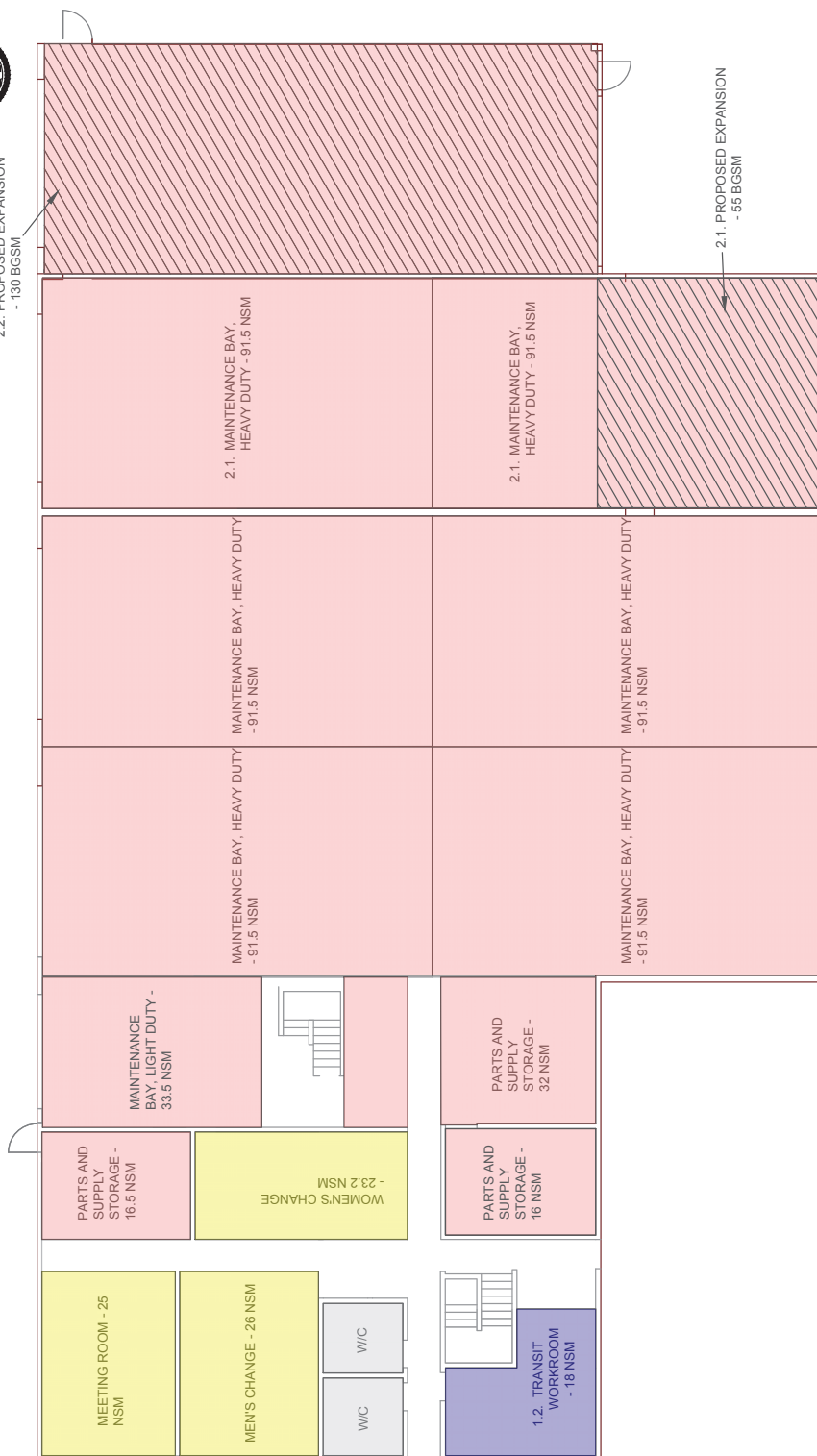
SITE COVERAGE = 12%





LAYDOWN AREAS

1,112 m²

NOT FOR CONSTRUCTION
DISCUSSION PURPOSES ONLY

CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHULT, BC V8N 3A1 PH: 604-655-8000 T: 604-657-5753	PREPARED BY:	 CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC V6L 3R9 PH: 604-687-3525	REV.	DATE	REVISIONS	INITIAL	DRAWING TITLE: MASON ROAD SITE PLAN - 10 YEAR - EXPANDED SITE		SCALE: 1918-SCRD-MASON ROAD	PAGE 21 OF 23
								DRAWING NUMBER:			
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LEGEND	
	TRANSIT
	BUILDING SUPPORT
	STAFF SUPPORT
	FLEET (DEPT.SUPPORT)

130

CLIENT:



SUNSHINE COAST REGIONAL DISTRICT
1975 FIELD ROAD
SECHelt BC V0N 3A1
PH: 604-885-6800 1-800-687-5753

PREPARED BY:



CORNERSTONE PLANNING GROUP
1551 JOHNSTON STREET
VANCOUVER, BC, V6H 3R9
PH: 604-687-5896

REV.	DATE	REVISIONS	INITIAL
00	MAR 19	DRAFT	WL

DRAWING TITLE:

TRANSIT/FLEET FACILITY - 1ST FLOOR - 10 YEAR STRATEGY

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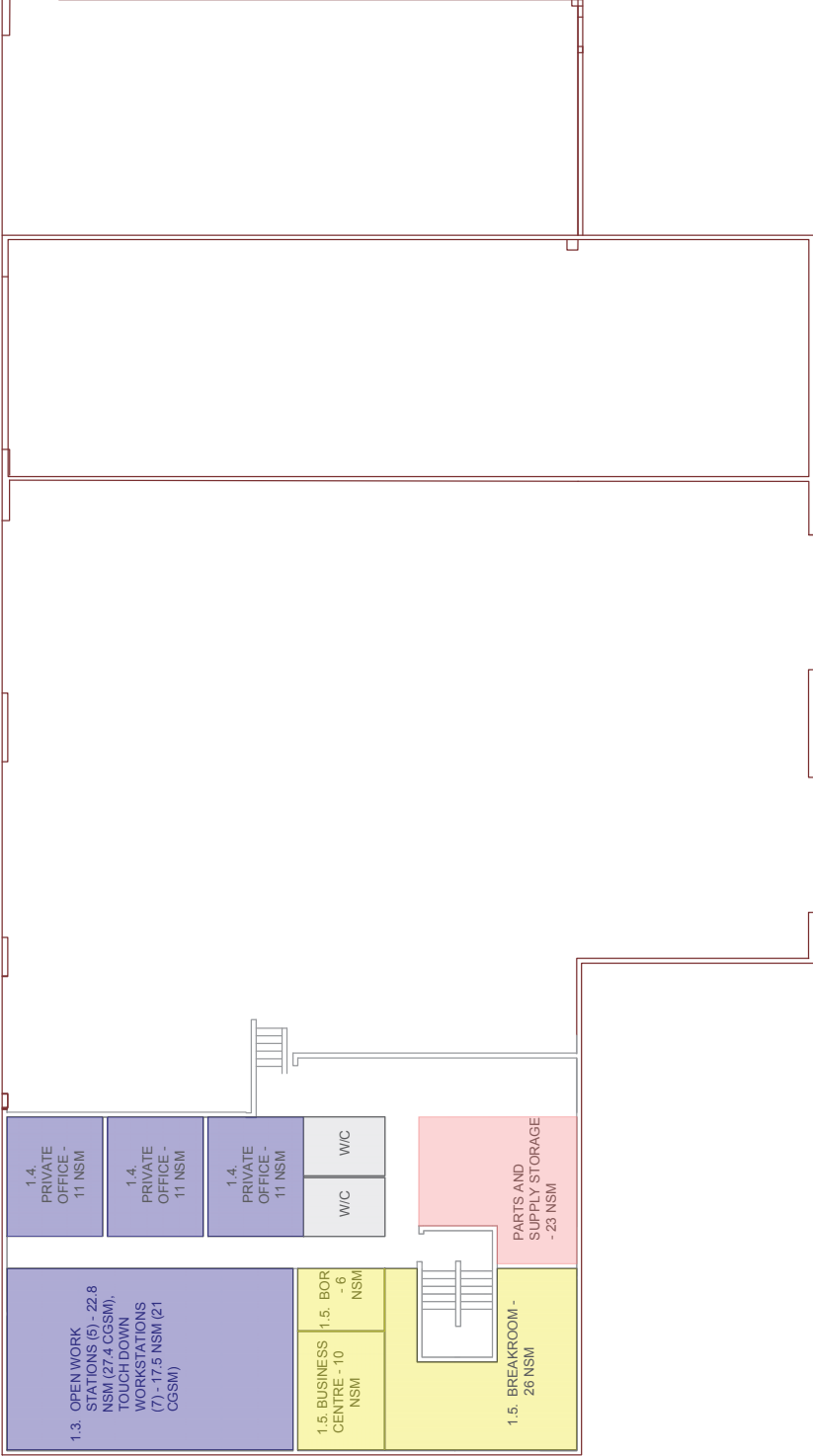
1918-SCRD-MASON ROAD

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LEGEND	
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<div></div>	BUILDING SUPPORT
<div></div>	STAFF SUPPORT
<div></div>	FLEET (DEPT.SUPPORT)

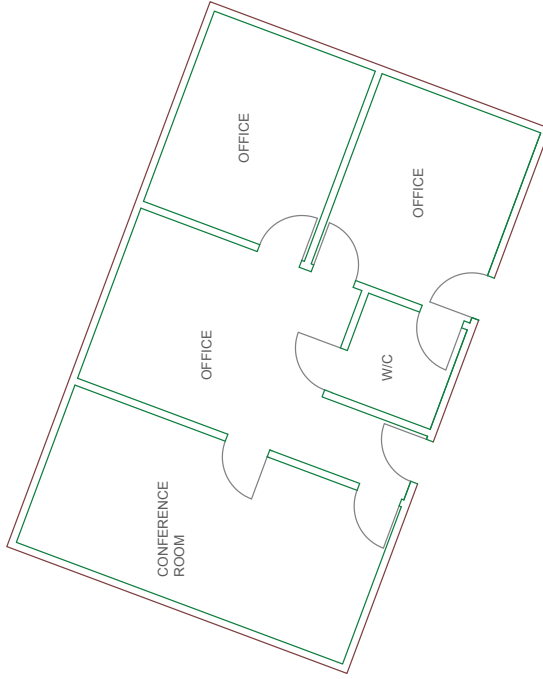
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								23 OF 23	



13 Appendix G – Lagoon Road Site and Facility Drawings






DRAWING SCHEDULE	PAGE NO.
SOUTH PENDER HARBOUR OFFICE - EXISTING	2
SOUTH PENDER HARBOUR OFFICE - DEPARTMENT MAP	3



CLIENT:  SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHIN, BC V8N 3A1 PH: 604-685-8800 T: 604-687-5753	PREPARED BY:  CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC V6H 3R9 PH: 604-687-3825	REV.	DATE	REVISIONS	INITIAL	DRAWING TITLE: LAGOON ROAD SITE PLAN	
PROJECT NUMBER: 1918-SCRD-LAGOON ROAD						SCALE: 1:500	PAGE 1 OF 3



CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHEN, BC V0N 3A1 PH: 604-895-6800 1-800-487-5753	PREPARED BY:		 CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC V6L 3R9 PH: 604-687-3895		DRAWING TITLE:		SOUTH PENDER HARBOUR OFFICE - EXISTING		PAGE	
		REV.	DATE	REVISIONS	INITIAL	PROJECT NUMBER:		SCALE:		1:100	
										1918-SCRD-LAGOON ROAD	



LEGEND		
	OFFICES AND OPEN WORKSTATION	73.2 m ²
	BUILDING SUPPORT	4.6 m ²
	STAFF SUPPORT	24.4 m ²

CLIENT:	 SUNSHINE COAST REGIONAL DISTRICT 1875 FIELD ROAD SECHIN, BC V8N 3A1 PH: 604-865-8000 T: 604-667-5753	PREPARED BY:			 CORNERSTONE PLANNING GROUP 1551 JOHNSTON STREET VANCOUVER, BC V6L 3R9 PH: 604-687-3895			DRAWING TITLE:	
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								1918-SCRD-LAGOON ROAD 1:100	
								PAGE	
								3 OF 3	

14 Appendix H – Capital Cost Assessment

SUNSHINE COAST SITE AND OFFICE PLANNING

CLASS 'D' PROGRAM ESTIMATE REPORT (OPINION OF PROBABLE COST)

August 30, 2019



SSA QUANTITY SURVEYORS LTD

COST PLANNING | VALUE MANAGEMENT | PROJECT CONTROLS

203 – 3320 Richter Street, Kelowna, BC V1W 4V5 **TEL** 250 763 6677 **FAX** 250 762 6684 **WEB** ssaqs.com

SUNSHINE COAST SITE AND OFFICE PLANNING
CLASS 'D' PROGRAM ESTIMATE REPORT - OPINION OF PROBABLE COST
August 30, 2019

THIS SHEET INTENTIONALLY BLANK FOR PAGINATION FOR 2 SIDED PRINTING

SUNSHINE COAST SITE AND OFFICE PLANNING
CLASS 'D' PROGRAM ESTIMATE REPORT - OPINION OF PROBABLE COST
August 30, 2019

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2. LEVEL OF RISK	2
3. BASIS OF THE ESTIMATE	2
4. EXCLUSIONS.....	3
5. STATEMENT OF PROBABLE COSTS.....	4
6. CLASS 'D' ESTIMATES – FIELD ROAD 5YR OPTION AND 10YR OPTION	5
7. CLASS 'D' ESTIMATES – MASON ROAD 5 YR OPTION AND 10YR (3 OPTIONS).....	6
8. ESCALATION PROJECTION.....	7

SUNSHINE COAST SITE AND OFFICE PLANNING
CLASS 'D' PROGRAM ESTIMATE REPORT - OPINION OF PROBABLE COST
August 30, 2019

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SUNSHINE COAST SITE AND OFFICE PLANNING
CLASS 'D' PROGRAM ESTIMATE REPORT - OPINION OF PROBABLE COST
August 30, 2019

1. INTRODUCTION

Sunshine Coast Regional District is developing a Program for redevelopment of its future corporate and site space requirements at their Field Road and Mason Road locations.

The Cornerstone Planning Group (CPG) has prepared some initial Program Information and associated site planning for the projects, and SSA Quantity Surveyors Ltd. (SSAQS) has prepared this Class 'D' Program Estimate (Opinion of Probable Cost) for the various Options described.

For the detail on the initial program and planning please refer to the separate information prepared by the Cornerstone Planning Group.

Based upon the information provided, we have developed this Program Estimate at a Class D level for the project.

This Class D Estimate Report presents hard construction cost estimates for Options as follows:

- 1.1. Field Road (5yr).
- 1.2. Field Road (10yr).
- 1.3. Mason Road (5yr).
- 1.4. Mason Road (10yr Expanded Site).
- 1.5. Mason Road (10yr All Services).
- 1.6. Mason Road (10yr Reduced Services).

Please note the Exclusions in Section 4 below.

Notes:

- The Program Spaces have been provided by CPG's preliminary drawings and report dated June 2019 and supplementary CPG info/emails received July 23-31, 2019.
- Information regarding the upgrades to the existing facilities has been received and reviewed and, where appropriate used for this report.
- Early Block Schematic diagrams have been provided by CPG.
- We have excluded all allowances for the cost of any additional land purchase.
- We have used unit rates for each functional space and each discipline based upon current information from similar projects and our benchmarked assumptions and allowances for a project of this size and type.
- We have had very limited discussions with design consultants regarding the building architecture. We have had no discussions with design consultants regarding structure, systems, civil and site.
- We have not included any allowances for providing the ability for systems in the facility to expand in the future other than as described in the information provided to us by CPG.
- We have excluded Construction Contingency.
- We have excluded Soft Costs and Professional Consultants' Design Fees.
- We have excluded Course of Construction Insurances.
- We have excluded allowances for Municipal Building Permit costs, Development Cost Charges and any other Municipal costs.
- We have excluded allowances for Legal Fees and Regional District administrative costs associated with the

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project.

- We have excluded allowances for decanting/temp moves and swing space.
- We have excluded allowances for rentalised office space and/or rental trailers.
- We have included provisions for forward escalation.
- We have excluded allowances for Furniture, Furnishings and Equipment.
- We have excluded allowances for IMIT/AV equipment and software.
- GST is excluded.
- Assumptions and allowances are identified in this report.

This Class 'D' Estimate (Opinion of Probable Cost) is based on the Program Areas described above. Our knowledge of the project is limited to the program information provided to us.

Pricing is based upon current early **3rd Quarter 2019** unit rates that we consider reasonable, but competitive, for the size, type and complexity of project, and its location in the Sechelt, BC.

The estimated construction costs reflect our opinion of the current construction industry market conditions for this size and type of project in Sechelt, BC. It has been assumed that the work will be tendered on a Design Bid Build (DBB) basis, competitively tendered to a minimum of 3 competent general contractors, where each trade contract is bid on a competitive stipulated price basis. The pricing in this estimate is predicated upon a minimum of three qualified trade contractors for each significant trade, bidding for the work on a competitive basis and there will be no sole source non-competitive trade contracts. It is also predicated upon the assumption that the project will be bid with normal and reasonable market conditions and that any unforeseen, aberrant or abnormal market conditions are not contemplated in the estimate.

The Goods and Services Tax (GST) has been excluded.

This estimate is our opinion of fair market value for the construction of this project and is not a prediction of low bid.

2. LEVEL OF RISK

It is our opinion that the risk associated with this Opinion of Probable Costs at a Class D level is $\pm 20\%$, 18 times out of 20.

3. BASIS OF THE ESTIMATE

3.1. Cost Base

Pricing shown reflects our opinion of probable construction costs obtainable in the 3rd Quarter of 2019 on the effective date of this report.

This estimate is our opinion of fair market value for the construction of this project and is not a prediction of low bid.

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3.2. Contingencies

- 3.2.1. **Design Contingency** – An allowance of 15% has been included. This allowance, when included, is a reserve of funds included in the estimate and which is allocated to cover pricing adjustments resulting from incomplete design information and design detailing that is not currently available.
- 3.2.2. **Escalation Contingency** – Provision for forward escalation has been included. This allowance, when included, is a reserve of funds to cover possible price increases from the time that the estimate is prepared to the time that the project is tendered.
- 3.2.3. **Phasing Allowance** – Phasing allowances have been included. This allowance, when included, is for any work required to maintain the operation of the facility while construction proceeds.
- 3.2.4. **Construction Contingency** – An allowance has not been included at this time. When included, the construction contingency is a reserve of funds which is allocated to cover change orders that are required during the course of construction, and is not intended to be a scope change contingency.

4. EXCLUSIONS

The following items are specifically excluded from this estimate:

- 4.1. Land Purchase costs.
- 4.2. Building Permit.
- 4.3. Municipal Cost Charges.
- 4.4. Legal Fees.
- 4.5. Regional District Administrative Costs.
- 4.6. Course of Construction Insurance.
- 4.7. Furniture, Furnishings and Equipment, IMIT/AV equipment licensing and software.
- 4.8. Temporary moves, portering, swing space and rentalisation of offices and/or trailers.
- 4.9. Construction Contingency.
- 4.10. GST.
- 4.11. Hazardous Materials identification and removal.
- 4.12. Adverse environmental conditions.
- 4.13. Unknown adverse archeological conditions.
- 4.14. Adverse soil and/or subsoil conditions.
- 4.15. Project Procurement costs.
- 4.16. Project Financing Costs.
- 4.17. Off Site Utility Upgrades.

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5. STATEMENT OF PROBABLE COSTS

Estimates of construction costs prepared by SSA Quantity Surveyors Ltd. represent our best judgement as Professional Cost Consultants/Quantity Surveyors familiar with the construction industry. It is recognised, however, that we do not have control over the cost of labour, materials or equipment, over architect/engineering design, over a contractor's method of determining prices, or over market or negotiating conditions. Accordingly, we cannot and do not warrant or represent that bids or negotiated prices will not vary from this nor any subsequent estimate of design/construction cost or evaluation prepared by or agreed to by us.

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6. CLASS 'D' ESTIMATES – FIELD ROAD 5YR OPTION AND 10YR OPTION

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Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
0	Field Road Administration and IT Building												
1	Cornerstone Drawings # 1-10												
2													
3	Field Administration Building												
4	Admin and Legislative												
5	Corp Officer	1	Admin	1	9.3		10.00	0.00	0.00	10.00	0.00	20.00	\$186
6	Communications	1	Admin	1	9.3		20.00	0.00	0.00	20.00	0.00	40.00	\$372
7	Deputy Corp Officer	1	Admin	1	9.3		20.00	0.00	0.00	20.00	0.00	40.00	\$372
8	Active Storage	1	Admin	1	20.0		10.00	0.00	0.00	10.00	0.00	20.00	\$400
9	Reception	1	Admin	1	13.0		10.00	0.00	0.00	10.00	0.00	20.00	\$260
10	Bylaw	1	Admin	1	17.5		10.00	0.00	0.00	10.00	0.00	20.00	\$350
11	Staff Support												
12	Breakroom/Staff Lounge	1	Admin	1	40.0		10.00	0.00	0.00	10.00	0.00	20.00	\$800
13	Meeting room (60)	1	Admin	1	112.0		5.00	0.00	0.00	5.00	0.00	10.00	\$1,120
14	Meeting Room	1	Admin	1	49.0		5.00	0.00	0.00	5.00	0.00	10.00	\$490
15	Business Centre	2	Admin	1	15.0		500.00	10.00	0.00	50.00	0.00	560.00	\$8,400
16	Change Room	3	Admin	1	25.5		500.00	25.00	100.00	300.00	500.00	1,425.00	\$36,338
17	Change Room	5	Admin	1	25.5		1,000.00	50.00	400.00	600.00	1,000.00	3,050.00	\$77,775
18	First Aid and Break Out Room	5	Admin	1	12.0		800.00	50.00	300.00	500.00	800.00	2,450.00	\$29,400
19	Business Centre	1	Admin	1	34.0		10.00	0.00	0.00	10.00	0.00	20.00	\$680
20	Meeting	1	Admin	1	11.0		10.00	0.00	0.00	10.00	0.00	20.00	\$220
21	Meeting	1	Admin	1	20.0		10.00	0.00	0.00	10.00	0.00	20.00	\$400
22	Break Out (?)	1	Admin	1	9.0		20.00	0.00	0.00	20.00	0.00	40.00	\$360
23	Break Out (?)	1	Admin	1	6.0		20.00	0.00	0.00	20.00	0.00	40.00	\$240
24	Corporate												
25	Pur/Risk	1	Admin	1	9.3		20.00	0.00	0.00	20.00	0.00	40.00	\$372
26	Asset Mgr	1	Admin	1	9.3		20.00	0.00	0.00	20.00	0.00	40.00	\$372
27	CFO	1	Admin	1	16.8		10.00	0.00	0.00	10.00	0.00	20.00	\$336
28	Admin Assist & Asset Mgmt	1	Admin	1	16.6		10.00	0.00	0.00	10.00	0.00	20.00	\$332
29	Finance (4 Open Plan)	1	Admin	1	25.0		10.00	0.00	0.00	10.00	0.00	20.00	\$500
30	Finance (2)	1	Admin	1	12.1		10.00	0.00	0.00	10.00	0.00	20.00	\$242
31	Pur/Risk Officer & Buyer	1	Admin	1	12.1		10.00	0.00	0.00	10.00	0.00	20.00	\$242
32	Open Workstation (3)	1	Admin	1	19.3		10.00	0.00	0.00	10.00	0.00	20.00	\$386
33	Private Office	1	Admin	1	9.3		10.00	0.00	0.00	10.00	0.00	20.00	\$186
34	IT/GIS Mgr	1	Admin	1	9.3		20.00	0.00	0.00	20.00	0.00	40.00	\$372
35	Human Resources												

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
36	HR Manager	1	Admin	1	9.3		10.00	0.00	0.00	10.00	0.00	20.00	\$186
37	HR Admin	1	Admin	1	9.3		10.00	0.00	0.00	10.00	0.00	20.00	\$186
38	HR (2)	1	Admin	1	12.1		10.00	0.00	0.00	10.00	0.00	20.00	\$242
39	Infrastructure												
40	Touchdown (2)	1	Admin	1	10.0		10.00	0.00	0.00	10.00	0.00	20.00	\$200
41	Touchdown - Allowance	1	Admin	1	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
42	Assistant - Allowance	1	Admin	1	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
43	Conservation Assist - Allowance	1	Admin	1	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
44	Env Techs (2)	1	Admin	1	12.8		10.00	0.00	0.00	10.00	0.00	20.00	\$256
45	Touchdown	1	Admin	1	9.0		10.00	0.00	0.00	10.00	0.00	20.00	\$180
46	Utility Eng Tech	1	Admin	1	9.4		10.00	0.00	0.00	10.00	0.00	20.00	\$188
47	Mgr Capital	1	Admin	1	11.5		10.00	0.00	0.00	10.00	0.00	20.00	\$230
48	Mgr Utility	1	Admin	1	11.5		10.00	0.00	0.00	10.00	0.00	20.00	\$230
49	GM Infra	1	Admin	1	17.4		10.00	0.00	0.00	10.00	0.00	20.00	\$348
50	Mgr Programs	1	Admin	1	12.8		10.00	0.00	0.00	10.00	0.00	20.00	\$256
51	Mgr Ops	1	Admin	1	12.8		10.00	0.00	0.00	10.00	0.00	20.00	\$256
52	Admin Assist	1	Admin	1	8.5		10.00	0.00	0.00	10.00	0.00	20.00	\$170
53	Water Energy Coord	1	Admin	1	7.5		10.00	0.00	0.00	10.00	0.00	20.00	\$150
54	Eng Techs (3) Eng Ops (2)	1	Admin	1	35.0		10.00	0.00	0.00	10.00	0.00	20.00	\$700
55	Planning and Community												
56	Planning Mgr	1	Admin	1	10.5		10.00	0.00	0.00	10.00	0.00	20.00	\$210
57	Tech	1	Admin	1	10.8		10.00	0.00	0.00	10.00	0.00	20.00	\$216
58	Coord	1	Admin	1	10.8		10.00	0.00	0.00	10.00	0.00	20.00	\$216
59	Planner	1	Admin	1	11.4		10.00	0.00	0.00	10.00	0.00	20.00	\$228
60	Planner	1	Admin	1	10.0		10.00	0.00	0.00	10.00	0.00	20.00	\$200
61	Admin	1	Admin	1	9.0		10.00	0.00	0.00	10.00	0.00	20.00	\$180
62	Planner (2)	1	Admin	1	16.0		10.00	0.00	0.00	10.00	0.00	20.00	\$320
63	Planning Office Assist	1	Admin	1	7.8		10.00	0.00	0.00	10.00	0.00	20.00	\$156
64	GM Planning	1	Admin	1	12.6		10.00	0.00	0.00	10.00	0.00	20.00	\$252
65	Building Services	1	Admin	1	45.5		10.00	0.00	0.00	10.00	0.00	20.00	\$910
66	Service Assist and Program Coord	1	Admin	1	17.0		10.00	0.00	0.00	10.00	0.00	20.00	\$340
67	Office of CAO												
68	CAO	1	Admin	1	18.6		10.00	0.00	0.00	10.00	0.00	20.00	\$372
69	CAO EA & Office Assist	1	Admin	1	12.3		20.00	0.00	0.00	20.00	0.00	40.00	\$492
70	Building Support												
71	Elec - Allowance	1	Admin	1	10.0		10.00	0.00	0.00	200.00	0.00	210.00	\$2,100
72	IT - Allowance	1	Admin	1	3.0		10.00	0.00	0.00	700.00	0.00	710.00	\$2,130

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
73	Fire - Allowance	1	Admin	1	7.0		0.00	0.00	0.00	0.00	0.00	0.00	\$0
74	WC (4) - Allowance	1	Admin	1	18.0		10.00	0.00	0.00	10.00	0.00	20.00	\$360
75	Public Meeting (New)	4	Admin	1	14.0		600.00	50.00	0.00	300.00	400.00	1,350.00	\$18,900
76	Touchdown Workstations (6)	2	Admin	1	40.0		200.00	50.00	0.00	200.00	100.00	550.00	\$22,000
77	WC (2) - Allowance	1	Admin	1	7.0		10.00	0.00	0.00	10.00	0.00	20.00	\$140
78	Lobby	1	Admin	1	90.1		10.00	0.00	0.00	10.00	0.00	20.00	\$1,802
79	Vestibule	1	Admin	1	6.7		10.00	0.00	0.00	10.00	0.00	20.00	\$134
80													
81	Dogwood Conference Room												
82	Conference Room - Allowance	1	Admin	1	20.0		10.00	0.00	0.00	10.00	0.00	20.00	\$400
83													
84	IT Building												
85	Server Room - Allowance	1	Admin	1	13.0		10.00	0.00	0.00	200.00	0.00	210.00	\$2,730
86	Reception - Allowance	1	Admin	1	13.0		10.00	0.00	0.00	10.00	0.00	20.00	\$260
87	IT/GIS	4	Admin	1	98.0		500.00	25.00	50.00	250.00	300.00	1,125.00	\$110,250
88													
89													
90	TOTAL NSM				1,315.5								
91	OTHER												
92	Circulation/Gross Up	1	Admin	1	520.0		10.00	0.00	0.00	10.00	20.00	40.00	\$20,800
93													
94	Sub-Total (BGSM)				1,835.5								\$351,739
95	Other Building Items not included above												
96	Storage Shed - No works identified		9.0	m2		0.00							\$0
97	Sea-Cans, renovated for storage - allowance		2	No		10,000.00							\$20,000
98	Office Trailer - Rental (By Client)		1	No		0.00							\$0
99	Footings and site enabling work for new buildings, aprons etc		3	No		5,000.00							\$15,000
100	Misc soft and hard landscaping to immediate curtilage of new buildings; access/egress stairs, canopies etc		3	No		10,000.00							\$30,000
101	Internal Signage and Wayfinding		1	I/s		1,835.50							\$1,836
102	Contractor Install of Client Supplied Items		1	I/s		9,177.50							\$9,178
103	Other Misc Building Items		1	I/s		10,000.00							\$10,000
104													
105	Sub-Total												\$437,752
106	Location Factor											26.0%	\$113,815

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
107	Gen Expenses, Overhead & Profit											15.0%	\$82,735
108	Building Design Contingency											10.0%	\$63,430
109	Phasing Allowance											2.0%	\$13,955
110	Building Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
111	Building Forward Escalation (To 1Q 2024)											28.8%	\$204,610
112													
113	ESTIMATED TOTAL - BUILDING (ROUNDED)												\$916,000
114	LEED GOLD - EXCLUDED											Excluded	\$0
115													
116	ESTIMATED TOTAL - BUILDING												\$916,000
117	SITE DEVELOPMENT												
118	Existing Building Demolition, allowance		0	I/s		0.00							\$0
119	Hazmat Remediation		0	I/s		0.00							\$0
120	Site stripping, prep works and berming		1	I/s		15,000.00							\$15,000
121	Earthworks, cut and fill excavation, stockpiling, imported material		0	I/s		0.00							\$0
122	Site Servicing - Water - New Office Trailer - connections to existing water lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		15,000.00							\$15,000
123	Site Servicing - Sanitary - New Office Trailer - connections to existing sanitary lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		25,000.00							\$25,000
124	Site Servicing - Storm - New Office Trailer - storm lines, manholes, connection to existing storm lines/shutdowns etc		1	I/s		15,000.00							\$15,000
125	Site Servicing - Lighting and small power - allowance		1	I/s		15,000.00							\$15,000
126	Site Servicing - Other		1	I/s		10,000.00							\$10,000
127	Paved access roads and yards, sidewalks		0	I/s		0.00							\$0
128	External Signage and Wayfinding; External Site Fixtures and Fittings		1	I/s		5,000.00							\$5,000
129	Temporary laydown areas		0	I/s		0.00							\$0
130	Temporary earthwork support		0	I/s		0.00							\$0
131													
132	Sub-Total												\$100,000

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
133	Location Factor											26.0%	\$26,000
134	Gen Expenses, Overhead & Profit											15.0%	\$18,900
135	Site Design Contingency											10.0%	\$14,490
136	Phasing Allowance											2.0%	\$3,188
137	Site Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
138	Site Forward Escalation (To 1Q 2024)											28.8%	\$46,741
139													
140	ESTIMATED TOTAL - SITE (ROUNDED)												\$209,000
141													
142	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE (ROUNDED)												\$1,125,000

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (Excluding Markups (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
0	Field Road Administration and IT Building												
1	Cornerstone Drawings # 1-10; Appendix D Area												
2	Schedule												
3	Field Administration Building												
4	Admin and Legislative												
5	Private Office	5	Admin	1	11.0		700.00	50.00	20.00	300.00	300.00	1,370.00	\$15,070
6	Open Workstations (12)	5	Admin	1	78.0		300.00	50.00	10.00	300.00	300.00	960.00	\$74,880
7	Touchdown Station	5	Admin	1	6.0		300.00	50.00	10.00	300.00	300.00	960.00	\$5,760
8	Records Long Term Storage	5	Admin	1	10.0		500.00	50.00	20.00	250.00	250.00	1,070.00	\$10,700
9	Records Active File Storage	5	Admin	1	20.0		500.00	50.00	20.00	250.00	250.00	1,070.00	\$21,400
10	Staff Support												
11	Break Out Room (3)	5	Admin	1	36.0		700.00	50.00	20.00	300.00	300.00	1,370.00	\$49,320
12	Meeting Room (8)	5	Admin	1	28.0		800.00	50.00	20.00	400.00	300.00	1,570.00	\$43,960
13	Meeting Room (20)	5	Admin	1	70.0		800.00	50.00	20.00	400.00	300.00	1,570.00	\$109,900
14	Meeting Room (60)	5	Admin	1	112.0		800.00	50.00	20.00	400.00	300.00	1,570.00	\$175,840
15	Business Centre	5	Admin	1	30.0		800.00	50.00	20.00	300.00	300.00	1,470.00	\$44,100
16	Break Room/Staff Lounge	5	Admin	1	40.0		1,000.00	50.00	20.00	300.00	500.00	1,870.00	\$74,800
17	Mens Change Room	5	Admin	1	25.5		1,200.00	50.00	20.00	300.00	800.00	2,370.00	\$60,435
18	Female Change Room	5	Admin	1	25.5		1,200.00	50.00	20.00	300.00	800.00	2,370.00	\$60,435
19	Bicycle Lockers	5	Admin	1	15.0		300.00	50.00	10.00	200.00	200.00	760.00	\$11,400
20	Loading/Receiving Alcove	5	Admin	1	8.0		300.00	50.00	10.00	300.00	300.00	960.00	\$7,680
21	Lobby	5	Admin	1	90.1		500.00	50.00	10.00	300.00	300.00	1,160.00	\$104,516
22	Public Meeting Room	5	Admin	1	14.0		800.00	50.00	20.00	400.00	300.00	1,570.00	\$21,980
23	Vestibule	5	Admin	1	5.0		500.00	50.00	10.00	300.00	300.00	1,160.00	\$5,800
24	Server Room	5	Admin	1	12.0		300.00	50.00	10.00	1,000.00	500.00	1,860.00	\$22,320
25	Waste/Recycle Area	5	Admin	1	9.0		300.00	50.00	10.00	200.00	200.00	760.00	\$6,840
26	Washrooms (6)	5	Admin	1	27.6		800.00	50.00	20.00	300.00	800.00	1,970.00	\$54,372
27	Sprinkler	5	Admin	1	6.7		300.00	50.00	10.00	250.00	1,000.00	1,610.00	\$10,787
28	IT Closet	5	Admin	1	3.0		300.00	50.00	10.00	1,000.00	500.00	1,860.00	\$5,580
29	Elec Closet	5	Admin	1	9.0		300.00	50.00	10.00	1,000.00	300.00	1,660.00	\$14,940
30	Corporate												
31	Private Office (4)	5	Admin	1	44.0		700.00	50.00	20.00	300.00	300.00	1,370.00	\$60,280
32	Private Office - Extended	5	Admin	1	13.9		700.00	50.00	20.00	300.00	300.00	1,370.00	\$19,043
33	Open Workstations (23)	5	Admin	1	149.5		300.00	50.00	10.00	300.00	300.00	960.00	\$143,520
34	Touchdown Station	5	Admin	1	6.0		300.00	50.00	10.00	300.00	300.00	960.00	\$5,760

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
35	IT Workbench	5	Admin	1	5.0		700.00	50.00	20.00	500.00	300.00	1,570.00	\$7,850
36	Human Resources												
37	Private Office	5	Admin	1	11.0		700.00	50.00	20.00	300.00	300.00	1,370.00	\$15,070
38	Private Office - Extended	5	Admin	1	13.9		700.00	50.00	20.00	300.00	300.00	1,370.00	\$19,043
38	Open Workstations (2)	5	Admin	1	13.0		300.00	50.00	10.00	300.00	300.00	960.00	\$12,480
39	Infrastructure												
40	Private Office (4)	5	Admin	1	44.0		700.00	50.00	20.00	300.00	300.00	1,370.00	\$60,280
41	Private Office - Extended	5	Admin	1	13.9		700.00	50.00	20.00	300.00	300.00	1,370.00	\$19,043
42	Open Workstations (16)	5	Admin	1	104.0		300.00	50.00	10.00	300.00	300.00	960.00	\$99,840
43	Touchdown Station	5	Admin	1	6.0		300.00	50.00	10.00	300.00	300.00	960.00	\$5,760
44	Infrastructure Workroom	5	Admin	1	14.0		600.00	50.00	20.00	300.00	300.00	1,270.00	\$17,780
45	Storage Room	5	Admin	1	8.0		400.00	50.00	20.00	250.00	300.00	1,020.00	\$8,160
46	Planning and Community												
47	Private Office (3)	5	Admin	1	33.0		700.00	50.00	20.00	300.00	300.00	1,370.00	\$45,210
48	Open Workstations (117)	5	Admin	1	117.0		300.00	50.00	10.00	300.00	300.00	960.00	\$112,320
49	Touchdown Station	5	Admin	1	12.0		300.00	50.00	10.00	300.00	300.00	960.00	\$11,520
50	Planning Workroom	5	Admin	1	14.0		600.00	50.00	20.00	300.00	300.00	1,270.00	\$17,780
51	Emergency - Radio Room	5	Admin	1	12.0		500.00	50.00	20.00	400.00	300.00	1,270.00	\$15,240
52	Emergency - First Aid Room	5	Admin	1	10.0		800.00	50.00	20.00	300.00	300.00	1,470.00	\$14,700
53	Office of CAO												
54	Private Office - Extended	5	Admin	1	13.9		700.00	50.00	20.00	300.00	300.00	1,370.00	\$19,043
55	Open Workstation (1)	5	Admin	1	6.5		300.00	50.00	10.00	300.00	300.00	960.00	\$6,240
56													
57	Dogwood Conference Room												
58	Conference Room - Allowance	1	Admin	1	20.0		10.00	0.00	0.00	10.00	0.00	20.00	\$400
59													
60	IT Building												
61	Server Room - Allowance	1	Admin	1	13.0		10.00	0.00	0.00	200.00	0.00	210.00	\$2,730
62	Reception - Allowance	1	Admin	1	13.0		10.00	0.00	0.00	10.00	0.00	20.00	\$260
63	IT/GIS	4	Admin	1	98.0		500.00	25.00	50.00	250.00	300.00	1,125.00	\$110,250
64													
65													
66	TOTAL NSM				1,500.0								
67	OTHER												
68	Circulation/Gross Up	1	Admin	1	335.5		400.00	50.00	50.00	300.00	400.00	1,200.00	\$402,600
69													
70	Sub-Total (BGSM)				1,835.5								\$2,265,017

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
71	Other Building items not included above												
72	Storage Shed - No works identified		9.0	m2		0.00							\$0
73	Sea-Cans, renovated for storage - allowance		1	No		10,000.00							\$10,000
74	Staff Off Site Office Rental (By Client)		0	I/s		0.00							\$0
75	Footings and site enabling work for new buildings, aprons etc		1	No		5,000.00							\$5,000
76	Misc soft and hard landscaping to immediate curtilage of new buildings; access/egress stairs, canopies etc		1	No		10,000.00							\$10,000
77	Internal Signage and Wayfinding		1	I/s		3,671.00							\$3,671
78	Contractor Install of Client Supplied Items		1	I/s		18,355.00							\$18,355
79	Other Misc Building Items		1	I/s		15,000.00							\$15,000
80													
81	Sub-Total												\$2,327,043
82	Location Factor											26.0%	\$605,031
83	Gen Expenses, Overhead & Profit											15.0%	\$439,811
84	Building Design Contingency											10.0%	\$337,189
85	Phasing Allowance											2.0%	\$74,181
86	Building Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
87	Building Forward Escalation (1Q 2029)											48.8%	\$1,844,337
88													
89	ESTIMATED TOTAL - BUILDING (ROUNDED)												\$5,628,000
90	LEED GOLD - EXCLUDED											Excluded	\$0
91													
92	ESTIMATED TOTAL - BUILDING												\$5,628,000
93	SITE DEVELOPMENT												
94	Existing Building Demolition, allowance		0	I/s		0.00							\$0
95	Hazmat Remediation		0	I/s		0.00							\$0
96	Site stripping, prep works and berming		1	I/s		5,000.00							\$5,000
97	Earthworks, cut and fill excavation, stockpiling, imported material		0	I/s		0.00							\$0
98	Site Servicing - Water - New Office Trailer - connections to existing water lines/shutdowns etc - upgrades to existing lines EXCLUDED		0	I/s		15,000.00							\$0

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Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
99	Site Servicing - Sanitary - New Office Trailer - connections to existing sanitary lines/shutdowns etc - upgrades to existing lines EXCLUDED		0	I/s		25,000.00							\$0
100	Site Servicing - Storm - New Office Trailer - storm lines, manholes, connection to existing storm lines/shutdowns etc		0	I/s		15,000.00							\$0
101	Site Servicing - Lighting and small power - allowance		1	I/s		5,000.00							\$5,000
102	Site Servicing - Other		1	I/s		25,000.00							\$25,000
103	Paved access roads and yards, sidewalks		0	I/s		0.00							\$0
104	External Signage and Wayfinding; External Site Fixtures and Fittings		1	I/s		1,000.00							\$1,000
105	Temporary laydown areas		0	I/s		0.00							\$0
106	Temporary earthwork support		0	I/s		0.00							\$0
107													
108	Sub-Total												\$36,000
109	Location Factor											26.0%	\$9,360
110	Gen Expenses, Overhead & Profit											15.0%	\$6,804
111	Site Design Contingency											10.0%	\$5,216
112	Phasing Allowance											2.0%	\$1,148
113	Site Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
114	Site Forward Escalation (1Q 2029)											48.8%	\$28,532
115													
116	ESTIMATED TOTAL - SITE (ROUNDED)												\$87,000
117													
118	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE (ROUNDED)												\$5,715,000

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SUNSHINE COAST SITE AND OFFICE PLANNING
CLASS 'D' PROGRAM ESTIMATE REPORT - OPINION OF PROBABLE COST
August 30, 2019

7. CLASS 'D' ESTIMATES – MASON ROAD 5 YR OPTION AND 10YR (3 OPTIONS)

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
0	Mason Road Transit/Fleet, Utilities Cornerstone Drawings # 1-23												
1													
2													
3	Transit/Fleet Facility												
4	Transit												
5	Transit Workroom	3	Trans/Flt	1	18.0		300.00	25.00	0.00	200.00	200.00	725.00	\$13,050
6	Dispatch Office	2	Trans/Flt	1	16.0		200.00	10.00	0.00	200.00	100.00	510.00	\$8,160
7	Open Workstations (5), Touchdown (7)	3	Trans/Flt	2	40.3		500.00	50.00	20.00	250.00	200.00	1,020.00	\$41,106
8	Private Office	4	Trans/Flt	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
9	Private Office	4	Trans/Flt	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
10	Private Office	4	Trans/Flt	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
11	Staff Support												
12	Womens Change	5	Trans/Flt	1	23.2		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$64,960
13	Mens Change	5	Trans/Flt	1	26.0		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$72,800
14	Meeting Room	5	Trans/Flt	1	25.0		600.00	50.00	50.00	400.00	600.00	1,700.00	\$42,500
15	Business Centre	4	Trans/Flt	2	10.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$11,700
16	Break Out Room	4	Trans/Flt	2	6.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$7,020
17	Breakroom	5	Trans/Flt	2	26.0		800.00	50.00	20.00	400.00	600.00	1,870.00	\$48,620
18	Fleet Dept Support												
19	Wash Bay	0	Trans/Flt	1	130.0		0.00	0.00	0.00	0.00	0.00	0.00	\$0
20	Maintenance Bays, Heavy duty (4)	0	Trans/Flt	1	366.0		0.00	0.00	0.00	0.00	0.00	0.00	\$0
21	Maintenance Bay, Light Duty	0	Trans/Flt	1	33.5		0.00	0.00	0.00	0.00	0.00	0.00	\$0
22	Parts and Supply Storage	3	Trans/Flt	1	32.0		500.00	50.00	50.00	200.00	200.00	1,000.00	\$32,000
23	Parts and Supply Storage	4	Trans/Flt	1	18.5		500.00	50.00	50.00	300.00	200.00	1,100.00	\$20,350
24	Parts and Supply Storage	4	Trans/Flt	2	23.0		500.00	50.00	50.00	300.00	200.00	1,100.00	\$25,300
25	Building Support												
26	WC (2) - Allowance	1	Admin	1	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
27	WC (2) - Allowance	1	Admin	2	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
28													
29	Utilities Building												
30	Staff Support												
31	Meeting Room	4	Utilities	1	25.0		800.00	100.00	50.00	300.00	400.00	1,650.00	\$41,250
32	Break Out Room	4	Utilities	2	6.0		600.00	50.00	20.00	300.00	400.00	1,370.00	\$8,220
33	Business Centre	5	Utilities	2	4.0		800.00	50.00	20.00	400.00	500.00	1,770.00	\$7,080
33	Dept Support												

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
34	Parts and Supply Storage	0	Utilities	1	35.0			0.00	0.00	0.00	0.00	0.00	\$0
35	Parts and Supply Storage	0	Utilities	1	151.0			0.00	0.00	0.00	0.00	0.00	\$0
36	Offices												
37	Open Workstations (7)	4	Utilities	2	35.0		600.00	100.00	20.00	300.00	400.00	1,420.00	\$49,700
38	Private Office	4	Utilities	2	11.0		600.00	100.00	20.00	300.00	400.00	1,420.00	\$15,620
39	Touchdown Workstations (2)	4	Utilities	2	5.0		600.00	100.00	20.00	300.00	400.00	1,420.00	\$7,100
40	Building Support												
41	WC - Allowance	5	Utilities	2	4.5		1,000.00	100.00	50.00	400.00	800.00	2,350.00	\$10,575
42	Parts and Supply Storage	3	Utilities	2	11.0		400.00	50.00	20.00	200.00	300.00	970.00	\$10,670
43													
44													
45	TOTAL NSM				1,126.0								
46	OTHER												
47	Circulation/Gross Up				406.0		200.00	50.00	20.00	200.00	300.00	770.00	\$312,620
48													
49	Sub-Total (BGSM)				1,532.0								\$889,251
50	Other Building Items not included above												
51	Building Maintenance Storage Shed - To Be Removed (See Site)		30.0	m2		0.00							\$0
52	Fuel Pumps and Storage Tanks - No works identified		55.0	m2		0.00							\$0
53	Elec Transfer Switch/Transit Coin Building - No works identified		22.0	m2		0.00							\$0
54	Waterworks Storage - No works identified		52.0	m2		0.00							\$0
55	Parks Lean-to - Extended (See Site)		80.0	m2		0.00							\$0
56	Quonset - insulation and waterproofing rehabilitation, allowance		223.0	m2		600.00							\$133,800
56	Sea-Can, renovated for storage		1	No		10,000.00							\$10,000
57	Change Rooms, Break Room Trailer - Rental (By Client)		1	No		0.00							\$0
58	Footings and site enabling work for new buildings, aprons etc		2	No		5,000.00							\$10,000
59	Misc soft and hard landscaping to immediate curtilage of new buildings; access/egress stairs, canopies etc		2	No		10,000.00							\$20,000
60	Internal Signage and Wayfinding		1	I/s		3,064.00							\$3,064
61	Contractor Install of Client Supplied Items		1	I/s		7,660.00							\$7,660

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
62	Other Misc Building Items		1	I/s		15,000.00							\$15,000
63													
64	Sub-Total												\$1,088,775
65	Location Factor											26.0%	\$283,082
66	Gen Expenses, Overhead & Profit											15.0%	\$205,778
67	Building Design Contingency											15.0%	\$236,645
68	Phasing Allowance											4.0%	\$72,571
69	Building Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
70	Building Forward Escalation (To 1Q 2024)											28.8%	\$542,470
71													
72	ESTIMATED TOTAL - BUILDING (ROUNDED)												\$2,429,000
73	LEED GOLD - EXCLUDED											Excluded	\$0
74													
75	ESTIMATED TOTAL - BUILDING												\$2,429,000
76	SITE DEVELOPMENT												
77	Existing Building Demolition, allowance		1	I/s		110,000.00							\$110,000
78	Hazmat Remediation, allowance		1	I/s		50,000.00							\$50,000
79	Vehicle Disposal - Excluded		0	No		0.00							\$0
80	Site stripping, prep works and berming (new constructions and paving)		1	I/s		112,500.00							\$112,500
81	Earthworks, cut and fill excavation, stockpiling, imported material		0	I/s		0.00							\$0
82	Site Servicing - Water - New Change Rooms/Break Room Trailer - connections to existing water lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		15,000.00							\$15,000
83	Site Servicing - Sanitary - New Change Rooms/Break Room Trailer - connections to existing sanitary lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		25,000.00							\$25,000
84	Site Servicing - Storm - New Change Rooms/Break Room Trailer - storm lines, manholes, connection to existing storm lines/shutdowns etc		1	I/s		15,000.00							\$15,000
85	Site Servicing - New constructions - Lighting and small power - allowance		1	I/s		10,000.00							\$10,000

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Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
86	Site security fencing - Allowance		700	m		300.00							\$210,000
87	Site security access gates and controls, power/data etc		1	l/s		100,000.00							\$100,000
88	Paved staff parking and assoc drainage, lighting/power		2,050	m2		275.00							\$563,750
89	External Signage and Wayfinding; External Site Fixtures and Fittings		1	l/s		25,000.00							\$25,000
90	Wood and Equipment Storage area, expanded		100	m2		750.00							\$75,000
91	Temporary laydown areas, allowance		1	l/s		25,000.00							\$25,000
92	Relocated/consolidated laydown and storage areas (unpaved, gravel); existing racking reused		1	l/s		133,000.00							\$133,000
93													
94	Sub-Total												\$1,469,250
95	Location Factor											26.0%	\$382,005
96	Gen Expenses, Overhead & Profit											15.0%	\$277,688
97	Site Design Contingency											15.0%	\$319,341
98	Phasing Allowance											4.0%	\$97,931
99	Site Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
100	Site Forward Escalation (To 1Q 2024)											28.8%	\$732,037
101													
102	ESTIMATED TOTAL - SITE (ROUNDED)												\$3,278,000
103													
104	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE (ROUNDED)												\$5,707,000

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Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
0	Mason Road Transit/Fleet, Utilities												
1	Cornerstone Drawings # 1-23; Appendix D Area												
2	Schedule												
3	Transit/Fleet Facility												
4	Transit												
5	Transit Workroom	3	Trans/Fit	1	18.0		300.00	25.00	0.00	200.00	200.00	725.00	\$13,050
6	Dispatch Office	2	Trans/Fit	1	0.0		200.00	10.00	0.00	200.00	100.00	510.00	\$0
7	Open Workstations (5), Touchdown (7)	3	Trans/Fit	2	40.3		500.00	50.00	20.00	250.00	200.00	1,020.00	\$41,106
8	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
9	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
10	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
11	Staff Support												
12	Womens Change	5	Trans/Fit	1	23.2		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$64,960
13	Mens Change	5	Trans/Fit	1	26.0		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$72,800
14	Meeting Room	5	Trans/Fit	1	25.0		600.00	50.00	50.00	400.00	600.00	1,700.00	\$42,500
15	Business Centre	4	Trans/Fit	2	10.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$11,700
16	Break Out Room	4	Trans/Fit	2	6.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$7,020
17	Breakroom	5	Trans/Fit	2	26.0		800.00	50.00	20.00	400.00	600.00	1,870.00	\$48,620
18	Fleet Dept Support												
19	Maintenance Bay, Heavy Duty (Prev Wash Bay)	4	Trans/Fit	1	130.0		200.00	50.00	200.00	200.00	300.00	950.00	\$123,500
20	Maintenance Bays, Heavy duty (4)	0	Trans/Fit	1	366.0		0.00	0.00	0.00	0.00	0.00	0.00	\$0
21	Maintenance Bay, Light Duty	0	Trans/Fit	1	33.5		0.00	0.00	0.00	0.00	0.00	0.00	\$0
22	Parts and Supply Storage	3	Trans/Fit	1	32.0		500.00	50.00	50.00	200.00	200.00	1,000.00	\$32,000
23	Parts and Supply Storage	4	Trans/Fit	1	18.5		500.00	50.00	50.00	300.00	200.00	1,100.00	\$20,350
23	Parts and Supply Storage	4	Trans/Fit	2	23.0		500.00	50.00	50.00	300.00	200.00	1,100.00	\$25,300
24	Parts and Supply Storage	4	Trans/Fit	2	16.0		500.00	50.00	50.00	300.00	200.00	1,100.00	\$17,600
25	Building Support												
26	WC (2) - Allowance	1	Admin	1	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
27	WC (2) - Allowance	1	Admin	2	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
28													
29	Fleet Dept Support (Newbuild/Expansion)												
30	Wash Bay	New	Trans/Fit	1	130.0		1,000.00	100.00	500.00	500.00	1,000.00	3,100.00	\$403,000
31	Maintenance Bays, Heavy duty	New	Trans/Fit	1	54.0		1,000.00	100.00	500.00	500.00	700.00	2,800.00	\$151,200

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (Excluding Markups (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
32													
33													
34	TOTAL NSM				1,022.5								
35	OTHER												
36	Circulation/Gross Up				370.5			125.00	120.00	300.00	400.00	1,195.00	\$442,748
37													
38	Transit/Fleet Sub-Total (BGSM)				1,393.0								
39													
40	Newbuild Utilities, Parks and Building Maintenance Facility												
41	Utilities												
42	Private Office	New	Utilities	1	11.0			0.00	25.00	400.00	500.00	1,525.00	\$16,775
43	Open Workstations (7)	New	Utilities	1	45.5			0.00	25.00	300.00	400.00	1,125.00	\$51,188
44	Touchdown Station	New	Utilities	1	6.0			0.00	25.00	300.00	400.00	1,125.00	\$6,750
45	Parts and Supply Storage	New	Utilities	1	195.0			0.00	100.00	300.00	400.00	1,200.00	\$234,000
46	Equipment Supply	New	Utilities	1	65.0			0.00	25.00	300.00	300.00	1,125.00	\$73,125
47	Open Workstations (4)	New	Utilities	1	26.0			0.00	25.00	300.00	400.00	1,125.00	\$29,250
48	Building Services Garage	New	Utilities	1	65.0			0.00	100.00	400.00	700.00	1,900.00	\$123,500
49	Meeting Room (20)	New	Utilities	1	35.0			0.00	50.00	400.00	600.00	1,650.00	\$57,750
50	Breakout Room	New	Utilities	1	6.0			0.00	20.00	400.00	500.00	1,520.00	\$9,120
51	Male Change Room	New	Utilities	1	25.5			0.00	75.00	600.00	1,000.00	2,675.00	\$68,213
52	Female Change Room	New	Utilities	1	12.7			0.00	75.00	600.00	1,000.00	2,675.00	\$33,973
53	Break Room/Lounge	New	Utilities	1	30.0			0.00	50.00	400.00	800.00	2,050.00	\$61,500
54	Vestibule	New	Utilities	1	5.0			0.00	50.00	300.00	600.00	1,550.00	\$7,750
55	Lobby	New	Utilities	1	14.0			0.00	25.00	400.00	600.00	1,825.00	\$25,550
56	Server Closet	New	Utilities	1	4.0			0.00	50.00	2,500.00	800.00	4,050.00	\$16,200
57	Maintenance Closet	New	Utilities	1	4.0			0.00	50.00	300.00	600.00	1,650.00	\$6,600
58	Washrooms	New	Utilities	1	9.2			0.00	50.00	700.00	1,000.00	2,750.00	\$25,300
59	Parks Facility												
60	Private Office	New	Parks	1	11.0			0.00	25.00	400.00	500.00	1,525.00	\$16,775
61	Open Workstation	New	Parks	1	13.0			0.00	25.00	300.00	400.00	1,125.00	\$14,625
62	Touchdown Station	New	Parks	1	3.0			0.00	25.00	300.00	400.00	1,125.00	\$3,375
63	Workshop and Parts Supply	New	Parks	1	195.0			0.00	100.00	300.00	400.00	1,200.00	\$234,000
64	Business Centre	New	Parks	1	6.0			0.00	50.00	400.00	600.00	1,650.00	\$9,900
65	Male Change Room	New	Parks	1	14.0			0.00	75.00	600.00	1,000.00	2,675.00	\$37,450
66	Female Change Room	New	Parks	1	10.0			0.00	75.00	600.00	1,000.00	2,675.00	\$26,750
67	Meeting Room/Staff lounge	New	Parks	1	20.0			0.00	50.00	400.00	800.00	2,050.00	\$41,000
68	Vestibule	New	Parks	1	5.0			0.00	50.00	300.00	600.00	1,550.00	\$7,750

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
69	Server Closet	New	Parks	1	4.0		700.00	0.00	50.00	2,500.00	800.00	4,050.00	\$16,200
70	Maintenance Closet	New	Parks	1	4.0		700.00	0.00	50.00	300.00	600.00	1,650.00	\$6,600
71	Washrooms	New	Parks	1	9.2		1,000.00	0.00	50.00	700.00	1,000.00	2,750.00	\$25,300
72													
73	TOTAL NSM				853.1								
74	OTHER												
75	Circulation/Gross Up/Envelope/M&E Plant & Equipment				476.9		1,200.00	0.00	1,000.00	500.00	800.00	3,500.00	\$1,669,150
76													
77	Newbuild Utilities, Parks and Building Maintenance Facility Sub-Total (BGSM)				1,330.0								
78													
79	Other Building items not included above												
80	Building Maintenance Storage Shed - To Be Removed (See Site)		30.0	m2		0.00							\$0
81	Fuel Pumps and Storage Tanks - New		130.0	m2		5,000.00							\$650,000
82	Elec Transfer Switch/Transit Coin Building - Assume relocated		22.0	m2		4,000.00							\$88,000
83	Waterworks Storage - Assume relocated		52.0	m2		2,000.00							\$104,000
84	Parks Lean-to - Assume relocated		80.0	m2		2,000.00							\$160,000
85	Quonset - No works identified; See Site/Demo		223.0	m2		0.00							\$0
86	Sea-Can, renovated for storage		0	No		10,000.00							\$0
87	Change Rooms, Break Room Trailer - Rental (By Client)		0	No		0.00							\$0
88	Footings and site enabling work for new buildings, aprons etc		1	l/s		125,000.00							\$125,000
89	Misc soft and hard landscaping to immediate curtilage of new buildings; sidewalks, access/egress ramps, stairs, canopies etc		1	l/s		50,000.00							\$50,000
90	Internal Signage and Wayfinding		1	l/s		5,446.00							\$5,446
91	Contractor Install of Client Supplied Items		1	l/s		13,615.00							\$13,615
92	Other Misc Building Items		1	l/s		25,000.00							\$25,000
93													
94	Sub-Total												\$5,732,782
95	Location Factor											26.0%	\$1,490,523
96	Gen Expenses, Overhead & Profit											15.0%	\$1,083,496
97	Building Design Contingency											15.0%	\$1,246,020

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Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
98	Phasing Allowance											4.0%	\$382,113
99	Building Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
100	Building Forward Escalation (To 1Q 2029)											48.8%	\$4,843,280
101													
102	ESTIMATED TOTAL - BUILDING (ROUNDED)												\$14,778,000
103	LEED GOLD - EXCLUDED											Excluded	\$0
104													
105	ESTIMATED TOTAL - BUILDING												\$14,778,000
106	SITE DEVELOPMENT												
107	Existing Buildings Demolition, allowance		1	I/s		338,400.00							\$338,400
108	Hazmat Remediation, allowance		1	I/s		100,000.00							\$100,000
109	Vehicle Disposal - Excluded		0	No		0.00							\$0
110	Site stripping, prep works and berming (new constructions and paving)		1	I/s		311,800.00							\$311,800
111	Earthworks/excavation/temp support; stockpiling, imported material - new Constructions		1	I/s		69,000.00							\$69,000
112	Site Servicing - Water - New Constructions - connections to existing water lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		75,000.00							\$75,000
113	Site Servicing - Sanitary - New Constructions - connections to existing sanitary lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		75,000.00							\$75,000
114	Site Servicing - Sanitary - Septic Field alterations, allowance		1	I/s		150,000.00							\$150,000
115	Site Servicing - Storm - New Constructions - storm lines, manholes, connection to existing storm lines/shutdowns etc		1	I/s		150,000.00							\$150,000
116	Site Servicing - New constructions - Lighting and small power - allowance		1	I/s		30,000.00							\$30,000
117	Site security fencing - Allowance		800	m		300.00							\$240,000
118	Site security access gates and controls, power/data etc		1	I/s		100,000.00							\$100,000
119	Paved staff/fleet parking and assoc drainage, lighting/power		4,000	m2		325.00							\$1,300,000

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Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
120	Transit parking and assoc drainage, lighting/power		1,000	m2		375.00							\$375,000
121	External Signage and Wayfinding; External Site Fixtures and Fittings		1	l/s		40,000.00							\$40,000
122	Reconfigured internal circulation, all paved access - allowance		4,550	m2		250.00							\$1,137,500
123	Temporary laydown areas, allowance		1	l/s		50,000.00							\$50,000
124	Relocated/consolidated and expanded laydown and storage areas (unpaved, gravels) - new racking and weather protection		1	l/s		650,000.00							\$650,000
125													
126	Sub-Total												\$5,191,700
127	Location Factor											26.0%	\$1,349,842
128	Gen Expenses, Overhead & Profit											15.0%	\$981,231
129	Site Design Contingency											15.0%	\$1,128,416
130	Phasing Allowance											4.0%	\$346,048
131	Site Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
132	Site Forward Escalation (To 1Q 2029)											48.8%	\$4,386,153
133													
134	ESTIMATED TOTAL - SITE (ROUNDED)												\$13,383,000
135													
136	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE (ROUNDED)												\$28,161,000

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
0	Mason Road Transit/Fleet, Utilities												
1	Cornerstone Drawings # 1-23; Appendix D Area												
2	Schedule												
3	Transit/Fleet Facility												
4	Transit												
5	Transit Workroom	3	Trans/Fit	1	18.0		300.00	25.00	0.00	200.00	200.00	725.00	\$13,050
6	Dispatch Office	2	Trans/Fit	1	0.0		200.00	10.00	0.00	200.00	100.00	510.00	\$0
7	Open Workstations (5), Touchdown (7)	3	Trans/Fit	2	40.3		500.00	50.00	20.00	250.00	200.00	1,020.00	\$41,106
8	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
9	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
10	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
11	Staff Support												
12	Womens Change	5	Trans/Fit	1	23.2		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$64,960
13	Mens Change	5	Trans/Fit	1	26.0		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$72,800
14	Meeting Room	5	Trans/Fit	1	25.0		600.00	50.00	50.00	400.00	600.00	1,700.00	\$42,500
15	Business Centre	4	Trans/Fit	2	10.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$11,700
16	Break Out Room	4	Trans/Fit	2	6.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$7,020
17	Breakroom	5	Trans/Fit	2	26.0		800.00	50.00	20.00	400.00	600.00	1,870.00	\$48,620
18	Fleet Dept Support												
19	Maintenance Bay, Heavy Duty (Prev Wash Bay)	4	Trans/Fit	1	130.0		200.00	50.00	200.00	200.00	300.00	950.00	\$123,500
20	Maintenance Bays, Heavy duty (4)	0	Trans/Fit	1	366.0		0.00	0.00	0.00	0.00	0.00	0.00	\$0
21	Maintenance Bay, Light Duty	0	Trans/Fit	1	33.5		0.00	0.00	0.00	0.00	0.00	0.00	\$0
22	Parts and Supply Storage	3	Trans/Fit	1	32.0		500.00	50.00	50.00	200.00	200.00	1,000.00	\$32,000
23	Parts and Supply Storage	4	Trans/Fit	1	18.5		500.00	50.00	50.00	300.00	200.00	1,100.00	\$20,350
23	Parts and Supply Storage	4	Trans/Fit	2	23.0		500.00	50.00	50.00	300.00	200.00	1,100.00	\$25,300
24	Parts and Supply Storage	4	Trans/Fit	2	16.0		500.00	50.00	50.00	300.00	200.00	1,100.00	\$17,600
25	Building Support												
26	WC (2) - Allowance	1	Admin	1	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
27	WC (2) - Allowance	1	Admin	2	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
28													
29	Fleet Dept Support (Newbuild/Expansion)												
30	Wash Bay	New	Trans/Fit	1	130.0		1,000.00	100.00	500.00	500.00	1,000.00	3,100.00	\$403,000
31	Maintenance Bays, Heavy duty	New	Trans/Fit	1	54.0		1,000.00	100.00	500.00	500.00	700.00	2,800.00	\$151,200

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (Excluding Markups (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
32													
33													
34	TOTAL NSM				1,022.5								
35	OTHER												
36	Circulation/Gross Up				370.5			125.00	120.00	300.00	400.00	1,195.00	\$442,748
37													
38	Transit/Fleet Sub-Total (BGSM)				1,393.0								
39													
40	Newbuild Utilities, Parks and Building Maintenance Facility												
41	Utilities												
42	Private Office	New	Utilities	1	11.0			0.00	25.00	400.00	500.00	1,525.00	\$16,775
43	Open Workstations (7)	New	Utilities	1	45.5			0.00	25.00	300.00	400.00	1,125.00	\$51,188
44	Touchdown Station	New	Utilities	1	6.0			0.00	25.00	300.00	400.00	1,125.00	\$6,750
45	Parts and Supply Storage	New	Utilities	1	195.0			0.00	100.00	300.00	400.00	1,200.00	\$234,000
46	Equipment Supply	New	Utilities	1	65.0			0.00	25.00	300.00	300.00	1,125.00	\$73,125
47	Open Workstations (4)	New	Utilities	1	26.0			0.00	25.00	300.00	400.00	1,125.00	\$29,250
48	Building Services Garage	New	Utilities	1	65.0			0.00	100.00	400.00	700.00	1,900.00	\$123,500
49	Meeting Room (20)	New	Utilities	1	35.0			0.00	50.00	400.00	600.00	1,650.00	\$57,750
50	Breakout Room	New	Utilities	1	6.0			0.00	20.00	400.00	500.00	1,520.00	\$9,120
51	Male Change Room	New	Utilities	1	25.5			0.00	75.00	600.00	1,000.00	2,675.00	\$68,213
52	Female Change Room	New	Utilities	1	12.7			0.00	75.00	600.00	1,000.00	2,675.00	\$33,973
53	Break Room/Lounge	New	Utilities	1	30.0			0.00	50.00	400.00	800.00	2,050.00	\$61,500
54	Vestibule	New	Utilities	1	5.0			0.00	50.00	300.00	600.00	1,550.00	\$7,750
55	Lobby	New	Utilities	1	14.0			0.00	25.00	400.00	600.00	1,825.00	\$25,550
56	Server Closet	New	Utilities	1	4.0			0.00	50.00	2,500.00	800.00	4,050.00	\$16,200
57	Maintenance Closet	New	Utilities	1	4.0			0.00	50.00	300.00	600.00	1,650.00	\$6,600
58	Washrooms	New	Utilities	1	9.2			0.00	50.00	700.00	1,000.00	2,750.00	\$25,300
59	Parks Facility												
60	Private Office	New	Parks	1	11.0			0.00	25.00	400.00	500.00	1,525.00	\$16,775
61	Open Workstation	New	Parks	1	13.0			0.00	25.00	300.00	400.00	1,125.00	\$14,625
62	Touchdown Station	New	Parks	1	3.0			0.00	25.00	300.00	400.00	1,125.00	\$3,375
63	Workshop and Parts Supply	New	Parks	1	195.0			0.00	100.00	300.00	400.00	1,200.00	\$234,000
64	Business Centre	New	Parks	1	6.0			0.00	50.00	400.00	600.00	1,650.00	\$9,900
65	Male Change Room	New	Parks	1	14.0			0.00	75.00	600.00	1,000.00	2,675.00	\$37,450
66	Female Change Room	New	Parks	1	10.0			0.00	75.00	600.00	1,000.00	2,675.00	\$26,750
67	Meeting Room/Staff lounge	New	Parks	1	20.0			0.00	50.00	400.00	800.00	2,050.00	\$41,000
68	Vestibule	New	Parks	1	5.0			0.00	50.00	300.00	600.00	1,550.00	\$7,750

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
69	Server Closet	New	Parks	1	4.0		700.00	0.00	50.00	2,500.00	800.00	4,050.00	\$16,200
70	Maintenance Closet	New	Parks	1	4.0		700.00	0.00	50.00	300.00	600.00	1,650.00	\$6,600
71	Washrooms	New	Parks	1	9.2		1,000.00	0.00	50.00	700.00	1,000.00	2,750.00	\$25,300
72													
73	TOTAL NSM				853.1								
74	OTHER												
75	Circulation/Gross Up/Envelope/M&E Plant & Equipment				476.9		1,200.00	0.00	1,000.00	500.00	800.00	3,500.00	\$1,669,150
76													
77	Newbuild Utilities, Parks and Building Maintenance Facility Sub-Total (BGSM)				1,330.0								
78													
79	Other Building items not included above												
80	Building Maintenance Storage Shed - To Be Removed (See Site)		30.0	m2		0.00							\$0
81	Fuel Pumps and Storage Tanks - New		130.0	m2		5,000.00							\$650,000
82	Elec Transfer Switch/Transit Coin Building - Assume relocated		22.0	m2		4,000.00							\$88,000
83	Waterworks Storage - Assume relocated		52.0	m2		2,000.00							\$104,000
84	Parks Lean-to - Assume relocated		80.0	m2		2,000.00							\$160,000
85	Quonset - No works identified; See Site/Demo		223.0	m2		0.00							\$0
86	Sea-Can, renovated for storage		0	No		10,000.00							\$0
87	Change Rooms, Break Room Trailer - Rental (By Client)		0	No		0.00							\$0
88	Footings and site enabling work for new buildings, aprons etc		1	l/s		125,000.00							\$125,000
89	Misc soft and hard landscaping to immediate curtilage of new buildings; sidewalks, access/egress ramps, stairs, canopies etc		1	l/s		50,000.00							\$50,000
90	Internal Signage and Wayfinding		1	l/s		5,446.00							\$5,446
91	Contractor Install of Client Supplied Items		1	l/s		13,615.00							\$13,615
92	Other Misc Building Items		1	l/s		25,000.00							\$25,000
93													
94	Sub-Total												\$5,732,782
95	Location Factor											26.0%	\$1,490,523
96	Gen Expenses, Overhead & Profit											15.0%	\$1,083,496
97	Building Design Contingency											15.0%	\$1,246,020

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
98	Phasing Allowance											4.0%	\$382,113
99	Building Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
100	Building Forward Escalation (To 1Q 2029)											48.8%	\$4,843,280
101													
102	ESTIMATED TOTAL - BUILDING (ROUNDED)												\$14,778,000
103	LEED GOLD - EXCLUDED											Excluded	\$0
104													
105	ESTIMATED TOTAL - BUILDING												\$14,778,000
106	SITE DEVELOPMENT												
107	Existing Buildings Demolition, allowance		1	I/s		338,400.00							\$338,400
108	Hazmat Remediation, allowance		1	I/s		100,000.00							\$100,000
109	Vehicle Disposal - Excluded		0	No		0.00							\$0
110	Site stripping, prep works and berming (new constructions and paving)		1	I/s		209,300.00							\$209,300
111	Earthworks/excavation/temp support; stockpiling, imported material - new Constructions		1	I/s		69,000.00							\$69,000
112	Site Servicing - Water - New Constructions - connections to existing water lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		75,000.00							\$75,000
113	Site Servicing - Sanitary - New Constructions - connections to existing sanitary lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		75,000.00							\$75,000
114	Site Servicing - Sanitary - Septic Field alterations, allowance		1	I/s		150,000.00							\$150,000
115	Site Servicing - Storm - New Constructions - storm lines, manholes, connection to existing storm lines/shutdowns etc		1	I/s		150,000.00							\$150,000
116	Site Servicing - New constructions - Lighting and small power - allowance		1	I/s		30,000.00							\$30,000
117	Site security fencing - Allowance		700	m		300.00							\$210,000
118	Site security access gates and controls, power/data etc		1	I/s		100,000.00							\$100,000
119	Paved staff/fleet parking and assoc drainage, lighting/power		4,000	m2		275.00							\$1,100,000

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
120	Transit parking and assoc drainage, lighting/power		1,000	m2		375.00							\$375,000
121	External Signage and Wayfinding; External Site Fixtures and Fittings		1	l/s		40,000.00							\$40,000
122	Reconfigured internal circulation, all paved access - allowance		2,500	m2		250.00							\$625,000
123	Temporary laydown areas, allowance		1	l/s		50,000.00							\$50,000
124	Relocated/consolidated and expanded laydown and storage areas (unpaved, gravels) - new racking and weather protection		1	l/s		650,000.00							\$650,000
125													
126	Sub-Total												\$4,346,700
127	Location Factor											26.0%	\$1,130,142
128	Gen Expenses, Overhead & Profit											15.0%	\$821,526
129	Site Design Contingency											15.0%	\$944,755
130	Phasing Allowance											4.0%	\$289,725
131	Site Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
132	Site Forward Escalation (To 1Q 2029)											48.8%	\$3,672,264
133													
134	ESTIMATED TOTAL - SITE (ROUNDED)												\$11,205,000
135													
136	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE (ROUNDED)												\$25,983,000

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
0	Mason Road Transit/Fleet, Utilities and Quonset												
1	Cornerstone Drawings # 1-23; Appendix D Area Schedule												
2													
3	Transit/Fleet Facility												
4	Transit												
5	Transit Workroom	3	Trans/Fit	1	18.0		300.00	25.00	0.00	200.00	200.00	725.00	\$13,050
6	Dispatch Office	2	Trans/Fit	1	0.0		200.00	10.00	0.00	200.00	100.00	510.00	\$0
7	Open Workstations (5), Touchdown (7)	3	Trans/Fit	2	40.3		500.00	50.00	20.00	250.00	200.00	1,020.00	\$41,106
8	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
9	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
10	Private Office	4	Trans/Fit	2	11.0		500.00	50.00	20.00	300.00	300.00	1,170.00	\$12,870
11	Staff Support												
12	Womens Change	5	Trans/Fit	1	23.2		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$64,960
13	Mens Change	5	Trans/Fit	1	26.0		1,000.00	50.00	150.00	600.00	1,000.00	2,800.00	\$72,800
14	Meeting Room	5	Trans/Fit	1	25.0		600.00	50.00	50.00	400.00	600.00	1,700.00	\$42,500
15	Business Centre	4	Trans/Fit	2	10.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$11,700
16	Break Out Room	4	Trans/Fit	2	6.0		600.00	50.00	20.00	300.00	200.00	1,170.00	\$7,020
17	Breakroom	5	Trans/Fit	2	26.0		800.00	50.00	20.00	400.00	600.00	1,870.00	\$48,620
18	Fleet Dept Support												
19	Maintenance Bay, Heavy Duty (Prev Wash Bay)	4	Trans/Fit	1	130.0		200.00	50.00	200.00	200.00	300.00	950.00	\$123,500
20	Maintenance Bays, Heavy duty (4)	0	Trans/Fit	1	366.0		0.00	0.00	0.00	0.00	0.00	0.00	\$0
21	Maintenance Bay, Light Duty	0	Trans/Fit	1	33.5		0.00	0.00	0.00	0.00	0.00	0.00	\$0
22	Parts and Supply Storage	3	Trans/Fit	1	32.0		500.00	50.00	50.00	200.00	200.00	1,000.00	\$32,000
23	Parts and Supply Storage	4	Trans/Fit	1	18.5		500.00	50.00	50.00	300.00	200.00	1,100.00	\$20,350
23	Parts and Supply Storage	4	Trans/Fit	2	23.0		500.00	50.00	50.00	300.00	200.00	1,100.00	\$25,300
24	Parts and Supply Storage	4	Trans/Fit	2	16.0		500.00	50.00	50.00	300.00	200.00	1,100.00	\$17,600
25	Building Support												
26	WC (2) - Allowance	1	Admin	1	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
27	WC (2) - Allowance	1	Admin	2	6.0		10.00	0.00	0.00	10.00	0.00	20.00	\$120
28													
29	Fleet Dept Support (Newbuild/Expansion)												
30	Wash Bay	New	Trans/Fit	1	130.0		1,000.00	100.00	500.00	500.00	1,000.00	3,100.00	\$403,000

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
31	Maintenance Bays, Heavy duty	New	Trans/Flt	1	54.0		1,000.00	100.00	500.00	500.00	700.00	2,800.00	\$151,200
32													
33													
34	TOTAL NSM				1,022.5								
35	OTHER												
36	Circulation/Gross Up				370.5		250.00	125.00	120.00	300.00	400.00	1,195.00	\$442,748
37													
38	Transit/Fleet Sub-Total (BGSM)				1,393.0								
39													
40	Newbuild Utilities, Parks and Building Maintenance Facility												
41	Utilities												
42	Private Office	New	Utilities	1	11.0		600.00	0.00	25.00	400.00	500.00	1,525.00	\$16,775
43	Open Workstations (7)	New	Utilities	1	45.5		400.00	0.00	25.00	300.00	400.00	1,125.00	\$51,188
44	Touchdown Station	New	Utilities	1	6.0		400.00	0.00	25.00	300.00	400.00	1,125.00	\$6,750
45	Parts and Supply Storage	New	Utilities	1	195.0		400.00	0.00	100.00	300.00	400.00	1,200.00	\$234,000
46	Equipment Supply	New	Utilities	1	65.0		500.00	0.00	25.00	300.00	300.00	1,125.00	\$73,125
47	Open Workstations (4)	New	Utilities	1	26.0		400.00	0.00	25.00	300.00	400.00	1,125.00	\$29,250
48	Building Services Garage	New	Utilities	1	65.0		700.00	0.00	100.00	400.00	700.00	1,900.00	\$123,500
49	Meeting Room (20)	New	Utilities	1	35.0		600.00	0.00	50.00	400.00	600.00	1,650.00	\$57,750
50	Breakout Room	New	Utilities	1	6.0		600.00	0.00	20.00	400.00	500.00	1,520.00	\$9,120
51	Male Change Room	New	Utilities	1	25.5		1,000.00	0.00	75.00	600.00	1,000.00	2,675.00	\$68,213
52	Female Change Room	New	Utilities	1	12.7		1,000.00	0.00	75.00	600.00	1,000.00	2,675.00	\$33,973
53	Break Room/Lounge	New	Utilities	1	30.0		800.00	0.00	50.00	400.00	800.00	2,050.00	\$61,500
54	Vestibule	New	Utilities	1	5.0		600.00	0.00	50.00	300.00	600.00	1,550.00	\$7,750
55	Lobby	New	Utilities	1	14.0		800.00	0.00	25.00	400.00	600.00	1,825.00	\$25,550
56	Server Closet	New	Utilities	1	4.0		700.00	0.00	50.00	2,500.00	800.00	4,050.00	\$16,200
57	Maintenance Closet	New	Utilities	1	4.0		700.00	0.00	50.00	300.00	600.00	1,650.00	\$6,600
58	Washrooms	New	Utilities	1	9.2		1,000.00	0.00	50.00	700.00	1,000.00	2,750.00	\$25,300
59	Parks Facility												
60	Private Office	New	Parks	1	11.0		600.00	0.00	25.00	400.00	500.00	1,525.00	\$16,775
61	Open Workstation	New	Parks	1	13.0		400.00	0.00	25.00	300.00	400.00	1,125.00	\$14,625
62	Touchdown Station	New	Parks	1	3.0		400.00	0.00	25.00	300.00	400.00	1,125.00	\$3,375
63	Workshop and Parts Supply	New	Parks	1	195.0		400.00	0.00	100.00	300.00	400.00	1,200.00	\$234,000
64	Business Centre	New	Parks	1	6.0		600.00	0.00	50.00	400.00	600.00	1,650.00	\$9,900
65	Male Change Room	New	Parks	1	14.0		1,000.00	0.00	75.00	600.00	1,000.00	2,675.00	\$37,450
66	Female Change Room	New	Parks	1	10.0		1,000.00	0.00	75.00	600.00	1,000.00	2,675.00	\$26,750
67	Meeting Room/Staff lounge	New	Parks	1	20.0		800.00	0.00	50.00	400.00	800.00	2,050.00	\$41,000

Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
68	Vestibule	New	Parks	1	5.0		600.00	0.00	50.00	300.00	600.00	1,550.00	\$7,750
69	Server Closet	New	Parks	1	4.0		700.00	0.00	50.00	2,500.00	800.00	4,050.00	\$16,200
70	Maintenance Closet	New	Parks	1	4.0		700.00	0.00	50.00	300.00	600.00	1,650.00	\$6,600
71	Washrooms	New	Parks	1	9.2		1,000.00	0.00	50.00	700.00	1,000.00	2,750.00	\$25,300
72													
73	TOTAL NSM				853.1								
74	OTHER												
75	Circulation/Gross Up/Envelope/M&E Plant & Equipment				476.9		1,200.00	0.00	1,000.00	500.00	800.00	3,500.00	\$1,669,150
76													
77	Newbuild Utilities, Parks and Building Maintenance Facility Sub-Total (BGS&M)				1,330.0								
78													
79	Other Building Items not included above												
80	Building Maintenance Storage Shed - To Be Removed (See Site)		30.0	m2		0.00							\$0
81	Fuel Pumps and Storage Tanks - New		130.0	m2		5,000.00							\$650,000
82	Elec Transfer Switch/Transit Coin Building - Assume relocated		22.0	m2		4,000.00							\$88,000
83	Waterworks Storage - Assume relocated		52.0	m2		2,000.00							\$104,000
84	Parks Lean-to - Assume relocated		80.0	m2		2,000.00							\$160,000
85	Quonset - No works identified; See Site/Demo		223.0	m2		0.00							\$0
86	Sea-Can, renovated for storage		0	No		10,000.00							\$0
87	Change Rooms, Break Room Trailer - Rental (By Client)		0	No		0.00							\$0
88	Footings and site enabling work for new buildings, aprons etc		1	I/s		125,000.00							\$125,000
89	Misc soft and hard landscaping to immediate curtilage of new buildings; sidewalks, access/egress ramps, stairs, canopies etc		1	I/s		50,000.00							\$50,000
90	Internal Signage and Wayfinding		1	I/s		5,446.00							\$5,446
91	Contractor Install of Client Supplied Items		1	I/s		13,615.00							\$13,615
92	Other Misc Building Items		1	I/s		25,000.00							\$25,000
93													
94	Sub-Total												\$5,732,782
95	Location Factor											26.0%	\$1,490,523
96	Gen Expenses, Overhead & Profit											15.0%	\$1,083,496

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Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
97	Building Design Contingency											15.0%	\$1,246,020
98	Phasing Allowance											4.0%	\$382,113
99	Building Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
100	Building Forward Escalation (To 1Q 2029)											48.8%	\$4,843,280
101													
102	ESTIMATED TOTAL - BUILDING (ROUNDED)												\$14,778,000
103	LEED GOLD - EXCLUDED											Excluded	\$0
104													
105	ESTIMATED TOTAL - BUILDING												\$14,778,000
106	SITE DEVELOPMENT												
107	Existing Buildings Demolition, allowance		1	I/s		338,400.00							\$338,400
108	Hazmat Remediation, allowance		1	I/s		100,000.00							\$100,000
109	Vehicle Disposal - Excluded		0	No		0.00							\$0
110	Site stripping, prep works and berming (new constructions and paving)		1	I/s		184,300.00							\$184,300
111	Earthworks/excavation/temp support; stockpiling, imported material - new Constructions		1	I/s		69,000.00							\$69,000
112	Site Servicing - Water - New Constructions - connections to existing water lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		75,000.00							\$75,000
113	Site Servicing - Sanitary - New Constructions - connections to existing sanitary lines/shutdowns etc - upgrades to existing lines EXCLUDED		1	I/s		75,000.00							\$75,000
114	Site Servicing - Sanitary - Septic Field alterations, allowance		1	I/s		150,000.00							\$150,000
115	Site Servicing - Storm - New Constructions - storm lines, manholes, connection to existing storm lines/shutdowns etc		1	I/s		150,000.00							\$150,000
116	Site Servicing - New constructions - Lighting and small power - allowance		1	I/s		30,000.00							\$30,000
117	Site security fencing - Allowance		700	m		300.00							\$210,000
118	Site security access gates and controls, power/data etc		1	I/s		100,000.00							\$100,000

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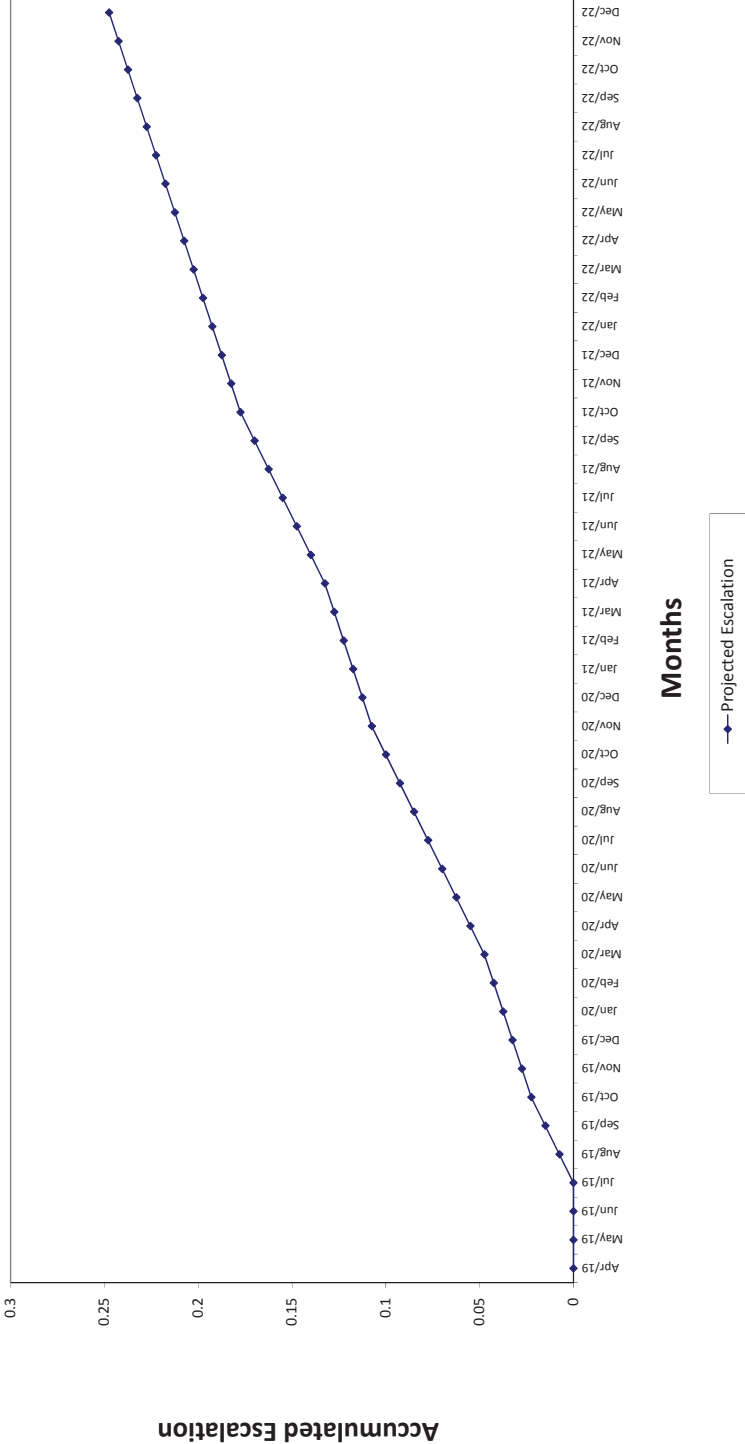
Line Number	Description	Level of Reno(1-5)/New	Building	Floor Location	NSM	Lump Sum Allowance	Architectural Unit Rate	Demolition Allowance	Structural Unit Rate	Electrical Unit Rate	Mechanical Unit Rate	TOTAL Unit Rate EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS
119	Paved staff/fleet parking and assoc drainage, lighting/power		4,000	m2		275.00							\$1,100,000
120	Transit parking and assoc drainage, lighting/power		500	m2		400.00							\$200,000
121	External Signage and Wayfinding; External Site Fixtures and Fittings		1	l/s		40,000.00							\$40,000
122	Reconfigured internal circulation, all paved access - allowance		2,500	m2		250.00							\$625,000
123	Temporary laydown areas, allowance		1	l/s		50,000.00							\$50,000
124	Relocated/consolidated and expanded laydown and storage areas (unpaved, gravels) - new racking and weather protection		1	l/s		650,000.00							\$650,000
125													
126	Sub-Total												\$4,146,700
127	Location Factor											26.0%	\$1,078,142
128	Gen Expenses, Overhead & Profit											15.0%	\$783,726
129	Site Design Contingency											15.0%	\$901,285
130	Phasing Allowance											4.0%	\$276,394
131	Site Construction Contingency Allowance - Excluded, See Summary											0.0%	\$0
132	Site Forward Escalation (To 1Q 2029)											48.8%	\$3,503,296
133													
134	ESTIMATED TOTAL - SITE (ROUNDED)												\$10,690,000
135													
136	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE (ROUNDED)												\$25,468,000

SUNSHINE COAST SITE AND OFFICE PLANNING
CLASS 'D' PROGRAM ESTIMATE REPORT - OPINION OF PROBABLE COST
August 30, 2019

8. ESCALATION PROJECTION

Month	Monthly	Accumulated
Apr-19	0.00%	0.00%
May-19	0.00%	0.00%
Jun-19	0.00%	0.00%
Jul-19	0.00%	0.00%
Aug-19	0.75%	0.75%
Sep-19	0.75%	1.50%
Oct-19	0.75%	2.25%
Nov-19	0.50%	2.75%
Dec-19	0.50%	3.25%
Jan-20	0.50%	3.75%
Feb-20	0.50%	4.25%
Mar-20	0.50%	4.75%
Apr-20	0.75%	5.50%
May-20	0.75%	6.25%
Jun-20	0.75%	7.00%
Jul-20	0.75%	7.75%
Aug-20	0.75%	8.50%
Sep-20	0.75%	9.25%
Oct-20	0.75%	10.00%
Nov-20	0.75%	10.75%
Dec-20	0.50%	11.25%
Jan-21	0.50%	11.75%
Feb-21	0.50%	12.25%
Mar-21	0.50%	12.75%
Apr-21	0.50%	13.25%
May-21	0.75%	14.00%
Jun-21	0.75%	14.75%
Jul-21	0.75%	15.50%
Aug-21	0.75%	16.25%
Sep-21	0.75%	17.00%
Oct-21	0.75%	17.75%
Nov-21	0.50%	18.25%
Dec-21	0.50%	18.75%
Jan-22	0.50%	19.25%
Feb-22	0.50%	19.75%
Mar-22	0.50%	20.25%
Apr-22	0.50%	20.75%
May-22	0.50%	21.25%
Jun-22	0.50%	21.75%
Jul-22	0.50%	22.25%
Aug-22	0.50%	22.75%
Sep-22	0.50%	23.25%
Oct-22	0.50%	23.75%
Nov-22	0.50%	24.25%
Dec-22	0.50%	24.75%

Projected Escalation



Annual Rates (Projected):	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Cumulative
%	3.25%	8.00%	7.50%	6.00%	4.00%	4.00%	4.00%	4.00%	4.0%	4.0%	48.75%

15 Appendix I – Staff Presentation – Captured Feedback

Cornerstone Planning Group presented the outcomes of the Corporate Space and Site Plan report to staff at the Field Road Office and Mason Road Site on October 1, 2019. The presentation was presented to two groups beginning with the Field Road office and then followed by staff at the Mason Road site. The goals of the sessions were to:

- Present the findings and outcomes of the study. Staff were previously briefed on the project (introduction, approach, stakeholders, timelines, goals) at the beginning of the project, April 8th, 2019.
- Capture the staff's initial concerns, comments and feedback.

The section below identifies the key points that were raised during the sessions. This information should be considered during the future planning phases of work.

Field Road

In general, the initial questions centred on assignment of functions / individuals to specific spaces and questions. Provision for bike parking was noted as desirable. An explanation of the high-level nature of the process and how such questions would be dealt with in the next phase, shifted the questions to timing of development and what options might be pursued.

An issue with the proposed contiguity of touch-down stations area with the front Reception area was raised. A view of empty desks and/or informal staff activity from the reception area is considered inappropriate in that it conveys the wrong image to incoming visitors. While this might require obscuring visibility or shifting the location of these stations, this information does not alter the test fit options. However, it is a useful reminder for the subsequent detailed planning stage that would occur if Board Approval is received to proceed.

The proposed site access, site flow, and site layout features of the short- and long-term options were generally considered positive and appropriate.

The timing of implementing the long-term development initiatives, could affect the scope of short-term actions. If a long-term option is contemplated to be implemented within 5 years, the short-term actions may be limited in scope to avoid investing in changes that would be replaced.

Mason Road

Initial questions centred on assignment of functions / individuals to specific spaces and questions about provision of showers in washrooms, furniture configurations etc. An explanation of the high-level nature of the process and how such questions would be dealt with in the next phase, shifted the questions to timing of development and what options might be pursued. Provision for bike parking noted as desirable.

It was noted by staff that the range of functions and the number of staff to be accommodated is difficult to estimate given that potential changes in services mandates and technology will have considerable impact. Therefore, need to include flexibility as a key objective in the facilities and site requirements.

Discussions noted that the advisability of any significant facility investment at the site needs to take into account the fact that the site is on leased land. Any significant investments would warrant establishing a long-term lease or purchase of the property.

The timing of implementing the long-term development initiatives, could affect the scope of short-term actions. If a long-term option is contemplated to be implemented within 5 years, the short-term actions may be limited in scope to avoid investing in changes that would be replaced.

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

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

SUBJECT: 2020-2024 FINANCIAL PLAN OUTLOOK

RECOMMENDATION(S)

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

BACKGROUND

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

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

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

DISCUSSION

External Scan

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

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

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

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

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

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

SCRD Current Situation

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

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

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

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

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

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

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

5 Year Historical Budget Data

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

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

Other potential budget impacts for 2020

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

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

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

Timeline for next steps or estimated completion date

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

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

STRATEGIC PLAN AND RELATED POLICIES

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

CONCLUSION

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

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

Attachment:

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

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – September 19, 2019
AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
SUBJECT: 2020-2024 FINANCIAL PLAN PROCESS AND TIMETABLE

RECOMMENDATION(S)

THAT the report titled **2020-2024 Financial Plan Process and Timetable** be received;

AND THAT the proposed **2020-2024 Financial Plan process and timetable** be approved as presented.

BACKGROUND

Section 374(1) of the *Local Government Act* stipulates that a Regional District must adopt a Financial Plan Bylaw annually and institute a public participation process to explain the plan. The Financial Plan in the form of a bylaw must be adopted by March 31 of each year.

After the annual Financial Plan (FP) has been adopted a debrief is scheduled to discuss the current year's budget process, identifying where improvements or changes can be made for the following year. At the May 9, 2019 Regular Board meeting the following resolution (139/19) was adopted, excerpts below (Attachment A - April 25, 2019-CAS Staff Report 2019 Budget Debrief):

Recommendation No. 7 *2019 Budget Debrief*

THAT the report titled 2019 Budget Debrief be received;

AND THAT recommended improvements be incorporated into the 2020-2024 Financial Planning Process.

The purpose of this report is to outline the proposed process and timelines for the development and adoption of the 2020-2024 Financial Plan Bylaw.

DISCUSSION

Process and Timelines

The development of the FP includes several different stakeholders, such as community partners and stakeholders, member municipalities, and the public. This requires coordination with all the various groups in moving toward the adoption of the Financial Plan.

As part of the 2019 debrief discussions, it was suggested that staff explore moving toward adoption of a draft Financial Plan by December 31 of each year. There are many benefits of having a draft completed prior to year-end, for example, projects and initiatives can begin

sooner in the year, whereas, traditionally the FP Bylaw has been adopted the last week of March. Staff recommend an incremental approach toward this new timeline for the 2020-2024 Financial Plan and have drafted proposed dates for consideration:

Activity	2019				2020	
	September	October	November	December	January	February
Board Strategic Plan Adoption	12					
Pre-Budget Overview		24				
Round One						
Community Partners and Stakeholders (Museums, Libraries, Community Schools. etc.)				4		
SCRD: 2019 Carry-Forwards, 2020 Budget Proposal				5 and 6		
Public Consultation						
Public Meetings		X		X	X	X
Public and Municipal Presentations					20-24	
Round 2						
<ul style="list-style-type: none"> • Budget Stakeholders • SCRD-2020 Budget Proposals • Final 2019 Carry-forwards • 2019 Surplus/Deficit Report 						10 and 11
Adoption of Financial Plan						27

The revised process and timelines for 2019-2020 would use the previously scheduled pre-budget meetings in December for Round 1 deliberations. A pre-budget overview report would be provided as part of the October 24, 2019 Corporate and Administrative Services (CAS) meeting and would include key items that will be coming forward for consideration during budget deliberations, along with any projected impacts to taxation, resources and service levels. Preliminary property assessment impacts would not be available until Round 2.

The modified process would have Community Partners and Stakeholders submit and present budget submissions at Round 1. Previously the Committee would simply receive submissions at pre-budget and updated information would be submitted at Round 1. This would streamline the process for community groups.

If the Committee approves the revised process and timelines, and once the dates are adopted by the Board, the timetable will be distributed to the Member Municipalities and Community Partners and Stakeholders. Staff would also begin to draft dates for the 2021-2025 Financial Plan and bring them forward for consideration as part of 2020 budget debrief.

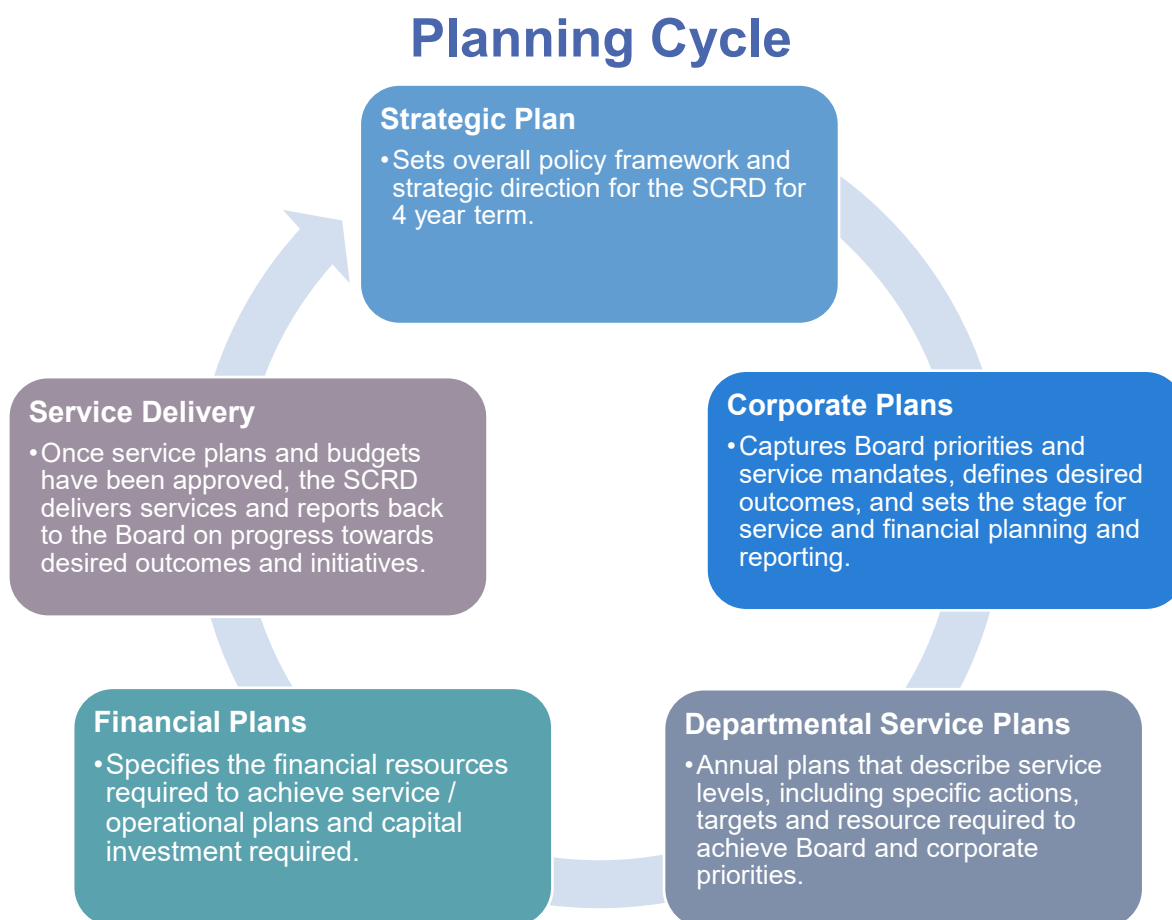
Alternatively, the Board could proceed with status quo process and timelines as outlined in the April 25, 2019 CAS - 2019 Budget Debrief report, which would have pre-budget deliberations in

early December, Round 1 in February, Round 2 in early March and conclude with Financial Plan Bylaw adoption on March 26, 2020.

Service Plans

One of the key internal initiatives that staff are working toward is the development of comprehensive service plans. This aligns with the ongoing comprehensive asset management planning work currently under way with various services. For example, the 15 Wastewater Facility services/functions are scheduled to be complete by the end of 2019.

As this work continues to evolve, staff propose providing the Committee with an abridged divisional service summary as part of Round 1 deliberations. The purpose of an annual service plan is to describe established service levels, including specific actions, targets and resource required to achieve Board and corporate priorities. This is one of the key steps in the planning process, with the goal of providing a broad snapshot of each service as the Board contemplates Budget Proposals.



New Strategic Plan and Rating Criteria

The Board's draft 2019-2023 Strategic Plan was presented at the September 12, 2019 Regular Board Meeting. This will guide and focus the preparation of the 2020-2024 Financial Planning process.

In an effort to align the 2020 budget proposals with the Board's strategic goals, the following set of criteria prioritizes the various items, providing an overall corporate perspective and ensuring strategic alignment. The criteria has been modified to remove the prior reference of the "Five Year Integrated Plan" with the following:



All the budget proposals are then summarized based on the associated rating for each function/service, including overall financial, human resource and taxation implications. An example of the summary is included as Attachment B.

2020 Budget Proposal Template Amendments

The Budget proposal templates have also been slightly modified to align with the Boards new Strategic Plan priorities related to Climate Action considerations. A Lifecycle cost breakdowns

1	Function Number – Project Name:	[###] – Project Name
	Rating:	Choose an item.
	Areas Affected (A-F, Regional, Islands):	(text)
	2020 Funding Required:	\$\$,###.##
	Funding Source(s):	(text)
	Asset Management Plan Implications:	(text)
	Rational / Service Impacts:	(text)
	Climate Action Impact:	(text)
	Lifecycle Cost Breakdown (including operations and replacement costs):	(text)

STRATEGIC PLAN AND RELATED POLICIES

Establishing a clear process and timeline for development and adoption of the 2020-2024 Financial Plan Bylaw is a key responsibility of the SCRD Board. The financial planning process incorporates all major plans of the SCRD with the Strategic Plan being the key guiding

document. The Financial Sustainability Policy goals align in creating awareness of economic, social and environmental changes and responsiveness.

CONCLUSION

The Board must adopt a Financial Plan Bylaw annually by March 31 and undertake a process of public consultation prior to adoption.

As part of the 2019 debrief discussions, it was suggested that we explore moving toward adoption of a draft Financial Plan by December 31 of each year. Staff recommend an incremental approach toward this new timeline for the 2020-2024 Financial Plan and have drafted proposed dates for consideration. If approved, these will be communicated with stakeholders.

Staff also propose providing the Committee with an abridged divisional service summary as part of Round 1 deliberations, with the goal of providing a broad snapshot of each service as the Board contemplates budget proposals.

In an effort to align the 2020 budget proposals with the Board's new Strategic Plan, the rating criteria and inclusion of key priorities with the body of the template has been modified. This will help determine if proposals have an overall corporate perspective and ensure strategic alignment.

Attachments:

1. April 25, 2019-CAS Staff Report- 2019 Budget De-brief
2. ~~Budget Proposal Summary Worksheet (Proposed Initiatives)~~

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Service Committee – April 25, 2019

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

SUBJECT: 2019 BUDGET DEBRIEF

RECOMMENDATION(S)

THAT the report titled 2019 Budget Debrief be received;

AND THAT the recommended improvements be incorporated into the 2020-2024 Financial Planning Process.

BACKGROUND

Sections 374 and 375 of the *Local Government Act* requires Regional Districts to complete a five-year Financial Plan and institute a public participation process to explain the plan.

The Annual Budget is also one of the key processes to ensure the Board's Strategic Goals are met by allocating resources based on strategic objectives and priorities.

Each year after the Annual Budget is concluded, a debrief is scheduled to discuss the current year's budget process, identifying where improvements or changes can be made for future years.

DISCUSSION

One of the key objectives of the debrief is to discuss the budget process overall, review how the current process aligns with the Board's Strategic initiatives and incorporate any recommended changes for the future. Some suggestions for improvements are outlined below, and items from the Committee can be added for discussion as part of the debrief process.

New Strategic Plan

The newly elected Board is currently setting its new strategic goals and objectives as part of developing their 2019-2023 Strategic Plan. It was not available for the 2019 Budget process. As this is one of the highest level criteria in prioritizing the various proposals, it will be one of the key guiding documents and focuses in preparation of the 2020-2024 Financial Planning process.

Public Engagement

One of the legislative pillars in developing the Financial Plan is to institute a public participation process to explain the plan. Engagement on Regional District services occurs all year long

through various formats, including (not limited to) local community events, advertising and social media, open houses during events such as “*local government awareness week*”, and individual meetings with community or user groups, as well as the member municipalities. Part of the Regional District’s public consultation process takes place between Rounds 1 and 2, when the budget has progressed, to provide a realistic representation of taxation and service impacts.

There are some opportunities that can be further explored, such as:

- Develop further public education opportunities for regional services.
- Explore innovative ways to inform and engage residents.
- Evolve the budget consultation process.

Education and Learning Opportunities

Throughout the year, there are several educational opportunities to expand knowledge on emerging issues for local government, implementing best practices, or build more understanding on how items may impact the Regional District as it relates to the Financial Planning Process. Examples planned for 2019 are as follows:

- Staff have invited BC Assessment to hold a special session in May 2019 for elected officials (including member municipalities) and senior staff, to build an understanding of how assessments impact the Regional District model.
- Staff have invited the Municipal Insurance Association of BC (MIABC) to present to elected officials (including member municipalities) and senior staff on risk management and insurance best practices for local government.
- Staff are working to hold a session for elected officials and senior staff on an Asset Management primer and status of asset management at the SCRD.

Budget Documents

For 2019, staff have prepared a new “5 year Financial Plan/Budget Book” which includes the details of the budget process and financial planning documents. The goal is to make the information more transparent and accessible for the public. Since this is the first version, staff will be continuing to improve and expand on the information yearly as feedback is received.

One item that has already been identified, is to provide the average residential tax impacts for each jurisdiction. This can be a challenge to provide in a simplistic manner, as there are several different combinations of service participants within the rural areas, as well as many different residential property types and assessment value ranges within each area. For example, in Area A-Egmont/Pender Harbour, there are a range of unique waterfront properties to more modest homes; there are 3 water systems, 7 waste water facilities, and many local area services. Therefore there are inherent assessment variations within the residential class as well as not one rate that applies unilaterally to the entire jurisdiction, therefore, using averages is the most simplistic way to articulate the information.

Staff have developed a section within the 2019-2023 Financial Plan Book (page 35), including 14 different illustrative combinations of average residential tax impacts for 2019 and will continue to look at ways to improve this information in future.

2020-2024 Financial Planning/Budget Process

If the SCRD remains with similar timelines for the 2020-2024 Financial Planning/Budget process, draft dates have already been incorporated as part of the approved 2019 calendar and those for 2020 will still need to be approved.

The detailed process and dates will be presented at the July 25, 2019 Corporate and Administrative Services Committee for formal approval, with proposed timelines as follows:

Activity	2019	2020		
	December	January	February	March
Pre-Budget: 2019 Carry-Forwards, 2020 Proposed Initiatives – SCRD and Budget Stakeholders	5 and 6			
Round 1			3 and 4	
PUBLIC AND MUNICIPAL PRESENTATIONS			25-28	
Round 2				2 and 3
Adoption of Financial Plan				26

STRATEGIC PLAN AND RELATED POLICIES

The five-year financial planning and budget process incorporates all major plans of the SCRD with the Strategic Plan being the key guiding document. The Financial Sustainability Policy goals align in creating awareness of economic, social and environmental changes and responsiveness. Effectively refining the budget process over time shows commitment to collaboration, communication, community, and transparency.

CONCLUSION

As the Annual Budget is one of the key processes in ensuring the Board's Strategic Goals are met by allocating resources based on strategic objectives and addresses requests based on priorities, refining the process provides transparency and clarity to staff and the community.

This budget debrief provides information on our learning through the 2019 budget process and it is recommended that the suggested changes be approved in preparation for the 2020-2024 Financial Planning process.

Items for improvement include: the new strategic plan, budget engagement, education and learning opportunities, budget documents, and the 2020-2024 financial planning/budget process, with others for consideration.

Reviewed by:			
Manager		Finance	
GM		Legislative	
Acting CAO	X – A. Leguault	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

AUTHOR: SCRD Senior Leadership Team

RE: **2019 CARRY-FORWARDS AND 2020 PROPOSED INITIATIVES**

RECOMMENDATION(S)

THAT the report titled 2019 Carry-Forwards and 2020 Proposed Initiatives be received;

AND THAT the recommended carry forward projects and associated funding be included in the 2020-2024 Financial Plan;

AND THAT Sunshine Coast Arena Water Efficiency Plan project be cancelled;

AND THAT staff be authorized to proceed with carry forward projects prior to adoption of the 2020-2024 Financial Plan.

BACKGROUND

At the October 10, 2019 Regular Board Meeting, the Sunshine Coast Regional District (SCRD) passed the following motion:

245/19 **Recommendation No. 4** *2020-2024 Financial Plan Process and Timetable*

THAT the report titled 2020-2024 Financial Plan Process and Timetable be received;

AND THAT the 2020-2024 Financial Plan process and timetable be approved as presented.

Each year the SCRD brings forward carry-forward projects that are either in-progress or delayed, as well as proposed projects for consideration of the upcoming budget deliberations. The summary of these items are included as Attachment A.

Carry-forward projects and the associated funding must be included in the 2020-2024 Financial Plan. This step is legislatively required to ensure staff have the authority to continue with the projects and the values (revenue and expense) are reflected in the upcoming Financial Plan Bylaw. A final reporting of the 2019 carry-forwards will be included in the Round 2 (R2) Budget meetings for information once the SCRD's year-end process is complete.

DISCUSSION

This report serves as a guide as to the categories and the types of projects and how they are shown on the 2019 Carry-Forwards and 2020 Proposed Initiatives spreadsheet. The Committee has been provided this list in two formats for ease of reference. One by department (included in the agenda) and one sorted by category rating.

Carry Forwards

2019 carry-forward projects are shown in pink boxes and only the project status and budget remaining are included. There are an estimated 68 projects to be carried into 2020.

A review of the status and scope of projects included in the 2019-2023 Financial Plan has been completed and as a result of this, it is recommended that the Sunshine Coast Arena Water Efficiency Project be cancelled. This project was approved as part of the 2018 budget in the amount of \$25,000, funded from reserves. A BC Infrastructure Planning Grant was sought and a total of \$10,000 was approved for a combined arena water efficiency/sports field water efficiency project. The project was planned to involve a building systems/efficiency consultant to review the various mechanical systems of the arena, as well as evaluate various alternative water sources.

During the scoping of the project, staff were able to identify that the replacement of the ice plant condenser and development of a closed-loop cooling system was the single most impactful opportunity to advance water efficiency (over 50% reduction in total water demand, process water cut by up to 85%). On Board direction, condenser replacement was completed in late 2018 and has delivered the anticipated water savings. As the building is now performing at a level commensurate or above other facilities of its age, staff recommend that the external consultant review contemplated in 2018 be cancelled and the committed reserve funds released. Staff are preparing to complete an energy audit of the facility (RFP 19 388 currently posted) which may yield new efficiency opportunities.

Should the project be cancelled, staff will confer with the Province on possibilities to retain all Infrastructure Planning grant funds for the sports field water efficiency project, which is proceeding.

Proposed Initiatives

New projects on the agenda version are shown as white line items in two sections whereby each project that is specific to that rating category is listed. *Mandatory* projects are shown within dark blue headings, these rated projects were included into the Round 1 (R1) Budget figures in 2019. For 2020, the SCRD Board requested these projects come forward as Budget Proposals. *Other* categories are shown within the grey headings.

Staff seek direction on which projects the Committee would not like to come forward as a budget proposal to R1 in December, with all other remaining projects to be brought forward for the Board to consider.

All the proposed initiatives are then summarized based on the associated rating for each function / service, including overall financial, human resource and taxation implications.

The Senior Leadership Team (SLT) have reviewed the projects proposed and will be present to respond to any queries the Committee may have.

New Strategic Plan

The Board's 2019-2023 Strategic Plan was adopted at the October 10, 2019 Regular Board Meeting. This will guide and focus the 2020-2024 Financial Planning process.

Included within the *Board Strategic and Corporate Plans* criteria are proposed initiatives to assist with the implementation of the Strategic Plans - *Strategies* and *Tactics* within the *Targeted* timelines. There are several factors in considering all these initiatives, including

resourcing and financial implications. Staff also seek direction on which of these items the Committee would not like to come forward as proposals at the R1 Budget deliberations.

Financial Implications

Carry-forward projects do not have a direct financial or taxation impact for the following year's budget, however, there are staff or other resources still required. Only remaining unused funding for the projects is carried over as some projects may still expend funds prior to the end of 2019.

The 2020 proposed initiatives, including Strategic Plan implementation items have the following summarized financial implications:

TOTALS:	
\$1,181,495.50	1-Taxation
\$1,714,568.29	2-User Fees
\$266,010.00	3-Support Services
\$3,781,380.00	4-Reserves
\$9,394,999.20	5-Other (Debt, Grant, Fees, etc.)
\$16,338,452.99	TOTAL OF ALL PROJECTS

STRATEGIC PLAN AND RELATED POLICIES

Establishing a clear process and timeline for development and adoption of the 2020-2024 Financial Plan Bylaw is a key responsibility of the SCRD Board. The financial planning process incorporates all major plans of the SCRD with the Strategic Plan being the key guiding document. The Financial Sustainability Policy goals align in creating awareness of economic, social and environmental changes and responsiveness.

CONCLUSION

The goal of the 2019 Carry-Forwards and 2020 Proposed Initiatives report is to provide project information for the Board to consider for the 2020 Budget deliberations.

Attachments:

A. 2019 Carry-Forward and 2020 Proposed Initiatives Summary

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

Function No.	Project Title	Description	Carryforwards Only - Approved 2019 Budget	Preliminary Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
CARRY-FORWARDS															
110	CF	General Government - Video Streaming	Consulting services to design, install, commission, and optionally maintain a video and audio live-streaming solution for the SCRD Board Room. Scope of work in negotiation with selected vendor (Soundwerks)	25,000	25,000	All	Regional								
110	CF	General Government - Website Consulting Services (Phase 1)	Consulting services to review and make recommendations on the SCRD website, as well as develop a scope of work for an RFP to re-design the site.	10,000	10,000	All	Regional								
113 (116)	CF	Finance - Purchasing and Risk Management - Insurance Asset Approval	Determine Statement of Values required for Insurance coverage (last completed in 2014).	25,000	25,000	All	Regional								
113 (111)	CF	Finance - Asset Management / Maintenance Management System Project	Scope of Grant amended to include facility condition assessments, Ports as well as Wastewater. Projects scheduled to be complete by Q1 and Q2 2019. A Grant extension was allowed to December 31, 2019.	190,183	93,598	All	Corporate								
114	CF	Admin Office Building Maintenance - Corporate Space and Site Planning	Project Charter / Plan, RFP, Contract awarded and kick-off and site meetings completed early 2019. Staff engagement and detailed site information gathered April 2019. Draft report completed in Q2 with presentations in Q3. Draft Final Report received from Cornerstone in late August with internal review/edits complete. Presentation of the final report to staff and Board scheduled for October/November.	75,000	47,123	All	Regional								
115	CF	Human Resources - Collective Agreement Negotiations Support	The Collective Agreement expires December 31, 2019 and will be renegotiated between September – December, 2019. Additional assistance for consultant and/or legal services is anticipated. First meeting October 11, 2019.	20,000	20,000	All	Regional								
135	CF	Corporate Sustainability Services - Corporate Energy Management Program	Scope of work for energy audits coordinated with Asset Management Plan. Tendering for energy audits planned for Q4 2019.	60,000	60,000	All	Regional								
210	CF	Gibsons and District Volunteer Fire Department - Fire Prevention Officer Vehicle	Command vehicle for GDVFD, complete with light and siren package for emergency response. Project is 85+% complete, mobile data terminal remains.	75,000	13,440	E, F and ToG	ToG								
210		Gibsons and District Volunteer Fire Department - Replace auto extrication equipment	Rescue equipment for GDVFD to respond to motor vehicle incidents. Equipment committee struck, currently evaluating project requirements and scope of work.	50,000	50,000	E, F and ToG	ToG								

Function No.	Project Title	Description	Carryforwards Only - Approved 2019 Budget	Preliminary Carry-Forward Amounts	Service Participants	Location(s) of Work / Proposal	Pkg #	Amount	Funding Source Code	Funding Source	Additional Funding Source (or Other description)	FTE Request	Approved/Rec #	HR Adjust	Amount
210	Gibsons and District Volunteer Fire Department - Hazardous materials response equipment	Hazardous material response equipment required for ammonia response at the Gibsons and Area Community Centre (GACC). Equipment committee struck, currently evaluating project requirements and scope of work.	20,000	20,000	E, F and ToG	ToG									
210, 212, 216, 218	CF Volunteer Fire Department - Fire Department Records Management Software	VFD Document System - Fire Pro 2 Software Package. Draft project initiation brief developed. Fire Chiefs, IT and RMS team meeting in Q4.	10,000	10,000	A, B, D, E, F and ToG	A, B, D, E, F and ToG									
210, 212, 216, 218	CF Volunteer Fire Department - Portable Radio Replacement	Portable radio replacement for all SCRD fire departments. Draft scope of work developed. Fire Chiefs to meet with purchasing and issue RFP in Q4, 2019. RFQ issued October 2, 2019.	82,000	82,000	Various	Various									
212	CF Roberts Creek Volunteer Fire Department - Roof Replacement	Replace portion of the roof at the Roberts Creek firehall. Scope being prepared.	150,000	150,000	D	D									
212	CF Roberts Creek Volunteer Fire Department - Site Design	Redesign of fire department site to allow for expanded and secure training area. Scope being prepared.	5,000	5,000	D	D									
220	CF Emergency Telephone 911 - Replace Gibsons Tower	Assessment of radio channels ongoing. Emergency Services staff are completing a full evaluation of the project. Negotiating co-location agreement with RCMP.	97,500	97,500	All	All									
220	CF Emergency Telephone 911 - Chapman Creek Tower	Assessment of radio channels ongoing. Emergency Services staff are completing a full evaluation of the project. Review of tower siting in progress.	180,000	180,000	All	All									
220	CF Emergency Telephone 911 - 911 Tower and Spectrum Upgrading	Applications for new repeater frequencies submitted (to improve communications).	25,000	25,000	All	All									
222	CF Sunshine Coast Emergency Planning - Contracted Services for Statutory, Regulatory and Bylaw Review	Resources are required to implement the recommendations outlined in Section 5 of the Emergency Plan Review which were prioritized for action. The scope of work would include assisting member municipalities in addressing the legislative and bylaw revisions, while ensuring alignment and communication between the parties.	20,000	20,000	All	Regional									
312	CF Maintenance Facility (Fleet) - Exhaust Venting System	Expansion of the current vehicle exhaust system in fleet shop to accommodate larger number of buses and trucks being repaired simultaneously. Tendering of parts has started, though full construction is not expected to be completed before the end of 2019	15,000	15,000	All	DoS									
345	CF Ports Services - Keats Landing Emergency Repairs	Repairs at Keats due to boat collision; insurance revenue to be applied (subject to Board approval)	156,250	156,250	B, D, E, F and Islands	F									

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345	CF	Ports Services - Ports 5 Year Capital Plan Repairs (Halkett Bay approach, West Bay float)	Design work and recruitment of consulting engineer complete. Reviewed condition reports in preparation for design review. Early Q4 outreach to community planned. Construction tendered Q2 2019. Further design work completed and budget report prepared for Board decision.	130,000	119,764	B, D, E, F and Islands	B, F and Islands											
345	CF	Ports Services - Vaucroft Capital Works	Consulting engineer reviewing condition reports in preparation for design review. Early Q4 outreach to community planned. Construction tendered Q2 2019. Project tendered and awarded, material order and pre-fabrication underway.	676,830	629,471	B, D, E, F and Islands	B											
350	CF	Regional Solid Waste - Solid Waste Management Plan (SWMP) 5-Year Effectiveness Review	Scope of work being considered with cross reference to legislation changes.	10,000	10,000	All	Regional											
365	CF	North Pender Harbour Water Service - Pool Road Waterline Replacement	Survey and legal services required as part of the water main installation project completed in 2017. ROW acquisition is pending other work in the immediate area that will impact ROW discussions.	20,000	11,650	A and SIGD	A											
365	CF	North Pender Harbour Water Service - Pool Road Right of Way Acquisition	Survey and legal services required as part of the water main installation project completed in 2017.	10,000	10,000	A and SIGD	A											
365	CF	North Pender Harbour Water Service - Vehicle Replacement	Vehicle replacement of Unit# 415, a Ford 350 Flat Deck that is retired as unrepairable in 2018 and is to be replaced with a similar sized truck with service body. Tender anticipated for 2019 with delivery in 2020.	90,000	90,000	A and SIGD	A											
365	CF	North Pender Harbour Water Service - Garden Bay UV Reactor Purchase	Drinking Water Regulations require that treatment facilities should have redundancy in major treatment steps. The SCRD currently only has one UV reactor at the Garden Bay treatment facility. The UV reactor has been ordered with delivery anticipated in 2019 and installation in 2020.	145,000	145,000	A and SIGD	A											
365	CF	North Pender Harbour Water Service - Daniel Point Reservoir Water Quality Monitoring Improvement	Daniel Point Reservoir requires a chlorine analyzer to increase regulatory compliance for chlorine residual levels while reducing operational costs.	7,500	1,953	A and SIGD	A											
365	CF	North Pender Harbour Water Service - Katherine Creek Flow Monitoring Summary Report	Assess and report to MFLNRORD on whether the requirement for seasonal instream flow augmentation in Katherine Creek under Conditional Water License #121237 is necessary, or may be removed as a requirement from this license. MFLNRORD requires a Final Recommendation Report by a qualified biologist that summarizes the flow monitoring program conducted by the SCRD including future requirements (if any). Project did not advance in 2019.	7,000	7,000	A and SIGD	A											

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366	CF	South Pender Harbour WTP Building Maintenance	Preventative Maintenance for South Pender Water Treatment Plant	5,000	5,000	A	A									
366	CF	Mark Way / Chris Way / Bargain Harbour Road Water Main Replacements	Replacement of 50mm PVC water main in the South Pender Harbour water service area that required a significant amount of emergency repairs in 2017 and 2018. Planning, surveying and some preliminary site excavations in 2019. Design underway.	240,000	234,460	A	A									
366	CF	South Pender Harbour WTP Streaming Current Monitor	The streaming current meter required to ensure compliance with water quality potability at all times is failing frequently and places the SCRD out of compliance during these events and therefore needs to be replaced urgently. Streaming current instrument will be purchased in 2019 and installed in the spring of 2020.	18,000	18,000	A	A									
370	CF	Regional Water Service - Water Sourcing Policy	Technical engineering support for the development of the Water Sourcing Policy	25,000	25,000	Regional	Regional									
370	CF	Regional Water Service - Edwards Lake Dam Safety Audit	Technical assessment of the weir structure at Edwards Lake as required under the Dam Safety regulation.	15,000	15,000	Regional	D									
370	CF	Regional Water Service - Chapman Lake Siphon System Upgrade	An engineered review was completed in 2019 for system improvements required for the Chapman syphon system for ongoing work in 2020.	50,000	32,373	Regional	D									
370	CF	Regional Water Service - Langdale Well - Pump Station Upgrade	Engineering and specification tender documents have been completed and are scheduled to be released in late 2019. Construction to begin and be completed in 2020.	100,000	75,000	Regional	F									
370	CF	Regional Water Service - Chaster Well Upgrades (Well Protection Plan - Phase 2)	Preliminary design is complete. Draft RFP to be completed by the end of 2019 with construction in 2020.	50,000	45,000	Regional	E									
370	CF	Regional Water Service - Exposed Water Main Rehabilitation	Tendering process has not resulted in any bids within budget. Staff are considering options for next steps. Construction tendering 2020.	112,500	112,500	Regional	B, D, DOS									
370	CF	Regional Water Service - Chapman Water Treatment Plant Chlorination System Upgrade	Engineering contract tendered in September 2019. Construction tender scheduled for Q1 2020 and anticipated completion in September 2020.	692,000	692,000	Regional	B, D, E, F, DOS									
370	CF	Regional Water Service - Groundwater Investigation - Phase 3	Test well No 2 was drilled adjacent to Elphinstone Avenue and upsized from a 6 to an 8 inch diameter production well and was tested for water yield and water quality which resulted in excellent well yield and water quality. Preliminary water system design improvements and the result of the Phase 3 feasibility study will be completed and presented to the Board in December 2019.	300,000	110,997	Regional	E, F, DOS									

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370	CF	Regional Water Service - Regional Water Storage Capacity Phase 3 (Raw Water Reservoir)	A completed field terrain assessment has generated a grading criterion comparing the 4 potential sites to one another. Preliminary footprint layouts for the four sites is being completed and a final staff recommendation on the preferred site location will be presented to the Board in December 2019.	350,000	75,000	Regional	Regional									
370	CF	Regional Water Chapman Water Treatment Plant Water Quality Monitoring Upgrades	Monitoring instruments will be purchased in 2019 and installed in spring, 2020	120,000	120,000	Regional	D									
370	CF	Regional Water Service - Vehicle Replacements	All vehicles will be tendered in 2019 with delivery in 2020.	170,000	170,000	Regional	All									
312 / 370	CF	Regional Water Service - Mason Road Forklift Replacement (split with Maintenance Facility (Fleet) [312])	The forklift was tendered in Q3 2019 for delivery in 2020.	15,000	15,000	Regional	All									
382		Woodcreek Waste Water Treatment Plant - Sand Filter Remediation	RFP draft for engineering is in process; anticipated late 2019. Engineering review and construction cost estimate expected to be complete in early 2020.	40,000	40,000	E	E									
387	CF	Square Bay Waste Water Treatment Plant - Infiltration Reduction	Staff are proceeding with repairs and upgrades to the collection system to reduce infiltration. Some funding will not be spent by year end and will be utilized for further repairs in 2020.	25,000	22,364	B	B									
391		Curran Road Waste Water Treatment Plant - Marine Outfall Anchor Weights Replacement	Replace all existing marine outfall anchors. 2018 underwater inspection and condition assessment revealed 80% of piping ballasts (anchors) are failing or have already failed. An RFP for design and engineering services will be issued in the late fall 2019 followed by construction in the spring/summer 2020.	40,000	40,000	B	B									
381 - 395		Wastewater Service Vehicle Replacement	The new vehicle will be tendered in Q4 2019 for delivery in 2020	45,000	45,000	All WWTP Service Areas (Functions 381-395)	All									
400	CF	Cemetery - Business Plan	Planned for initiation of project in Q4 2019.	25,000	25,000	All	D and E with Regional Impact									
410	CF	Pender Harbour Health Centre - Lobby Flooring	Project - a special capital project request for lobby flooring made at 2018 Budget.	12,000	12,000	A	A									
504	CF	Rural Planning - Zoning Bylaw 310	Consulting contract and other project costs to assist with review/drafting of new zoning bylaw. Consultant has provided the final draft and completed the work within the scope of their project proposal. Staff are reviewing the draft and preparing for focus group engagement for the Fall 2019.	75,000	18,284	A, B, D, E, F	B, D, E, F									

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540	CF	Hillside Development Project - Investment Attraction Analysis	Baseline study, market analysis and development recommendations related to Hillside Industrial Park. Scope of work developed.	60,000	60,000	All	F									
615	CF	Community Recreation Facilities - Fall Protection Audit and Hazardous Materials Audit for Recreation Facilities	Completion of audits and plans for all recreation facilities. Consultant has completed facility site visits and hazardous materials sampling. Test results and draft reports pending. Project schedule revised for October 2019 project completion.	19,150	7,559	B, D, E, F (Except F Islands)	DoS and ToG									
615	CF	Community Recreation Facilities - Fitness Equipment Replacement	Minor items remain to be supplied to complete this project.	251,650	25,790	B, D, E, F, DoS, ToG, SIGD	DoS and ToG									
615	CF	Community Recreation Facilities - Water Efficiency Plan Sunshine Coast Arena (SCA)	Recommend project be cancelled based on success of condenser replacement/closed loop system. (see Staff Report). Staff to confer with Province to retain grant funds for sport field water efficiency project.	25,000	25,000	B, D, E, F, DoS, ToG, SIGD	DoS									
615	CF	Community Recreation Facilities - Arena Regulatory Projects	Addressing regulatory orders from WorkSafeBC and Technical Safety BC with the SCRD Arena Facilities. Fan installation substantially completed, invoicing pending. WorksafeBC notified of project completion. Follow up inspection by WorksafeBC pending. All WorksafeBC orders have been addressed with only some minor TSBC orders outstanding. Confirmation of compliance with remaining TSBC orders from TSBC safety officer is pending.	270,000	127,876	B, D, E, F, DoS, ToG, SIGD	All									
615	CF	Community Recreation Facilities - Sechelt Aquatic Centre Facility Projects	Various projects identified.	410,000	384,000	B, D, E, F, DoS, ToG, SIGD	DoS									
625	CF	Pender Harbour Aquatic and Fitness Centre - Painting of Wood Ceiling	This project to paint the wood ceiling over the main pool deep end will not be able to be completed until the next time the pool tank is emptied which could be either 2021 or 2022.	6,000	6,000	A	A									
650	CF	Community Parks - Granthams Hall Restoration Design and Engineering	Remaining work related to design and planning for new hall at Granthams Hall.	548,778	202,704	All EA's including Islands	F									
650	CF	Community Parks - Granthams Hall Construction	Remaining construction work related to rehabilitation of Granthams Hall.			All EA's including Islands	F									
650	CF	Community Parks - Signage Upgrade	Collaboration with First Nations on names/translation. Local woodworker preparing sign post for large signs. Sign mockups being confirmed with shíshálh Nation. Production and completion anticipated in Q4.	60,000	9,356	All EA including Islands	All EA including Islands									

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650	CF	Community Parks - Coopers Green Park - Hall and Parking Design Plans	Remaining work related to design and planning for new hall at Coopers Green Park.	62,263	57,643	All EA's including Islands	B									
650	CF	Community Parks - Coopers Green Park - Hall Construction	There is a project approved contingent on receiving Investing in Canada Infrastructure Program. Results expected by Q1 2020. Amount Approximately \$2.75M	TBD	TBD	All EA's including Islands	B									
650	CF	Community Parks - Parks Bridge Capital Maintenance	Repairs to parks bridges. Final projects planned for completion Q3 2019.	5,192	5,192	A, B, D, E, F	A-F including Islands									
650	CF	Community Parks - Suncoaster Trail Planning	Route concept endorsed by Board. On the ground trail refinement and further discussion with land managers to commence in Q2. Dialogues with land managers completed in Q3. Referral responses anticipated late Q3 / early Q4, which will complete the project.	15,463	11,203	All EA's including Islands	B, D, E, F									
650	CF	Community Parks - Sports Field Potable Water Use Reduction	Analysis of strategies, including ground water use, to reduce potable water use at fields. Scope of work confirmed. Tender documents being prepared for Q3 and advertised beginning of Q4.	30,000	30,000	A, B, D, E, F	B, D, F									
650	CF	Lover Road / Ocean Beach Esplanade Connector Planning	Planning for a connector trail, including public participation.	20,000	20,000	All EA's including Islands	D and E									
650	CF	Parks Vehicle Replacement	2008 model/150,000 km diesel truck with irreparable emissions problem. Scope of work/specification developed. Scope of work / specifications complete. Bundled tender for fleet vehicles Q3. Awarded, vehicle delivery pending.	68,000	68,000	All EA's including Islands	A-F including Islands									
650	CF	Goodwin House Removal	Removal of surplus building at Shirley Macey Park.	32,370	32,370	All EA's including Islands	F									
		Net Cost of all Carry-Forward		\$ 6,795,629.00	\$ 5,150,419.43											
		CATEGORIZED MANDATORY														
		CATEGORIZED MANDATORY / IMMINENT ASSET FAILURE														
212		Roberts Creek Volunteer Fire Department - Engine #1 Replacement	Engine #1 is the initial responding apparatus for all types of emergencies. It is currently 19 years old and has a Compressed Air Foam System for fire suppression which has been repeatedly repaired and still does not operate properly.			D	D		\$ 350,000.00	4	4-Reserves	Capital Reserves				
216		Halfmoon Bay Volunteer Fire Department - Tender Replacement	Pumper -Tender replacement, current unit stretched to its life span. Aligns with Mitchell report to regain UL rated pump for Hall #2.			B	B		\$ 500,000.00	4	4-Reserves	And Short Term Borrowing				

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370	Regional Water Service - Edwards Lake Dam Safety Audit Additional Funding	Additional funding to complete a structural engineering site assessment followed by a field report for submittal to the Province for review and approval in order to obtain the necessary reservoir Provincial approvals.			A, B, D, E, F, F Islands and DoS	D		\$ 25,000.00	2	2-User Fees	Existing User Fees				
370	Regional Water Service - Chapman Lake Dam Safety Audit	Complete a structural engineering site assessment followed by a field report for submittal to the Province for review and approval in order to obtain the necessary reservoir Provincial approvals.			A, B, D, E, F, F Islands and DoS	D		\$ 40,000.00	2	2-User Fees	Existing User Fees				
370	Regional Water Service - Base Budget Increase (Construction Archaeological Funding)	Increase to the base budget to account for ongoing archaeological monitoring, reporting and compliance as it relates to regular installation and repairs of in-ground infrastructure occurring in the Sechelt and Squamish Nations territory.			A, B, D, E, F, F Islands and DoS	Regional		\$ 35,000.00	2	2-User Fees	Existing User Fees				
370	Regional Water Service - Chapman Creek Environmental Flow Requirements Update	Undertake detailed Environmental Flow Needs (EFN) assessment to support a request to the province for a amendment to our EFN-requirement in our Water License. This would include creek flow and habitat impact assessments.			A, B, D, E, F, F Islands and DoS	D		\$ 40,000.00	2	2-User Fees	Existing User Fees				
615	Community Recreation Facilities - Sunshine Coast Arena (SCA) Refrigeration Plant Regulatory Items	Install additional ammonia detector in SCA compressor room and complete engineering design work and development of scope of work for ammonia relief vent stack extension. These are new orders and are not related to previous regulatory work completed.			B, D, E, F (Except F Islands), ToG, DoS, SIGD	DoS		\$ 13,000.00	1	1-Taxation	And User Fees				
	SUBTOTAL RC							\$ 233,000.00				-			\$ -
CATEGORIZED MANDATORY / SAFETY REQUIREMENT															
115	Human Resources - Staffing - Confined Space Reporting / Training / Lock Out / Fall Protection	Reports, regular procedural updates and reviews, and associated training needs. Centralized via Corporate Safety rather then divisional budget proposals. Combine FTE with existing 0.60 Corporate Safety Officer funding for a 1.0 FTE.			All	Regional		\$ 35,000.00	3	3-Support Services		0.40			
216	Halfmoon Bay Volunteer Fire Department - Facility Upgrades	Facility upgrades to maintain and keep training equipment protected from the public.			B	B		\$ 35,000.00	4	4-Reserves					
365	North Pender Harbour Water Service - Confined Space Document Review	The Utilities Department has a number of confined spaces that require entry to complete maintenance. The existing documents that regulate safe entry require updating.			A and SIGD	A		\$ 2,500.00	2	2-User Fees	Existing User Fees				
366	South Pender Harbour Water Service - Confined Space Document Review	The Utilities Department has a number of confined spaces that require entry to complete maintenance. The existing documents that regulate safe entry require updating.			A	A		\$ 5,000.00	2	2-User Fees	Existing User Fees				

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370	Regional Water Service - Confined Space Document Review	The Utilities Department has a number of confined spaces that require entry to complete maintenance. The existing documents that regulate safe entry require updating.			A, B, D, E, F, F Islands and DoS	Regional		\$ 22,500.00	2	2-User Fees	Existing User Fees				
	SUBTOTAL SR							\$ 100,000.00				0.40			\$ -
	Net Cost of all Categorized							\$ 1,463,420.00				0.40		-	\$ -
	BUDGET PROPOSALS														
	A - BUSINESS CONTINUITY (Mandatory)														
113	Finance (Asset Management Program [111]) - Base Budget Increase (Training and Designation)	Asset Management department expanded and base budget increase is required to reflect additional costs.			All	Regional		\$ 10,000.00	3	3-Support Services					
113	Finance (Purchasing and Risk Management [116]) - Insurance Asset Appraisal (Phase 2)	2nd phase of Comprehensive Appraisal for our Assets to determine statement of values required for Insurance coverage. 1st phase completed in 2019.			All	Regional		\$ 25,000.00	4	4-Reserves	Operating Reserves				
115	Human Resources - Human Resources Assistant Support	Leave for HR staff estimated 130 working days (i.e. 50%) total for 2020 with no allocated backfill. Capacity beyond peak due to new business processes, exponential job posting and recruitment demands, aging workforce and associated increased disability reporting, additional case management demands. Increased interaction with volunteers has all created additional workload.			All	Regional		\$ 25,000.00	3	3-Support Services		0.40			
210	Gibsons and District Volunteer Fire Department - Base Budget Increase (Vehicle)	Base budget increase for vehicle repairs and maintenance.			E, F and ToG	E, F and ToG		\$ 15,000.00	1	1-Taxation					
210	Gibsons and District Volunteer Fire Department - Base Budget Increase (Strategic Plan)	Base budget increase for capital reserve contribution. The Fire Services Strategic Plan stated that "Solid planning and a build up o capital reserves will help smooth out the impact of replacing costly capital assets or undertaking necessary maintenance or improvements on fire halls."			E, F and ToG	E, F and ToG		\$ 75,000.00	1	1-Taxation					
210	Gibsons and District Volunteer Fire Department - Base Budget Increase (Training and Development)	Base budget increase for training and development.			E, F and ToG	E, F and ToG		\$ 27,500.00	1	1-Taxation					
210	Gibsons and District Volunteer Fire Department - Fire Truck Replacement	Replacement of Engine #1 (Unit 371)			E, F and ToG	E, F and ToG		\$ 350,000.00	5	5-Other (Debt, Grant, Fees, etc.)	MFA 5-Year Equipment Financial Loan				

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216	Halfmoon Bay Volunteer Fire Department - Gear Washing Machine	HBVFD currently does not have means to clean their own gear from hazardous materials found on the fire ground.			B	B		\$ 20,000.00	4	4-Reserves					
216	Halfmoon Bay Volunteer Fire Department - Base Budget Increase (Equipment)	Increase to base budget to maintain the replacement of turn out gear within NFPA 1851 and provide Uniforms and stationwear.			B	B		\$ 6,300.00	1	1-Taxation					
310	Public Transit - Driver (1.0 FTE)	Additional driver to ensure that all service hours can actually be provided by permanent staff. This will reduce likelihood of overtime required when casual drivers are not available and will increase scheduling efficiency.			B, D, E, F, DoS, ToG and SIGD	Regional		\$ 60,430.50	1	1-Taxation		1.00			
310 / 312 / 370	Various Functions - Replacement of Mason Road Gate	Entrance gate to yard from Mason Road has reached end of useful life and is in frequent need of repair. Replacement is required and could be combined with security upgrades			B, D, E, F, DoS, ToG and SIGD	Regional		\$ 30,000.00	2	2-User Fees					
312	Maintenance Facility (Fleet) - Fleet Loaner Vehicle	Maintenance and repair costs for current loaner vehicle are exceeding what's reasonable for such vehicle. Other SCRD vehicle will be purchased as replacement.			All	All		\$ 10,000.00	4	4-Reserves	Capital Reserves				
313	Facility Services and Parks - Building Maintenance Vehicle	Purchase used, light duty truck for travel to worksites, transport of tools and materials. There is currently one vehicle (cube van) to service up to three staff for this service. Staff routinely work at separate worksites. Selection of a used, right-sized vehicle is currently the most fuel and resource efficient solution to this business need. Availability of a lighter duty vehicle may reduce distance needing to be travelled by the larger cube van.			All	All		\$ 25,000.00	5	5-Other (Debt, Grant, Fees, etc.)	MFA 5-Year Equipment Financial Loan				
345	Ports Services - Ports Technician (FTE)	Coordinated proposal with Water; dedicated human resource to address regulatory, safety and asset management requirements related to this service.			B, D, E, F and Islands	Regional		TBD	1	1-Taxation		0.70			
350	Regional Solid Waste - Future Waste Disposal Options Analysis Study	Strategic analyses of long term options for waste disposal once Sechelt Landfill is full which will include: waste disposal demand analyses, feasibility study for 1) new landfill on the coast, 2) waste to energy generation and 3) waste export of coast			All	Regional		\$ 175,000.00	1	1-Taxation					
365	North Pender Harbour Water Service - Hydrant Program	Base budget capital replacement program to fund the ongoing capital construction of new and replacement fire hydrants within the North Pender Harbour Water Service Area.			A and SIGD	A		\$ 15,000.00	2	2-User Fees					
366	South Pender Harbour Water Service - Hydrant Program	Base budget capital replacement program to fund the ongoing capital construction of new and replacement fire hydrants within the South Pender Harbour Water Service Area.			A	A		\$ 15,000.00	2	2-User Fees					

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366	South Pender Harbour Water Service - Treatment Plant Upgrades	Upgrades and replacements for WTP components including actuating valves for pre-filter, UV spectrophotometer, weir automation, turbidity meter and more.			A	A		\$ 50,000.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Base Budget Increase (Operational Supplies)	Changing market conditions and inflations has resulted in rising material costs required for the daily operations of our water treatment and distribution system (i.e. chemicals, piping and appurtenances, and other miscellaneous supplies). The requested increase would be the first for this type of expenditures in many years.			A, B, D, E, F, F Islands and DoS	Regional		\$ 80,000.00	2	2-User Fees					
370	Regional Water Service - Base Budget Increase (Capital Water Main Replacement)	With increasing costs associated to water main replacement projects such as paving and contractor rates a base budget increase is required to complete watermain currently identified as in need of replacement in the upcoming years to be replaced within the next 7 instead of 13 years.			A, B, D, E, F, F Islands and DoS	Regional		\$ 650,000.00	2	2-User Fees					
370	Regional Water Service - Reed Road and Elphinstone Road Water Main Replacement	The SCR D utilizes the ToG asbestos water main which is at end of life and in need of replacement. A SCR D dedicated waterline should be installed as part of the uncoupling of Zone 3 between the ToG and the SCR D. The Elphinstone water main recently had a number of emergency repairs and is in need of replacement. Cost savings could occur by combining these projects and aligning the construction timing with water main replacement works of the ToG and/or the development of the Church Rd well field.			A, B, D, E, F, F Islands and DoS	E		\$ 750,000.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Chapman Water Treatment Plant Instrumentation	Purchase WTP equipment such as microscope, jar testing equip, turbidity meter, and more.			A, B, D, E, F, F Islands and DoS	D		\$ 50,000.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Chapman Water Treatment Plant UV Upgrade	Chapman WTP Ultraviolet (UV) system is 14 years old and needs to be upgraded with a system that has redundancy. Project will include the replacement of existing UV and secondary UV purchase and installations.			A, B, D, E, F, F Islands and DoS	D		\$ 250,000.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Bylaw 422 Update	Water Rates and Regulations Bylaw 422 has not been reviewed fully for many years and is in need of modernizations and need to be updated to allow for the implementation of updated water use and conservation strategies .			A, B, D, E, F, F Islands and DoS	Regional		\$ 30,000.00	4	4-Reserves	Operating Reserves				
370	Regional Water Service - Chapman Water Treatment Plant Sludge Residuals Disposal and Planning	The WTP produces sludge residuals as part of the water treatment process. Residuals maintenance has taken place as required and are now in need of drying and disposal. 2020 funding is required to remove stockpiled residuals and planning for an improved residuals management plan.			A, B, D, E, F, F Islands and DoS	D		\$ 200,000.00	4	4-Reserves	Capital Reserves				

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370	Regional Water Service - Regional Pressure Reducing Valve Replacements	The SCRD water system has 4 pressure zones that are regulated by Pressure Reducing Valves. Several of the existing PRV's need full replacement to ensure continuous operation.			A, B, D, E, F, F Islands and DoS	Regional		\$ 125,000.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Exposed Water Main Rehabilitation (Funding Increase)	An RFP for this work was originally issued in 2018 and all submissions were well over budget. Additional funding is required to clean and refurbish the exterior coating(s) of several exposed water mains located throughout the Regional Water Service Area. This work will improve the expected useful life of these critical assets.			A, B, D, E, F, F Islands and DoS	A, B, D, and DoS		\$ 87,500.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Langdale Pump Station (Phase 2)	A detailed analyses of the required work on this well and pumpstation identified that much more work is required to then estimated at the time the 2019 budget was approved. Besides essential updates to the pump and associated infrastructure, the pump house require perimeter site fencing, new access doors, and a new concrete pad.			A, B, D, E, F, F Islands and DoS	F		\$ 175,000.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Utility Vehicle Purchases	1 electric vehicle to support Utility Field Road staff to allow for the current Ford Escape to be transferred to the Mason Road facility to address current shortfall within operational utility staff that's effecting their operational effectiveness and efficiency			A, B, D, E, F, F Islands and DoS	All		\$ 45,000.00	5	5-Other (Debt, Grant, Fees, etc.)	MFA 5-Year Equipment Financial Loan				
387	Square Bay Wastewater Treatment Plant - Infiltration Reduction (Phase 2)	Second phase of upgrades to waste water collection system of this plant to reduce the infiltration of groundwater and drainage water. This reduction is required to be able to apply to the province to have this plant reclassified as a Class 2 plant, instead of the current Class 3.			B	B		\$ 25,000.00	4	4-Reserves	Operating Reserves				
520	Building Inspection Services - Replacement Vehicle	Replace duty vehicle (2009 Ford Escape 320,000km) with an AWD hybrid (most fuel efficient option based on functional requirements and present market offerings).			A, B, D, E, F and SIGD	All		\$ 50,000.00	4	4-Reserves					
615	Community Recreation Facilities - Gibsons and District Aquatic Facility - Critical Capital Components	Several main pool system components have substantial lead times for ordering which would result in extended closures (3-6 months) if components were to fail. Having replacement parts in inventory mitigates risk of extended closures. Spare parts recommended are the main pool heat exchanger, heat exchanger storage tank, heat exchanger controls, boiler circulation pumps. Note: spare heat exchangers for rain pool and hot tub (additional \$20,000) are not in inventory but not included here due to reduced impacts on the facility if these amenities were closed.			B, D, E, F (Except F Islands), ToG, DoS, SIGD	ToG		\$ 25,000.00	1	1-Taxation	And User Fees				

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625	Pender Harbour Fitness and Aquatic Centre - Spare Main Pool Circulation Pump	Purchase of a second pump so that in the event of a pump failure there would be minimal interruption to services.			A	A		\$ 8,450.00	4	4-Reserves					
625	Pender Harbour Fitness and Aquatic Centre - Spare Hot Tub Jet Circulation Pump	In the event of a pump failure there would be minimal interruption to services if a spare was available.			A	A		\$ 9,000.00	4	4-Reserves					
650	Community Parks - Service Contract Value Adjustments - Inflation and Climate Change	One-time inflationary adjustment to address increases in cost areas including existing service contracts, lumber, fuel, consumables. Climate change with more frequent and longer drought and more variable or extreme winter weather has resulted in increased costs for managing hazardous trees in parks.			A, B, D, E, F	A, B, D, E, F		\$ 20,000.00	1	1-Taxation					
650	Community Parks - Service Contracts - New	New contracts to maintain service levels: Grantham's Hall caretaking, testing/maintenance requirements for park drinking water systems. Ongoing/annual costs.			A, B, D, E, F	A and F		\$ 13,000.00	1	1-Taxation					
650	Community Parks - Parks Building (Partial Replacement / Upgrade)	Aligned with (draft) SCRD Space Plan, modular space to support Parks service at Mason Road.			A, B, D, E, F	DoS		\$ 300,000.00	4	4-Reserves	Capital Reserves				
650	Community Parks - Suncoaster Trail (Phase 2)	Multi-year, phased and strategic approach to completion of the Suncoaster Trail (Halfmoon Bay to Gibsons/Langdale) based on the Final Trail Concept Design approved by the Board. Further information about phases and a supporting funding plan will be provided through the budget process.			A, B, D, E, F	B, D, E, F		\$ 400,000.00	5	5-Other (Debt, Grant, Fees, etc.)	Possible Grant				
650	Community Parks - Sports Field Reconstruction - Shirley Macey	Preliminary cost estimate for reconstruction of fields at Shirley Macey. Staff are working to provide updated detailed estimate. If this project proceeds, resources would be redeployed to Cliff Gilker Field.			A, B, D, E, F	F		\$ 1,200,000.00	5	5-Other (Debt, Grant, Fees, etc.)	Possible Grant				
650	Community Parks - Sports Field Equipment - Deep Aerator	Purchase of specialized turf management equipment; estimated simple payback of less than 6 years (versus buying in service from lower mainland) with potential benefit to all Sunshine Coast fields. More frequent deep aeration can help to address drainage challenges resulting in better playing surface. Aligns with past consultant advice.			A, B, D, E, F	All		\$ 60,000.00	4	4-Reserves	Operating Reserves				

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650	Community Parks - Establishment of a Park's Capital Budget (Ongoing)	Development of an asset management plan for SCRD Parks is planned. Currently (and historically), the Parks service does not have ongoing capital funding to maintain assets. While a comprehensive plan is developed, staff recommend that a stepped approach to building toward sustainable asset management is applied. A modest capital budget can be used address (only) core existing infrastructure condition issues. No new assets would be developed; as that would be a service level change. 2020 priority projects include: Coopers Green Park boat ramp concrete repairs (\$35,000), Katherine Lake campground water system repairs and upgrades (\$20,000), parks trailer replacement (\$10,000), picnic table and bench replacement (\$10,000), Suncoaster trail Phase 1 signage replacement (\$5,000), various repairs in community halls (\$10,000+)			A, B, D, E, F	A, B, D, E, F		\$	100,000.00	1	1-Taxation					
680	Dakota Ridge Recreation Service Area - Service Contract Value Adjustments	A road maintenance and snow clearing contract is essential to the SCRD's operation of the winter recreation area, as public access is dependent on adequate road conditions. The 2019 value of this contract was \$65,000 annually (upset, based on service required, which depends on snowfall). The cost of service has increased roughly in line with inflation. The value of the contract is recommended to be adjusted for inflation to reflect current costs.			A, B, D, E, F	D		\$	5,100.00	1	1-Taxation	And User Fees (Ski Trail Passes)				
680	Dakota Ridge Recreation Service Area - Piston Bully Track Replacement	Required replacement for tracks on primary ski groomer.			A, B, D, E, F	D		\$	25,000.00	4	4-Reserves					
		SUBTOTAL A						\$	5,617,280.50				2.10			\$ -
B - BOARD STRATEGIC AND CORPORATE GOALS																
110	General Government - Public Engagement Platform	To procure an online community engagement platform which will create a central online meeting place where SCRD staff can initiate public engagement through a range of tools designed to inform, seek public feedback, exchange ideas, and measure community response to issues of interest.			All	All		\$	25,000.00	4	4-Reserves					
110	General Government - Website Redesign (Phase 2)	To develop and implement a re-designed website that provides optimal content organization, integration with applications, ease of content manageability, and improved functionality and user experience.			All	All		\$	125,000.00	4	4-Reserves					

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110	General Government - Communications Manager	The addition of a new Communications Manager who will work with the Communications Officer to oversee and coordinate all Corporate communications, both internal and external, SCRD public engagement initiatives, and will also provide support for the Board's advocacy efforts and outreach on Climate initiatives.			All	All		\$ 120,650.00	3	3-Support Services		1.00			
115	Human Resources - Public Engagement Training	Estimated, to bring in Trainers for fees, travel and expenses.			All	Regional		\$ 10,000.00	3	3-Support Services					
115	Human Resources - First Nations Cultural Appreciation Initiatives	Viewed as a high priority, blanket exercise may have limited or no cost but staff time is about 800 hours. Additional cultural related training estimated at \$12k.			All	Regional		\$ 12,000.00	3	3-Support Services					
115	Human Resources - Employee Recognition Program	Dedicated program anticipated to require up to 12 days per year and funding for events, awards, and refreshments.			All	Regional		\$ 10,000.00	3	3-Support Services					
115	Human Resources - Employee and Volunteer Engagement	May require a Volunteer Services Coordinator function, perhaps combine with ESS under Protective Services. Training, funding for events, and refreshments.			All	Regional		\$ 20,000.00	3	3-Support Services		0.20			
135	Corporate Sustainability Services - Climate Resilience Coordinator	Coordinating staff resource (0.5 FTE) to oversee corporate emissions inventory update, lead corporate climate change impact mapping.			All	Regional		\$ 35,000.00	1	1-Taxation		0.50			
136	Regional Sustainability Services - Climate Resilience Coordinator	Coordinating staff resource (0.5 FTE) to oversee corporate emissions inventory update, lead corporate climate change impact mapping.			All	Regional		\$ 35,000.00	1	1-Taxation		0.50			
136	Regional Sustainability Services - Community Emissions Analysis	Quantification and verification support for community energy and emissions inventory. Staff are researching current best practices, provincial support/role, and partnership opportunities. Analysis would need to be updated at regular intervals (e.g. every 3 to 4 years).			All	Regional		TBD	1	1-Taxation	Possible Grant				
216	Halfmoon Bay Volunteer Fire Department - Capital Reserve Increase	Capital asset management plan indicates that we need to be adding \$163,000 into reserves to maintain our current infrastructure.			B	B		\$ 50,000.00	1	1-Taxation					
218	Egmont Volunteer Fire Department - Base Budget Increase (Honoraria)	The number of members of the Egmont Fire Department has increased and the weekly honoraria needs to be increased to keep pace with this.			A	A		\$ 1,000.00	1	1-Taxation					
312	Maintenance Facility (Fleet) - Increase Fleet Mechanic (FTE)	Workload in fleet shop has increased with expansion of Transit fleet in 2018 and overall growth in the SCRD fleet, increasing workload for fleet shop. Fleet mechanic hours has not increased and hence currently resulting in preventative maintenance work on SCRD fleet to be completed and wait time for repairs for SCRD fleet.			All	All		\$ 84,999.20	5	5-Other (Debt, Grant, Fees, etc.)	Internal Recovery	0.70			

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350	Regional Solid Waste - Food Waste Drop-offs	New program that would offer three locations on the coast for residents and small businesses to drop off up to 50L of food waste. Funds would be used for the costs of site operations, hauling and processing food waste into compost. This is one of the initiatives in the SCRD's Regional Organics Diversion Strategy and supports a landfill disposal ban of organics.			All	Regional		\$ 160,000.00	1	1-Taxation					
350	Regional Solid Waste - Backyard Composter Subsidy	New program that would offer up to \$100 per household for the reimbursement of the purchase of one backyard composter. As proposed, a minimum of 100 backyard composters could be purchased and provided a rebate. This is one of the initiatives in the SCRD's Regional Organics Diversion Strategy and helps support a landfill disposal ban of organics.			All	Regional		\$ 10,000.00	4	4-Reserves	Eco-Fee Reserves				
350	Regional Solid Waste - Sechelt Landfill Biocover Feasibility	Evaluate the technical application and financial feasibility, along with the ability to reduce GHG, of a biocover at the Sechelt Landfill as well as the feasibility of amending the DOCP.			All	DoS		\$ 15,000.00	1	1-Taxation					
365	North Pender Harbour Water Service - Master Plan Update	Updating current strategic water plans for the North Pender water systems which is over 10 years old as per Board's Strategic Plan			A and SIGD	A		\$ 100,000.00	4	4-Reserves	Operating Reserves				
366	South Pender Harbour Water Service - Master Plan Update	Updating current strategic water plans for the South Pender water systems which is over 10 years old as per Board's Strategic Plan			A	A		\$ 100,000.00	4	4-Reserves	Operating Reserves				
370	Regional Water Service - Metering Program 1: Meters Installation Phase 3 District of Sechelt and Sechelt Indian Government District	Installation of water meters within DOS and SIGD			A, B, D, E, F, F Islands and DoS	DoS and SIGD		\$ 7,000,000.00	5	5-Other (Debt, Grant, Fees, etc.)	Long Term Loan				
370	Regional Water Service - Metering Program 3: 0.5 FTE Senior Utility Operator (Temp.)	Metering installs: 0.5 FTE Senior Utility Operator - metering (temp position) to be the liaison between the contractor our staff and our residents during the meter installations			A, B, D, E, F, F Islands and DoS	All		\$ 42,510.00	4	4-Reserves	Capital Reserves	0.50			
370	Regional Water Service - Groundwater Investigation - Phase 3 - Dusty Road and / or Grey Creek	Detailed design, cost estimates and technical analyses to support Water License applications for Dusty Rd or Grey Creek well sites, depending on direction from Board received in Q4 2019.			A, B, D, E, F, F Islands and DoS	B		TBD	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Groundwater Investigation - Phase 4 - Church Road	Phase 4 will entail the completion of detailed design and permitting for the production well field and the system water supply improvements and the construction of these works once funding approval and required permits are received			A, B, D, E, F, F Islands and DoS	F		TBD	5	5-Other (Debt, Grant, Fees, etc.)	Capital Reserves and Long Term Loan				

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370	Regional Water Service - Feasibility Study Upgrades Eastbourne Water System	The Eastbourne system consists of multiple wells. Investigation and testing will take place to provide more detailed information to enable maximization and efficiency of the existing wells.			A, B, D, E, F, F Islands and DoS	F		\$ 40,000.00	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Regional Water Reservoir Development Phase 1	To be confirmed after November 2019 Infrastructure Services Committee meeting			A, B, D, E, F, F Islands and DoS	All		TBD	4	4-Reserves	Capital Reserves				
370	Regional Water Service - Water Supply and Conservation Public Engagement 2020 (including Water Summit)	Additional public engagement on water strategy and conservation including a 1 day conference to engage with the community on water supply with program to be confirmed early 2020. Budget for items such as advertisements, information materials, accommodation, catering, facilitators and speakers			A, B, D, E, F, F Islands and DoS	All		\$ 35,000.00	2	2-User Fees					
370	Regional Water Service - New or Expansion of Water Conservation Rebate Programs	TBD			A, B, D, E, F, F Islands and DoS	All		TBD	2	2-User Fees					
370	Regional Water Service - Emergency Water Storage Tanks	Purchase of up to five large (1000 gal) transportable tanks (including auxiliary equipment) to provide emergency water supply to support SCRD services or small communities (as instant water source or for shuttling between water source and community).			A, B, D, E, F, F Islands and DoS	All		\$ 10,000.00	2	2-User Fees					
370	Regional Water Service - Water Conservation Technician	Increase current 0.33 FTE water conservation assistant position to 1.0 FTE technician position to implement strategic plan objective to expand water conservation outreach programs, engagement and incentive programs. Directly support Strategic Plan implementation.			A, B, D, E, F, F Islands and DoS	Regional		\$ 48,830.96	2	2-User Fees		0.66			
370	Regional Water Service - Capital Projects Engineering Technician	New 0.7 FTE engineering technician position to support the development of major capital project, focusing predominantly on ports, and to a lesser degree on water supply expansion projects and water meter installs			A, B, D, E, F, F Islands and DoS	Regional		\$ 84,998.55	2	2-User Fees		0.70			
370	Regional Water Service - Infrastructure Services Assistant	New 1.0 FTE Administrative support to the Manager Capital Project (hired in 2018) and Manager Strategic Planning and Conservation (proposed for 2020). Current 1.0 FTE Infrastructure Services Assistant will continue to support three other departmental managers.			A, B, D, E, F, F Islands and DoS	Regional		\$ 70,506.80	2	2-User Fees		1.00			
370	Regional Water Service - Vehicle Purchases - Strategic Infrastructure Division	2 electric vehicles to support proposed Strategic Infrastructure Initiatives divisional staff			A, B, D, E, F, F Islands and DoS	All		\$ 90,000.00	5	5-Other (Debt, Grant, Fees, etc.)	MFA 5-Year Equipment Financing Loan				

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365 - 370	NPHWS / SPHWS / Regional Water Service - Metering Program 2: Water Meter Data Analytics	The next phase of the Universal Water Metering Program requires development of a data warehouse and management system with analytical capabilities as well as implementation of a customer relationship management system.			Regional	All		\$ 60,000.00	2	2-User Fees	Existing User Fees				
365 - 370	NPHWS / SPHWS / Regional Water Service - Metering Program 4: 1,0 FTE Water Data Technician	New 1.0 FTE responsible for the reading of all water meters and the management of all water data and all related data-analyses. This includes leak detection. Technician will also provide support during phase 3 installs and IT-tool development			Regional	All		\$ 79,331.98	2	2-User Fees	Existing User Fees	1.00			
365 - 370	NPHWS / SPHWS / Regional Water Service - Water Governance Program	TBD			Regional	All		TBD	2	2-User Fees					
310 / 350 / 365 / 366 / 370	Various Functions - Manager, Strategic Infrastructure Initiatives	New 1.0 FTE resource to manage the strategy plan and policy development within the infrastructure department with a specific focus on water supply and conservation. Position would also support strategic plan development on other themes including solid waste or transit Directly support Strategic Plan implementation.			Regional	All		\$ 144,300.00	2	2-User Fees		1.00			
310 / 350 / 365 / 366 / 370	Various Functions - Strategic Planning Coordinator	New 1 FTE senior technical resource to support the strategy plan and policy development within the infrastructure department with a specific focus on water supply . Position would also support strategic plan development on other themes including solid waste or transit . Directly support Strategic Plan implementation.			All	All		\$ 88,400.00	2	2-User Fees		1.00			
310 / 350 / 365 / 366 / 370	Various Functions - Strategic Planning Technician	New 1.0 FTE technical resource to support the strategy plan and policy development within the infrastructure department with a specific focus on water supply . Position would also support strategic plan development on other themes including solid waste or transit . Directly support Strategic Plan implementation.			All	All		\$ 83,200.00	2	2-User Fees		1.00			
500	Regional Planning Services - Regional Housing Conference Partnership	(Scope to be refined through dialogue with organizer) Funding to support speakers, space, and volunteers. Limited in-kind support through staff time can also be provided (aligned with Regional Planning service).			All	All		\$ 10,000.00	1	1-Taxation	Possible Grant				

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117	Information Technology - Base Budget Increase (Software for Mobile Device Management)	Base budget increase to IT Software operating budget for Mobile Device Management enterprise subscription solution to improve management and security of multiple mobile devices including cell phones, tablets, and laptops. IT manages multiple makes and models of mobile devices provisioned to staff and the Board. We want to consolidate and standardize set-up, tracking, remote wiping, configuration and security patching of disparate devices using a single management console platform to mitigate security and privacy risks more efficiently while freeing up staff resources for higher value work.			All	Regional		\$ 12,000.00	3	3-Support Services					
210	Gibsons and District Volunteer Fire Department - Automatic Garage Door Openers	Automatic garage door openers for Hall #1 and 2.			E, F and ToG	E, F and ToG		\$ 30,000.00	4	4-Reserves					
350	Regional Solid Waste - WildSafeBC Program	Contribution for hiring WildSafeBC Program Coordinator for the 2020 season. SCRD has had a WildSafeBC Program Coordinator 2006-2008 and 2012-2019.			All	Regional		\$ 10,000.00	1	1-Taxation					
615	Community Recreation Facilities - Training and Development Program for Building Operators (3 year Pilot Project)	Provide advanced technical training for operations staff in recreation facility equipment trouble shooting and repairs. Keeping staff current on new equipment, repair techniques and enhancing abilities to efficiently perform required work during emergency call outs. Time would be used to schedule training shifts where junior staff would be paired with senior staff, and scheduled around a curriculum of key subjects/technical areas. Facility operators are critical to operating buildings and to service delivery; practical experience on the job is important to success. A reciprocal commitment from staff would be explored as part of eligibility for the training program.			B, D, E, F (Except F Islands), ToG, DoS, SIGD	ToG and DoS		\$ 14,898.00	1	1-Taxation	And User Fees	0.25			
625	Pender Harbour Fitness and Aquatic Centre - Increase Annual Gym Equipment Replacement Plan Contribution	Currently the annual contribution is \$8,000. This amount is supplemented by 5% of revenues as well as taxation. The identified pieces of equipment requiring replacement over the next 5 years is the cardio equipment that comes with a higher cost compared to weight stations. Increasing the budget to \$10,000 per year will provide enough money for the more costly equipment and considerations of industry inflation.			A	A		\$ 2,000.00	1	1-Taxation	And User Fees				

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650		Community Parks - Parks Operations Coordinator Succession Project	SCRD Parks benefits from the experience and knowledge of several longstanding employees. The Operations Coordinator (25+ years of service) will be retiring in June 2020. A one-time, temporary HR plan lift would support succession by allowing an overlap of staff time during transition, and provide "indoor" time for the Op Coordinator to update management plans without reducing service level in the field.			A, B, D, E, F	A, B, D E. F			\$	6,000.00	1	1-Taxation			0.09					
680		Dakota Ridge Recreation Service Area - One-Time Minor Capital - Upgrades and Renewal	It has been several years since SCRD has invested in this service. To respond to growth in programming and adapt to changing climate (icier, more freeze thaw), minor investments are recommended: visitor entry stairs, update entry kiosk, construct covered entrance to warming hut, procure new grooming drag, roof replacement on storage container, new pass printer			A, B, D, E, F	D			\$	33,500.00	4	4-Reserves								
		SUBTOTAL C								\$	126,398.00					0.34				\$	-
D - OTHER / NOT CURRENTLY CLASSIFIED																					
216		Halfmoon Bay Volunteer Fire Department - Facility Audit Report	The current size of Hall #2 is not sufficient for the necessary future apparatus to be housed in that location. The purpose of this audit it to develop a plan as to what would be the needs of each Hall #1 and 2 moving forward in the next 25 years.			B	B			\$	7,000.00	4	4-Reserves								
370		Regional Water Service - Chapman Water Treatment Plant Hot Water Upgrade	The current boilers at the WTP are aged and inefficient and need to be upgraded with an efficient hot water system			A, B, D, E, F, F Islands and DoS	D			\$	25,000.00	4	4-Reserves	Capital Reserves							
370		Regional Water Service - Cemetery Reservoir Fencing Access	Security is important at all water facilities and an installation of a fence and locked gate at the Cemetery reservoir is required. Road access needs to be improved to eliminate trespass access to the reservoir.			A, B, D, E, F, F Islands and DoS	E			\$	25,000.00	4	4-Reserves	Capital Reserves							
370		Regional Water Service - Equipment Purchase - Utility Trailer	The current large double axel trailer used by the Utilities crew for transporting equipment to work sites is reaching the end of life and needs replacement.			A, B, D, E, F, F Islands and DoS	All			\$	15,000.00	4	4-Reserves	Capital Reserves							
370		Regional Water Service - Equipment Purchase - Excavator and Trailer	The Utilities crew regularly excavates sites to install new and repair old infrastructure. An excavator at our disposal will increase job efficiency and expedite mobilization time. An excavator will also improve and better right size construction tasks.			A, B, D, E, F, F Islands and DoS	All			\$	200,000.00	5	5-Other (Debt, Grant, Fees, etc.)	MFA 5-Year Equipment Financing Loan							
380 - 395		Wastewater Treatment Plants - Asset Management Plans	Implementaiton items coming forward as part of Wastewater Treatment Plant Asset Management Plans			Regional	Regional			TBD		4	4-Reserves	Possible Grants							

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615		Community Recreation Facilities - Capital - Classified as "non-critical" in Asset Management Plan	To replace three capital items that are not identified as "critical" in capital plan. Some non-critical (defined as not required to keep building open) capital items have reached the end of their service life and will impact service levels at the recreation facilities if not replaced. Items are: SCA parking lot lighting, SAC diving board and SAC sound baffles.				B, D, E, F (Except F Islands), ToG, DoS, SIGD	DoS		\$ 166,500.00	1	1-Taxation	User Fees				
625		Pender Harbour Fitness and Aquatic Centre - Increase to Human Resources Plan and Salaries for Aquatic Supervisor	Review of work required to sustain operations and service levels would be best supported with the Aquatic Supervisor position moving from the current 4 days (30 hours) per week to 5 days (37.5 hours). Reviewing job duties and succession planning at the management level are also a factor for this request.				A	A		\$ 17,291.00	1	1-Taxation		0.20			
625		Pender Harbour Fitness and Aquatic Centre - Increase to Human Resources Plan and Salaries for Life Guard	Review of work required to sustain operations and service levels would be best supported with the Full Time Lifeguard position moving from the current 30 hours per week to 35 hours. Reviewing job duties and succession planning at the management level are also a factor for this request.				A	A		\$ 8,476.00	1	1-Taxation		0.13			
		SUBTOTAL D								\$ 464,267.00				0.33			\$ -
		Net Cost of Budget Proposals								\$ 16,557,092.99				13.93	-		\$ -
										TOTALS:							
										\$ 1,181,495.50	1	1-Taxation					
										\$ 1,714,568.29	2	2-User Fees					
										\$ 264,650.00	3	3-Support Services					
										\$ 4,001,380.00	4	4-Reserves					
										\$ 9,394,999.20	5	5-Other (Debt, Grant, Fees, etc.)					
										\$ 16,557,092.99	TOTAL OF ALL PROJECTS						

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

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

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

RECOMMENDATION(S)

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

AND THAT the [117] Information Technology 2020 base budget be amended to reallocate the \$50,000 budget for software licensing from capital expenditures to operating expenses to reflect the changing industry standard of providing subscription based software as a service in place of perpetual licensing.

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 September 30, 2019 and it is listed as Attachment A and can be viewed at [SCRD-Agendas-2019](#). Please note the 'Budget YTD (\$)' column represents the budget from January to September 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.

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, Transit [310], Regional Solid Waste [350-352] and Community Recreation [615]. The variance reports specific to these functions are included on the agenda. These reports 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 September 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 100% for this period (to September 30); actual expenses incurred overall total 96%.

The anticipated Operating expense percentage should be 100% for this period; actual expenses incurred overall total 92%. This total is impacted by the following:

- Natural gas and hydro costs as invoices received to date may not cover the full nine 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 greater than \$1,000 not related to timing of grant payments is as follows:

- [117] Information Services deficit of \$20,537 is due mainly to higher than budgeted operating expenses for software licensing. Historically, software has been budgeted as a capital expenditure based on a perpetual licensing model; however, most providers are now moving to monthly or annual subscription based licensing which requires recognition as an operating expense. As such, capital expenditures are anticipated to be less than budgeted and related funding from support services recovery can be used to mitigate this deficit at year end.

Staff are recommending an amendment to the 2020 base budget to reclassify budgeted capital expenditures for software of \$50,000 as an operating expense. There would be no change to the annual funding as a result of this change.

- [312] Fleet Maintenance deficit of \$6,736 is due to higher than anticipated wages and operating expenses. These are partially offset by higher than budgeted internal recoveries. In addition, higher than budgeted capital expenditures for the rear overhead door replacement project are also contributing to the deficit.
- [365] North Pender Harbour Water Service deficit of \$3,978 is due to a timing difference with respect to the recognition of revenue for third party recoverable work.
- [384] Jolly Roger Waste Water Plant deficit of \$5,883 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.
- [387] Square Bay Waste Water Plant deficit of \$8,342 is due to a timing difference with respect to the transfer of budgeted funding to offset capital expenditures.
- [389] Canoe Rd Waste Water Plant deficit of \$5,675 is due to costs associated with the Canoe Rd Community Septic Field System Replacement project. A report recommending additional debt funding was included on the October 17 Infrastructure Services Committee meeting agenda.
- [390] Merrill Crescent Waste Water Plant deficit of \$7,746 is due to higher than budgeted staff wages associated with the Merrill Crescent Community Septic Field System Replacement project. A report recommending additional debt funding was included on the October 17 Infrastructure Services Committee meeting agenda.

- [630] School Facilities – Joint Use deficit of \$16,701 is due to the recognition of the joint use agreement with more use from SD46 of SCRD facilities than budgeted for this period.
- [650] Community Parks deficit of \$7,146 is due to higher than budgeted salaries and wages due to the seasonal nature of parks operations. It is expected that this variance will be offset by year end.

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.

Information Services deficit of \$20,537 is due mainly to higher than budgeted operating expenses for software licensing. Historically, software has been budgeted as a capital and staff recommend amending the 2020 base budget to reclassify budgeted capital expenditures for software of \$50,000 as an operating expense. There would be no change to the annual funding as a result of this change.

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

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

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



Sunshine Coast Regional District

Attachment B Year to Date Variance

Budget Version: Amended Budget
From Period: 201901
To Period: 201909

Revenues	Actuals YTD (\$)	Budget YTD (\$)	Variance (\$)	Actuals/ Budget (%)
Grants in Lieu of Taxes	89,178	54,000	(35,178)	165%
Tax Requisitions	15,123,009	15,163,948	40,939	100%
Frontage & Parcel Taxes	4,075,920	4,041,312	(34,608)	101%
Government Transfers	4,851,635	3,818,198	(1,033,437)	127%
User Fees & Service Charges	9,424,936	8,647,108	(777,828)	109%
Member Municipality Debt	1,384,283	1,460,909	76,626	95%
Investment Income	139,955	43,500	(96,455)	322%
Contributed Assets	145,354	352,502	207,148	41%
Gain on Disposal of Tangible Assets	5,385	0	(5,385)	
Internal Recoveries	4,856,755	4,796,551	(60,204)	101%
Other Revenue	481,491	409,813	(71,678)	117%
Total Revenues	40,577,943	38,787,903	1,790,040	105%
Expenses				
Administration	3,429,105	3,429,105	0	100%
Wages and Benefits	13,288,178	13,890,553	602,375	96%
Operating	11,354,134	12,384,356	1,030,222	92%
Debt Charges Member Municipalities	1,111,830	1,013,246	(98,584)	110%
Debt Charges - Interest	977,954	1,435,012	457,058	68%
Amortization of Tangible Capital Assets	3,557,970	3,313,690	(244,280)	107%
Total Expenses	33,700,330	35,466,021	(1,765,691)	95%
Other				
Capital Expenditures (Excluding Wages)	5,929,929	12,618,665	6,688,736	47%
Proceeds from Long Term Debt	(480,000)	(4,205,295)	(3,725,295)	11%
Debt Principal Repayment	1,114,270	1,010,516	(103,754)	110%
Transfer to/(from) Reserves	59,862	(3,423,639)	(3,483,501)	-2%
Transfer to/(from) Appropriated Surplus	892,432	257,942	(634,490)	346%
Transfer to/(from) Other Funds	112,386	0	(112,386)	
Prior Year (Surplus)/Deficit	(35,182)	(35,181)	1	100%
Unfunded Amortization	(3,557,970)	(3,313,690)	244,280	107%
Transfer (to)/from Unfunded Liability	412,500	412,500	0	100%
Total Other	4,448,210	3,321,774	1,126,436	134%
Suplus/(Deficit)	2,429,403	108	2,429,295	2249447%

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

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

SUBJECT: REGIONAL SOLID WASTE/RECYCLING [350] VARIANCE REPORTING FOR PERIOD
ENDING SEPTEMBER 30, 2019

RECOMMENDATION

THAT the report titled Regional Solid Waste/Recycling [350] Variance Reporting for Period Ending September 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 / Recycling. The following information is for the nine month period ending September 30, 2019.

DISCUSSION

Separate summaries are provided for Regional Solid Waste administration and recycling functions which are generally 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 [350]

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	969,944	948,339	(21,605)	(2.2%)
Expenditures	1,011,475	1,002,687	(8,788)	(0.9%)
YTD Operating Surplus/(Deficit)	(41,531)	(54,348)		
Capital Expenditures	-	-	-	0
Other	(41,531)	(31,872)	9,659	(23.3%)
YTD Overall Surplus/(Deficit)	-	(22,476)		

Landfill and Transfer Station [351/352]

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	2,565,229	2,852,315	287,086	11.2%
Expenditures	2,139,033	2,117,009	(22,024)	(1.0%)
YTD Operating Surplus/(Deficit)	426,196	735,306		
Capital Expenditures	30,000	561	(29,439)	(98.1%)
Other	396,196	420,593	24,397	6.2%
YTD Overall Surplus/(Deficit)	-	314,152		

Line Item Variance

- 350 Regional Solid Waste/Recycling: Revenues are lower than budgeted due to not meeting anticipated revenue as well as timing of receipt of Recycle BC payments. Anticipated revenues were increased by \$47,901 over 2018 due to new category of material accepted at depots and Recycle BC increasing per tonne payments for several material types.
- 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. This work is to occur within Q4 2019.

Projected Year End Surplus/(Deficit)

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

Service Name and Number	Landfill and Transfer Station [351/352]
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-Q3 tonnage continues for the remainder of 2019.

Mitigation Options

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.

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		Legislative	
Interim CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

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

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

RECOMMENDATION

THAT the report titled Recreation Facilities [615] Variance Reporting for Period Ending September 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 nine month period ending September 30, 2019.

DISCUSSION

Year to Date Budget vs Actual

Service 615 - Community Recreation Facilities

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	6,152,529	6,222,440	69,911	1.1%
Expenditures	5,775,629	5,596,175	(179,454)	(3.1%)
YTD Operating Surplus/(Deficit)	376,900	626,265		
Capital Expenditures	1,547,739	820,901	(726,838)	(47.0%)
Other	(1,170,839)	(336,611)	834,228	(71.3%)
YTD Overall Surplus/(Deficit)	-	141,975		

Line Item Variances

Operating Expenses: \$150,000 under budget due to seasonality of operations and maintenance activities.

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 September 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. The highest expenditure period will be in Q3 when major maintenance activities are completed (and into early Q4 as work is invoiced).</p>

Mitigation/Options (if deficit projected)

N/A

STRATEGIC PLAN AND RELATED POLICIES

Managing Recreation Facilities supports Strategic Focus Area #2: Infrastructure Management

CONCLUSION

Staff recommend that this report be received for information.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate Administrative Services Committee –October 24, 2019

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services

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

RECOMMENDATION

THAT the report titled Public Transit [310] Variance Reporting For Period Ending September 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 nine month period ending September 30, 2019.

DISCUSSION

Year to Date Budget vs Actual

Service 310 - Public Transit

	YTD Budget	YTD Actual	Over / (Under) Budget	
			\$	%
Revenues	3,936,414	4,038,053	101,639	2.6%
Expenditures	3,968,135	3,874,549	(93,586)	(2.4%)
YTD Operating Surplus/(Deficit)	(31,721)	163,504		
Capital Expenditures	-	-	-	
Other	(31,721)	(27,529)	4,192	(13.2%)
YTD Overall Surplus/(Deficit)	-	191,033		

Line Item Variances

User Fees and Service Charges (fare revenue) are above the budgeted amount as the total ridership has stabilized over the last three months. While the total revenue is still above budgeted, it declined somewhat over the last three months. This is the result of an increased sales of Monthly Pass and ticket sales compared to last year at this time and these products being sold at a discounted relative to cash fare. The cash fare revenue in July and August is in

Staff Report to Corporate and Administrative Services Committee – October 24, 2019
Public Transit [310] Variance Reporting For Period Ending September 30, 2019

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part related to the weather in these months and has been lower in 2019 compared to previous years.

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 hiring of two additional drivers, 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)	\$150,000
Explanation	Increased fare product sales, partially offset by unplanned overtime. The total financial implications of the recent Break and Enters at the transit facility are still unknown as this point in time and could reduce the projected Year-End Surplus

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

NA

CONCLUSION

Staff recommend that this report be received for information.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

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

SUBJECT: **KEATS LANDING DOCK – REPAIRS FOLLOWING COLLISION /
PORTS MAINTENANCE AND REPAIRS CONTRACT UPDATE**

RECOMMENDATION(S)

THAT the report titled Keats Landing Dock – Repairs Following Collision / Ports Maintenance and Repairs Contract Update be received;

AND THAT Sunshine Coast Regional District's (SCRD) contracted ports repair service provider, Summerhill Fine Homes Ltd. be directed to proceed with repairs necessary to remedy collision damage at Keats Landing dock;

AND THAT a budget of up to \$156,250 be approved for emergency repairs to the Keats Landing Dock funded from insurance recovery;

AND THAT operating reserves be used to fund any costs not covered by insurance up to a maximum of \$50,000;

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

AND FURTHER THAT the 3-year value of General Service Agreement 18 354 for Maintenance and Minor Repairs to Regional District Docks be increased to \$453,500.

BACKGROUND

A barge struck Keats Landing dock on June 25, 2019 causing damage to a number of piles and a shifting of pile caps / corbels on top of piles. As a safety precaution the wharf approach was immediately closed to vehicles. Notification were made to Keats Camp, Ports Monitors Committee (POMO), water taxis, etc. Staff are working to deliver an emergency repair as soon as possible.

Underwater inspection and consultation with engineers followed, and a prescription for repairs has been developed.

Staff have coordinated with SCRD's insurer throughout the process. The boat captain responsible for the collision has been cooperative and helpful.

The dock remains closed to vehicles, with the derrick out of service. To protect the asset and return the facility to service, repairs should be completed as soon as possible.

The purpose of this report is to confirm Board direction on next steps to complete urgent repairs. Related to this direction is a decision on updates to the General Service Agreement SCRD holds with Summerhill Fine Homes Ltd. for ports maintenance and repair.

DISCUSSION

The cost of repairs required from this collision is expected to be approximately \$125,000. This figure is comprised of costs incurred to date (emergency response, inspection, engineering) and anticipated repair costs (derived from a multi-point estimation process). The vast majority of the costs are related to construction. Staff expect most costs will be recovered from insurance. Adding a contingency of 25% yields a total estimated project cost of \$156,250

As stated in SCRD Delegation Bylaw No. 710, because the value of the work is anticipated to be over \$100,000, Board approval for award is required.

Overview: General Service Agreement - Maintenance and Minor Repairs to Regional District Ports

Following RFP 18 354, SCRD entered into a 3-year general service agreement with Summerhill Fine Homes Ltd. for maintenance and minor repairs to SCRD ports. The scope of services included in the agreement include minor inspection, preventative maintenance, minor repairs, major repairs, and urgent/emergency response and repairs (each is defined in the agreement). Under the terms of the agreement (and as specified in the RFP), a fixed fee is charged for inspection/preventative maintenance and unit prices or time plus materials are charged for other services.

Because the contract is designed to enable SCRD to respond to needs as they arise from condition issues, weather events, vandalism, collisions, etc., there is no upset total value stated in the service agreement (the major repair category, however, does have stated annual maximum of \$30,000 to differentiate unplanned repairs from planned capital upgrades). The amount spent through the agreement is managed/governed by (1) the Board-approved repair budget for the Ports service and (2) the Board-approved award made in February 2019.

It is appropriate to use the General Service Agreement – Maintenance and Minor Repairs to Regional District Ports as the vehicle to complete the necessary work at Keats Landing. The contractor is capable and prepared to complete the work.

Staff recommend that SCRD's contracted ports repair service provider, Summerhill Fine Homes Ltd., proceed with repairs necessary to remedy collision damage at Keats Landing dock.

Financial Implications

Ports Service Budget Implications

Costs are anticipated to be incurred in both the 2019 and 2020 fiscal years. Insurance coverage will limit the impact of this event on taxpayers. As final adjustment/reimbursement will follow project completion and invoicing, staff recommend that operating reserves be used to support any costs which may not be fully reimbursed by insurance revenue. A maximum of \$50,000 is recommended to be authorized. A final reconciliation of costs would be prepared as part of routine financial reporting.

Master Service Agreement Implications

The award made for the General Service Agreement, as directed by the Board, was for an amount up to \$223,591 (Resolution 005/19). This figure represents only the total of the 3-year fixed price inspections and minor repairs, but does not include any repairs done to address deficiencies arising from condition issues, weather events, collisions, etc.

As reported at the Q2 variance report, approximately \$89,000 of repair work (in addition to preventative maintenance and inspections) is required in 2019. As noted in previous staff reports, a backlog of deferred maintenance is being cleared, and it is anticipated that costs related to addressing condition deficiencies will decline over the term of the contract.

In light of the current need to complete repairs at Keats Landing, and to more clearly align the Agreement value with the work described in RFP 18 354, staff recommend that the total, 3-year award value be amended to \$453,500.

Services	Value
Year 1 – Planned inspections and Preventative Maintenance	\$71,000
Year 1 – Minor repairs, major repairs, urgent repairs	\$89,000
Year 1 – Keats Landing urgent repairs	\$120,000
Year 2 – Planned inspections and Preventative Maintenance	\$75,000
Year 2 (estimated) – Minor repairs, major repairs, urgent repairs minor repairs	\$10,000
Year 3 – Planned inspections and Preventative Maintenance	\$78,500
Year 3 (estimated) – Minor repairs, major repairs, urgent repairs minor repairs	\$10,000
TOTAL	\$453,500

Timeline for next steps or estimated completion date

Following Board direction, work will commence. Scheduling of work on site will follow ordering of materials (delivery will take a number of weeks).

Communications Strategy

Project updates will continue to be provided to POMO, Keats Camp, water taxi service providers, Islands Trust, Keats Island Moorage Society and Keats Island residents.

STRATEGIC PLAN AND RELATED POLICIES

Timely repair and maintaining capacity to respond through a general service agreement supports **Infrastructure Management**. Ongoing updates to affected stakeholders and the

involvement of an area representative in POMO align with the strategic priority for proactive **Engagement and Communications.**

CONCLUSION

To address emergency repairs at Keats Landing dock required following a boat collision, staff recommend that:

1. SCRD's contracted ports repair service provider, Summerhill Fine Homes Ltd. be directed to proceed with repairs necessary to remedy collision damage at Keats Landing dock;
2. A budget of up to \$156,250 be approved for emergency repairs to the Keats Landing Dock funded from insurance recovery;
3. Operating reserves be used to fund any costs not covered by insurance up to a maximum of \$50,000;

To complete the recommended work the 3-year value of General Service Agreement 18 354 for Maintenance and Minor Repairs to Regional District Docks is recommended to be increased to \$453,500.

Reviewed by:			
Manager		CFO/Finance	X - T. Perreault X - B. Wing
GM	X - I. Hall	Legislative	
Interim CAO	X – M. Brown	Other-Purchasing & Risk Management	X - V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

AUTHOR: Brad Wing, Financial Analyst

SUBJECT: STATUS OF OPERATING AND CAPITAL RESERVES AS AT SEPTEMBER 30, 2019

RECOMMENDATION(S)

THAT the report titled Status of Operating and Capital Reserves as at September 30, 2019 be received for information;

AND THAT operating reserves be used to offset 2020 taxation for the Halfmoon Bay [204] and Roberts Creek [206] Smoke Control services.

BACKGROUND

This purpose of this report is to provide the Committee with information regarding the status of the Sunshine Coast Regional District's (SCRD's) operating and capital reserves, which is provided on a semi-annual basis.

In addition, information in relation to the 2020 budget process and the possible use of reserve funds to reduce taxation or stabilize rates is incorporated per the following resolution adopted by the Board at its regular meeting on May 9, 2019:

139/19 Recommendation No. 3 Reserve Balances

THAT for 2020 pre-budget meetings, staff review reserve balances and report on the status and future requirements of the funds with consideration to the possibility of reducing taxation or rate stabilization (e.g. Smoke Control).

DISCUSSION

As at September 30, 2019 the Regional District had \$24,267,825 of reserve funds and \$7,857,191 of Parkland Acquisition, Development Cost Charges (DCC's) and Gas Tax Community Work Funds invested in term deposits, the Municipal Finance Authority (MFA) bond fund, high interest savings accounts, and individual corporate bond placements. In addition, the SCRD had \$1,816,000 of Landfill Closure Reserve funds invested in term deposits. Combined investments for the above noted funds totaled \$33,941,016.

Detailed balances of Operating and Capital reserves, Landfill Closure Reserves, Parkland Acquisition, DCC's, and Gas Tax Community Works Fund accounts are shown in Attachments A through C.

The difference between the amounts set aside in reserve and the amount invested is due to the timing of investment transfers and anticipated budgeted project funding and cash flow requirements. These differences will be addressed by either a future subscription or redemption to the investment as appropriate.

Tax requisition funds collected in August 2019 are held in a high interest savings account and are available for use as required to meet operating cash flow requirements. The amount held as of September 30 was \$10,500,000.

2020 Budget & Future use of Reserve Funds

Services such as Halfmoon Bay [function-204] and Roberts Creek [206] Smoke Control have modest operating reserves which have been used to offset any tax funding as a rate stabilization fund (as defined by the Board's Financial Sustainability Policy). Staff recommend using these funds again for the 2020 to offset any tax for those services.

Staff will also look at other opportunities through the 2020 Budget to use small reserve balances as a source of project funding.

Currently, the SCRD does not have a Reserve Policy, but does have an Investment, Financial Sustainability and Debt Management Policy. The development of a Reserve Policy will follow the completion of Asset Management and Service Plans which can clearly define funding needs for each service. For example, the draft Wastewater Facilities Asset Management Plan is scheduled to come forward to the November 2019 Corporate and Administrative Services Committee, which will outline future funding requirements for operational and capital needs. These same type of analysis have been done for the Community Recreation Facilities, and SCRD Fire Departments with several other services either currently underway or scheduled to begin in 2020. Staff anticipate having a draft Reserve Policy prepared for the Board consideration in 2021 or 2022. And Feasibility Funds have now been committed for the Area B and D Curbside Recycling Service

STRATEGIC PLAN AND RELATED POLICIES

Investment decisions are guided by the Corporate Investment Policy which states that funds are to be invested in a socially responsible manner that will provide the highest investment return with the maximum security while meeting the cash flow and the statutory requirements of the *Community Charter* and *Local Government Act*.

CONCLUSION

The SCRD had \$33,941,016 invested in term deposits, the MFA bond fund, high interest savings accounts and individual corporate bond placements as at September 30, 2019 for Reserves, Parkland Acquisition, DCC's, Gas Tax Community Works Funds and Landfill Closure Reserves. Additionally, as of September 30, 2019, there was \$10,500,000 of 2019 tax requisition funds invested in a high interest savings account.

Differences between amounts set aside in reserves and amounts invested are due to the timing of investment transfers and anticipated short term cash flow requirements.

Attachments A to C – Investments of Reserves Tables

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

Attachment A
Investments of Reserves
As at September 30, 2019

Bylaw	Description	2018 Opening Balance	Transfers	YTD Interest	Closing Balance	Budgeted Transfers
General						
504	Administration - Capital	\$ 614	\$ -	\$ 13	\$ 627	\$ -
495	Administration - Vehicle Acquisition	41,849	-	919	42,769	-
648	Administration - Operating	426,241	(31,780)	8,865	403,327	(76,501)
648	Administration - Operating (Risk Management)	28,512	6,377	709	35,598	10,000
648	Finance - Operating	364,168	-	8,000	372,168	(62,000)
496	Office Building Upgrades - Capital	251,565	(27,123)	5,151	229,593	(54,861)
648	Human Resources - Operating	183,882	6,000	4,042	193,925	(14,000)
504	Information Services - Capital	193,480	10,000	4,255	207,735	10,000
648	Information Services - Operating	26,096	-	573	26,670	-
648	Area D Grant in Aid - Operating	3,173	-	70	3,243	-
648	Elections - Operating	160,906	5,189	3,537	169,632	5,189
648	Corporate Sustainability - Operating	101,954	-	2,240	104,194	(17,500)
648	Regional Sustainability - Operating	52,926	-	1,163	54,089	-
	Feasibility Studies - Area B	26,472	-	582	27,054	-
	Feasibility Studies - Area D	26,472	-	582	27,054	-
649	Bylaw Enforcement - Vehicle Acquisition	63,092	-	1,386	64,478	-
677	Bylaw Enforcement - Operating	21,407	-	470	21,877	-
	Halfmoon Bay Smoke Control - Operating	1,542	-	34	1,576	-
650	Roberts Creek Smoke Control - Operating	11,757	-	258	12,015	-
497	Gibsons and District Fire Protection - Land	41,208	-	905	42,113	-
489	Gibsons and District Fire Protection - Capital	325,587	(11,462)	6,259	320,384	(122,073)
678	Gibsons and District Fire Protection - Operating	39,678	-	872	40,550	(6,844)
490	Roberts Creek Fire Protection - Capital	400,267	100,000	8,840	509,107	(76,500)
679	Roberts Creek Fire Protection - Operating	136,788	-	3,005	139,793	(5,000)
491	Halfmoon Bay Fire Protection - Capital	387,531	75,000	8,549	471,080	50,500
	Halfmoon Bay Fire Protection - Operating	34,232	-	752	34,984	-
601	Egmont Fire Protection - Capital	118,041	5,000	2,596	125,637	(3,500)
	Egmont Fire Protection - Operating	30,943	-	680	31,623	-
492	Emergency Telephone 911 - Capital	538,008	109,800	11,871	659,678	(167,700)
	Emergency Telephone 911 - Operating	28,103	-	617	28,720	(25,000)
493	Sunshine Coast Emergency Planning - Capital	35,449	-	779	36,228	-
	Sunshine Coast Emergency Planning - Operating	94,554	-	2,077	96,631	(20,000)
651	Animal Control - Vehicle Acquisition	51,397	-	1,129	52,526	-
680	Animal Control - Operating	107,406	-	2,360	109,766	-
529	Transit - Capital	-	-	-	-	-
652	Transit - Operating	52,672	-	1,157	53,829	-
563	Fleet Maintenance - Capital	130,360	(20,000)	2,627	112,987	(45,000)
	Fleet Maintenance - Operating	109,688	-	2,410	112,098	-
486	Ports - Capital	427,502	307,405	9,368	744,276	8,170
607	Ports - Operating	64,108	18,000	1,417	83,525	(16,665)
653	Regional Solid Waste - Operating	51,077	-	1,122	52,199	-
670	Zero Waste Initiatives (Eco Fee) - Operating	247,434	17,408	5,575	270,417	625
653	Landfill - Operating	25,441	(500)	552	25,494	(25,000)
654	Refuse Collection - Operating	164,498	(5,721)	3,611	162,388	(5,721)
655	Cemetery - Operating	276,473	18,000	6,082	300,555	(7,000)
515	Pender Harbour Health Clinic - Capital	49,988	5,000	1,101	56,089	(7,000)
681	Regional Planning - Operating	70,298	-	1,544	71,842	-
656	Rural Planning - Vehicle Acquisition	17,705	-	389	18,094	-
657	Rural Planning - Operating	43,990	(25,705)	814	19,099	(43,990)
504	Property Information & Mapping - Capital	55,601	4,802	1,096	61,499	(13,447)
648	Property Information & Mapping - Operating	139,138	-	3,057	142,194	-
	Civic Addressing - Operating	106,180	(4,582)	2,273	103,871	(13,062)
659	Building Inspection - Vehicles Acquisition	60,110	6,000	1,323	67,434	6,000
	Building Inspection - Operating	755,430	(8,554)	16,596	763,472	(10,000)
715	Hillside - Operating	757,254	(7,770)	16,591	766,075	(70,000)
590	Community Recreation Facilities - Capital	2,203,496	5,034	46,266	2,254,796	(1,192,904)
682	Community Recreation Facilities - Operating	291,476	(40,505)	6,393	257,364	(166,984)
494	Pender Harbour Pool - Capital	72,961	5,817	1,600	80,378	(7,000)
660	Pender Harbour Pool - Operating	144,801	(618)	3,181	147,364	(28,200)
	School Facilities - Joint Use - Operating	-	-	-	-	-
609	Gibsons & Area Library - Capital	26,209	50,000	599	76,808	50,000
	Gibsons & Area Library - Operating	13,858	-	304	14,163	-
533	Community Parks - Capital	496,594	(17,033)	10,878	490,439	(100,123)
662	Community Parks - Operating	226,538	18,764	4,977	250,279	(58,076)
683	Bicycle and Walking Paths - Operating	212,378	10,000	4,670	227,049	10,000
	Area A - Bicycle and Walking Paths - Operating	74,117	-	1,628	75,745	-
	Regional Recreation Programs - Operating	1,570	-	34	1,605	-
	Dakota Ridge - Operating	218,746	-	4,806	223,552	-
Total General Reserve Funds		\$ 11,942,995	\$ 582,244	\$ 258,184	\$ 12,783,422	\$ (2,311,167)

Attachment A
Investments of Reserves
As at September 30, 2019

Bylaw	Description	2018 Opening Balance	Transfers	YTD Interest	Closing Balance	Budgeted Transfers
Water Services						
589	North Pender Harbour - Capital	\$ 407,930	\$ (116,133)	\$ 6,618	\$ 298,415	\$ 46,452
605	North Pender Harbour - Operating	220,491	-	4,844	225,335	(7,000)
602	South Pender Harbour - Capital	735,930	(223,116)	13,049	525,863	(475,576)
663	South Pender Harbour - Operating	753,975	(163,095)	16,564	607,443	(188,680)
488	Regional - Capital	5,099,001	687,421	103,542	5,889,963	(1,057,701)
498	Regional - Land	17,443	-	383	17,826	-
664	Regional - Operating	2,879,696	(44,036)	63,171	2,898,830	(189,729)
Total Water Services Reserves		\$ 10,114,465	\$ 141,039	\$ 208,170	\$ 10,463,675	\$ (1,872,234)
Waste Water Plants						
512	Greaves Road - Capital	\$ 2,559	\$ -	\$ 56	\$ 2,615	\$ -
608	Greaves Road - Operating	7,622	189	168	7,979	189
665	Woodcreek Park - Capital	24,947	-	548	25,495	-
666	Woodcreek Park - Operating	158,382	7,484	3,483	169,349	(32,516)
512	Sunnyside - Capital	17,488	-	384	17,872	-
608	Sunnyside - Operating	7,252	104	159	7,515	104
512	Jolly Roger - Capital	35,498	-	780	36,278	-
608	Jolly Roger - Operating	17,021	(395)	374	16,999	(395)
512	Secret Cove - Capital	9,529	-	209	9,738	-
608	Secret Cove - Operating	18,176	1,810	400	20,387	1,810
512	Lee Bay - Capital	233,556	-	5,131	238,686	-
608	Lee Bay - Operating	254,967	12,570	5,607	273,144	12,570
512	Square Bay - Capital	31,789	38,358	935	71,082	(25,000)
608	Square Bay - Operating	79,428	1,469	1,746	82,643	1,469
608	Langdale - Operating	33,786	360	742	34,889	360
512	Canoe Road - Capital	3,126	-	69	3,195	-
608	Canoe Rd - Operating	198	393	5	595	393
608	Merrill Crescent - Operating	887	2,166	20	3,073	2,166
512	Curran Road - Capital	19,179	-	421	19,600	-
608	Curran Road- Operating	68,226	12,348	1,505	82,078	(27,652)
512	Roberts Creek Co-Housing - Capital	2,461	-	54	2,515	-
608	Roberts Creek Co-Housing - Operating	31,945	1,828	703	34,476	1,828
667	Lily Lake Village - Operating	45,276	1,993	996	48,265	1,993
668	Painted Boat - Capital	1,730	-	38	1,768	-
669	Painted Boat - Operating	48,342	3,100	1,063	52,505	3,100
Total Waste Water Plants Reserves		1,153,369	83,777	25,596	1,262,742	(59,581)
Total Reserve Funds		\$ 23,210,829	\$ 807,060	\$ 491,950	\$ 24,509,839	\$ (4,242,982)
					Investments	\$ 24,267,825
					Accrued Interest	116,076
					Over/ (Under) Subscribed	\$ (125,939)

Attachment B
Investments of Landfill Closure Reserve
As at September 30, 2019

Account	Opening Balances	YTD Interest	Transfers To (From)	Closing Balance
Pender Harbour Landfill Closure Liability	\$ 437,447		-	\$ 437,447
Pender Harbour (Unfunded)	(437,447)	-	-	(437,447)
Net Funded Liability	-			-
Sechelt Landfill Closure Liability	5,831,254		-	5,831,254
Sechelt Landfill (Unfunded)	(4,555,272)	31,817	550,000	(3,973,455)
Net Funded Liability	1,275,982			1,857,799
				-
Total Landfill Closure Reserve	\$ 1,275,981.95	31,817	550,000	\$ 1,857,799

Investments	1,816,000
Accrued Interest	42,803
Over (Under) Subscribed	1,004

Attachment C
Investments of Gas Tax, Parkland Aquisition and Devemopment Costs Charges
As at September 30, 2019

Description	Opening Balance	Transfers	YTD Interest	Closing Balance
Gas Tax Community Works Fund				
Area A	\$ 1,103,417	\$ 183,081	\$ 28,847	\$ 1,315,345
Area B	616,893	185,578	16,407	818,878
Area D	844,004	238,689	22,448	1,105,141
Area E	1,117,400	255,644	29,485	1,402,529
Area F	780,991	(5,343)	20,334	795,982
Parkland Acquisition	473,101	-	12,064	485,165
Development Cost Charges				
North Pender Harbour Water Service	35,931	-	916	36,848
South Pender Harbour Water Service	155,406	-	3,963	159,369
Regional Water Service	1,871,367	10,999	48,546	1,930,912
Totals	\$ 6,998,510	\$ 868,647	\$ 183,011	\$ 8,050,168

Investments	\$ 7,857,191
Accrued Interest	24,493
Over/ (Under) Subscribed	\$ (168,484)

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 24, 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, \$8,316,389 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 totalling \$332,274 and a one-time bonus payment of \$677,881 were both received in late July. The second installment of \$332,274 is expected to be received in early

December bringing the total available funding for eligible projects in 2019 to \$5,805,134. Of this, \$595,627 is currently budgeted or committed for projects and \$5,209,507 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	(213,364)	757,058
Totals	\$ 4,462,705	\$ 1,342,429	\$ (595,627)	\$ 5,209,507

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, \$595,627 has been committed for projects and \$5,209,507 remains uncommitted.

Reviewed by:			
Manager		CFO/Finance	X-T. Perreault
GM		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 (July)		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	\$ 1,457,133	\$ 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					213,364	213,364
		\$ -	\$ 362,263	\$ 10,000	\$ 10,000	\$ 213,364	\$ 595,627
Uncommitted CWF Gax Tax Funds for 2019		\$ 1,346,720	\$ 507,390	\$ 1,151,206	\$ 1,447,133	\$ 757,058	\$ 5,209,507
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 – October 24, 2019

AUTHOR: Michelle Goetz, Accounts Payable Technician

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

RECOMMENDATION

THAT the report titled Director Constituency and Travel Expenses for Period Ending September 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 \$20,300 (\$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 September 30, 2019 is \$4,339 leaving a surplus balance of \$15,961. The total amount posted to Legislative and UBCM/AVICC Travel Expenses is \$33,162.41 leaving a remaining balance of \$2,982. Figures are based on expense reports submitted up to October 9, 2019 for the period ended September 30, 2019 and a breakdown by Director is provided below.

Detail	Constituency Expense	Travel Expense (Excluding GST)	Travel Expense (Alternate)
Director Area A	\$894	\$7,700	\$-
Director Area B	\$417	\$11,406	\$-
Director Area D	\$1,479	\$4,324	\$-
Director Area E	\$827	\$4,961	\$32
Director Area F	\$602	\$4,002	\$32
Director DOS (2)	\$120	\$39	\$-
Director TOG	\$-	\$667	\$-
Director SIGD	\$-	\$-	\$-
Totals	\$4,339	\$33,162	\$-
Budget	\$20,300	\$36,144	
Surplus (Deficit)	\$15,961	\$2,982	*
* 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 September 30, 2019, the total amount posted to Constituency and Electoral Expenses is \$37,501 leaving a remaining balance of \$18,943.

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 – October 24, 2019

AUTHOR: Valerie Cropp – Manager, Purchasing and Risk Management

SUBJECT: CONTRACTS BETWEEN \$50,000 AND \$100,000 FROM JULY 1 TO SEPT 30, 2019

RECOMMENDATION

THAT the report titled Contracts between \$50,000 and \$100,000 from July 1 to September 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 126 contracts/purchase orders were issued during the time period July 1, 2019 to September 30, 2019 with three valued between \$50,000 and \$100,000.

	Supplier	Account Code	Awarded	Budget
1.	Temp-Pro Refrigeration Ltd 19 401 Sunshine Coast Arena Ventilation System Upgrades	613 – Recreation	\$62,650	Capital
2.	SHI Canada Ulc Microsoft Office Standard 2019	117 – IT	\$80,776	Capital
3.	Ramtech Environmental Products TrojanUVSwiftSC D12	370 – Water	\$83,250	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	
Interim CAO	X – M. Brown	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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

AUTHOR: Tara Crosby, Administrative Assistant, Corporate Services

SUBJECT: RURAL AREAS' BURSARY – HISTORY AND PROCESS

RECOMMENDATION(S)

THAT the report titled Rural Areas' Bursary – History and Process be received for information.

BACKGROUND

Every year since 2009 the Sunshine Coast Regional District (SCRD) has supplied \$750 bursary to each of Elphinstone, Chatelech, Pender Harbour Secondary School and the Sunshine Coast Alternative School for a student who writes a 500 word essay, chosen by the school, on the importance of community involvement and the demonstration of that involvement in their life.

At each graduation ceremony, where a bursary will be awarded, an SCRD Director is invited to attend to present.

Over many years Directors who fund the bursary award through their rural areas' grant-in-aid (RAGIA) functions [121, 122, 127, 127 and 128] have commented on dollar values offered by the SCRD and participation rates of the students.

The following points relate the history of the SCRD Bursary Program:

2006

- April – concerns were raised about RAGIA being used for other organizations to provide bursaries (a music society was awarding bursaries funded by SCRD GIA funds.).
- September – a decision was made to fund \$1,000 to each of the only 3 Secondary Schools (at the time) and a clause added to the RAGIA policy Section 1.4 stating that "Grants will not be awarded to societies for use as scholarships, bursaries, or subsidies, with the exception of the School District 46 (SD46), under the direct approval of the SCRD."

2007

- Budget – a letter was sent to SD46 advising of the offer of \$1,000 for each of the 3 Secondary Schools (total \$3,000 funded by Electoral Areas A, B, D, E, and F) for a SCRD bursary based on a Bursary Committee selecting an individual who showed leadership and citizenship.

2009

- October – the Sunshine Coast Alternative School was added to the Bursary Program, now 4 Secondary Schools.

- The \$3,000 remained the same and continues to be funded from Electoral Areas A, B, D, E, F RAGIA.
- The bursary now available for each school is \$750.
- A Criteria Outline was created: 500 word essay on the importance of community involvement and demonstrated examples.
- The SD46 selects the essay for Bursary and forwards a copy to the SCRD for Director presenting to read. (Copy in the Directors reading file when available.)

2013

- It was discovered that some of the bursary funds held at the School District were unclaimed after a year therefore a clause was added to the RAGIA Policy Section 1.6 "Grant allocation to SD46 for bursary funding for each of the four secondary schools is to be approved each year within the SCRD budget process. Unclaimed bursary funding provided to SD46 will be reported to the SCRD on an annual basis. If amounts remain unclaimed after 2 years, funds will be returned to the SCRD to be re-allocated as the SCRD Board sees fit."
- The School District now provides an update of the funds held prior to Graduation and the SCRD only pays up to \$3,000 from the Electoral Areas.
- It was also noted that some schools were not able to submit an essay from their school (lack of participation or did not meet criteria).

At the July 11, 2019 the SCRD Board adopted the following resolution to which this staff report addresses prior to the 2020 budget process:

196/19 **Recommendation No. 7** *Rural Areas' Grant-in-Aid Bursaries*

THAT the bursary contribution provided to each of the four secondary schools be reviewed in the 2020 budget;

AND THAT the process for offering bursaries to each of the Secondary Schools be reviewed to provide options regarding criteria and include past Board motions which established the framework for the process.

DISCUSSION

At the May 23, 2019 Corporate and Administrative Services Committee Meeting the Committee made the following recommendation (excerpt) and this report is provided for the Committee to consider the 2020 Bursary Program:

Recommendation No. 9 *2019 Rural Areas' Bursary Awards*

AND THAT the Sunshine Coast Regional District bursary amount provided to the four Secondary Schools be reviewed at the 2020 Pre-Budget Special Corporate and Administrative Services Committee meeting;

Typically each Secondary School will request information from the SCRD regarding its Bursary Program in January of each year.

Criteria provided in a letter to each of the Secondary Schools and Alternative School is as follows:

Name of Award:	Sunshine Coast Regional District Rural Areas Bursary
Amount:	\$750
Criteria:	One student will be selected from each secondary school, including the Alternative School, on the Coast. Application must include a 500-word essay on the importance of community involvement and the demonstration of that involvement in their life. The school selects the recipient. The Board requests that a copy of the winning essay be forwarded to the Regional District.

The bursary recipient will send his or her post-secondary information to School District No. 46 which will administer payment.

Concerns have been raised by SCRD Directors surrounding student participation rates and quality of student essays though this was not substantiated and therefore the program was not changed.

Currently Electoral Areas A, B, D, E, and F contribute \$600 each to the program annually through the budget process.

Financial and Process Options

The SCRD Board has expressed concerns over the bursary amount which has not increased over time consistent with cost of living and costs of education and the program criteria which may not be reflective of emerging community, environmental, social issues.

As bursaries are paid from RAGIA functions the contributing Directors may consider changes to the budget discretionary for this purpose.

Changing the criteria of the Bursary Program is also a consideration for the SCRD Board.

Upon approval of the 2020 Budget, staff will communicate the Bursary Program by letter to SD46.

STRATEGIC PLAN AND RELATED POLICIES

The Rural Areas' Grant-in-Aid Policy 5-1850-1 states "Grants will not be awarded to societies for the use as scholarships, bursaries, or subsidies, with the exception of the SD46, under the direct approval of the SCRD."

CONCLUSION

Every year since 2007 the SCRD has supplied bursaries to secondary school graduates on the Sunshine Coast.

At each graduation ceremony, where a bursary will be awarded, an SCRD Director is invited to attend to present.

Over many years Directors who fund the bursary award through their rural areas' grant-in-aid (RAGIA) functions [121, 122, 127, 127 and 128] has expressed concerns over the bursary amount which has not increased over time consistent with cost of living and costs of education and participation rates of the students.

Currently Electoral Areas A, B, D, E, and F contribute \$600 each to the program annually through the budget process.

As bursaries are paid from RAGIA functions the contributing Directors may consider changes to the budget discretionary for this purpose and also to the criteria of the Bursary Program.

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Corporate and Administrative Services Committee – October 24, 2019
AUTHOR: Tina Perreault, General Manager, Corporate Services / Chief Financial Officer
SUBJECT: 2019 REMEMBRANCE DAY CEREMONIES AND WREATH / POPPY DONATION

RECOMMENDATION(S)

THAT the report titled 2020 Remembrance Day Ceremonies and Wreath / Poppy Donation be received;

AND THAT the Committee advise who will be attending to lay the wreath at each Ceremony.

BACKGROUND

Each year on Remembrance Day a Sunshine Coast Regional District (SCRD) Director or their appointee attends the November 11 Ceremony to lay a wreath and the SCRD provides a donation prior to November 11 of \$100 to each Legion.

DISCUSSION

The Legions have not sent their formal requests for attendance at the Remembrance Day Ceremonies therefore if Directors would confirm who would attend the lay the wreath on behalf of the SCRD, staff will contact each Legion as follows:

- Gibsons Legion #109
- Pender Harbour Legion #112
- Roberts Creek Legion #219
- Sechelt Legion #140
- Gambier Island Anavets

Financial Implications

Donation in an amount of \$100 for each Legion and Anavets is provided from General Government Public Relations 5210.

CONCLUSION

Each year the SCRD provides five donations of \$100 for Wreath / Poppy funds organized by the Sunshine Coast Legions. Staff recommend that the Committee identify which Directors will attend each Remembrance Day Ceremony to lay the wreath on behalf of the SCRD.

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



**SUNSHINE COAST REGIONAL DISTRICT
RURAL AREAS' GRANT-IN-AID APPLICATION - 2019**

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

Are you a Society submitting this application on behalf of another organization? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, name the benefitting organization: _____ (For applications exceeding \$500, applicant must be a registered Society. Proof of registration is required.)	
Society/Organization's Legal Name: <u>North Thormanby Community Association</u>	
Bank Account in Society / Organization Name: <input checked="" type="checkbox"/> Yes (payments will not be made to individuals)	
Societies Act No. (required for applications exceeding \$500) <u>S0068688</u>	
Business No. <u>779530286</u>	
Mailing Address: <u>P.O. Box 755</u> <u>Sechelt, BC V0N 3A0</u>	Phone No.: <u>604-613-9488</u> Cell No.: <u>604-613-9488</u> E-mail: <u>wstarone@gmail.com</u>
Contact Person: <u>Shirley Higginson</u>	Title: <u>Secretary/Treasurer</u>
Did you receive Grant-in-Aid funding from the SCRD last year? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If yes, what was the amount of last year's grant? \$ <u>2200.00</u> If yes, have you complied with the SCRD reporting requirements? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No (see "Reporting Out" form attached)	
Which Rural Area(s) does your project, program, service or special event benefit? Egmont / Pender Harbour <input type="checkbox"/> Halfmoon Bay <input checked="" type="checkbox"/> Roberts Creek <input type="checkbox"/> Elphinstone <input type="checkbox"/> West Howe Sound & Islands <input type="checkbox"/>	
Does your project have a measurable benefit outside of the rural areas? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, have you applied to the appropriate municipal grant programs? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, provide name _____ Amount \$ _____ (Municipal Areas being: Town of Gibsons, District of Sechelt, Sechelt Indian Government District)	
Amount of Rural Areas' Grant-in-Aid being requested: \$ <u>2500</u>	
Category: Arts and Culture <input checked="" type="checkbox"/> Sports and Recreation <input type="checkbox"/> Social / Educational / Environmental / Other <input type="checkbox"/> Type of Request: One-Time Operations <input type="checkbox"/> One-Time Special Event <input type="checkbox"/> Specific Project in Special Event <input type="checkbox"/> Specific Project <input checked="" type="checkbox"/> New Program or Service <input type="checkbox"/>	

Describe your organization's purpose and goals (add pages where required).
Please see attached constitution.

Explain how your project, program, service or special event will benefit either the "Local" or "Regional" Community and promote volunteering, participation and citizen involvement (add pages where required).

This project will benefit all LOCAL North Thormanby Islanders and visitors to the island by using community owned dinghies. The project involves the purchase of 2 unsinkable Walker Bay dinghies for islanders and visitors to use on our soon-to-be newly constructed dock. These dinghies will be brought by volunteers and delivered to the island from Richmond. A Local artist will volunteer their time to paint the dinghies to easily identify them as for community use. This will in turn reduce the number of individually owned dinghies on the new dock thereby saving wear and tear on the new rails. When boating visitors from the mainland arrive to enjoy the sandy beach here, rather than tie up their boats for long periods of time on the outside loading zone area, we can offer them the use of the community dinghies which will allow them to drop off their family members on the dock, anchor out and row back with these dinghies thereby keeping the loading zone open and available. We would like to buy them now, if granted the funds, so that we can paint them distinctive colours over the winter in readiness for spring use. Islanders will donate time, and fuel to get the dinghies from Richmond to the island as well as the paint and painting thereof.

Describe how the requested grant money will be used and how the SCRD contribution will be recognized (add pages where required).

The funds will be used to purchase two 8 foot Walker Bay Dinghies, oar kits and snap attachments.

The SCRD will be recognized for the contribution by decals attached to the dinghies thanking the SCRD for their donation. The SCRD will also be recognized by emails to all Islanders, a statement of thanks in our Island Spring Newsletter and on our bulletin board for all to see.

Does your organization own it's own facility or rent / lease space? ☐ Own ☒ Rent / Lease

How many members does your organization currently have? 75 families

Do you charge a membership fee? ☒ Yes ☐ No
If yes, what is your annual fee? \$ 10.00

Did you have a surplus last year? ☐ Yes ☒ No
If yes, briefly explain:

***We fund raised approximately \$7500 restricted dollars towards fire suppression equipment.

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

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

Sunshine Coast Regional District Rural Areas' Grant-in-Aid PROJECT Budget Template				
Organization Name:		North Thormanby Community Association		
For Period:		From	To	
		January 1, 2019	December 31, 2019	

REVENUE	
Grants (provide Names of Grantors)	
e.g. Government Federal	10686.
e.g. Foundations	
e.g. Corporations	
Earned Income (i.e. interest)	
Individual Contributions	
Fundraising events and sales	
Membership Income	750.
Additional Revenue (please specify):	
Fundraising for Fire Suppression Equipment (restricted funds)	7496.
Grant In Aid - SCRD	2500.
TOTAL INCOME	21432.
EXPENSES	
Salaries and Wages	9577.
Consultant and Professional Fees	
Travel	
Equipment	
Supplies	
Advertising and printing	
Rent	
Utilities	
Other Expenses (please specify):	
Work Safe	167.
Legal Fees	80.
Fire Suppression Equipment	9000.
Dinghies and Oars	2608
TOTAL EXPENSES	21432.
IN KIND SUPPORT (PROVIDE DETAILS):	
Paint, Decals, docking lines, fuel, ferry costs and volunteer time	1000.

Balance Sheet

 Hire a bookkeeper with Wave Advisors

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As of

2019

2019-10-04


[Update Report](#)

Cash and Bank

To be received

To be paid out

$$\text{\$7,905.77} + \text{\$0.00} - \text{\$0.00} = \text{\$7,905.77}$$
[Summary](#)
[Details](#)

ACCOUNTS

Oct 04, 2019

Assets

Total Cash and Bank	\$7,905.77
Total Other Current Assets	\$0.00
Total Long-term Assets	\$5,293.42
Total Assets	\$13,199.19

Liabilities

Total Current Liabilities	\$0.00
Total Long-term Liabilities	\$0.00
Total Liabilities	\$0.00

Equity

Total Other Equity	\$0.00
--------------------	--------

Total Retained Earnings	\$13,199.19
-------------------------	-------------

Total Equity	\$13,199.19
---------------------	--------------------

[Show Details](#)

Profit & Loss

 Hire a bookkeeper with Wave Advisors

[View your options](#)

Export

Date Range

2019

2019-01-01



Update Report

2019-10-04



Compare to a prior period

Income	Cost of Goods Sold	Operating Expenses	Net Profit
\$18,762.66	\$0.00	-\$9,823.31	\$8,939.35

Summary

Details

ACCOUNTS

Jan 01, 2019
to Oct 04, 2019

Income

Direct Public Support – Individual Contributions	\$7,496.00
--	------------

Grant from Federal Gov't - Summer Students	\$10,686.00
--	-------------

Miscellaneous Revenue	\$0.66
-----------------------	--------

Sales	\$580.00
-------	----------

Total Income	\$18,762.66
--------------	-------------

Total Cost of Goods Sold	\$0.00
--------------------------	--------

Gross Profit

As a percentage of Total Income

\$18,762.66

100.00%

Operating Expenses**Legal Fees**

\$80.00

Payroll – Salary & Wages

\$9,576.48

WorkSafe BC

\$166.83

Total Operating Expenses**\$9,823.31****Net Profit**

As a percentage of Total Income

\$8,939.35

47.64%

[Show Summary](#)



CERTIFIED COPY
Of a document filed with the
Province of British Columbia
Registrar of Companies

Whut
CAROL PREST

CONSTITUTION

BC Society • Societies Act

NAME OF SOCIETY: NORTH THORMANBY COMMUNITY ASSOCIATION

Incorporation Number:

S0068588

Business Number:

77953 0286 BC0001

Filed Date and Time:

December 18, 2017 06:56 PM Pacific Time

The name of the Society is NORTH THORMANBY COMMUNITY ASSOCIATION

The purposes of the Society are:

Constitution of North Thormanby Community Association
(the "Society")

The object of the Society is to communally protect and promote the welfare of North Thormanby Island, the improvements thereon, and its ecology including that of its immediately adjacent waters and its beaches for the present and future Owners, residents, and visitors. Without restricting the generality of the foregoing, such general purpose shall include:

- (a) obtaining, maintaining, and making available emergency fire suppression and first aid equipment and training Owners and residents in the use thereof;
- (b) promoting communal events such as Canada Day and fun sports events particularly for children and youths;
- (c) suppressing invasive species in parks, on public roads, and in other public areas;
- (d) clearing windfalls off trails and roads or in other public areas;
- (e) cleaning beach areas of garbage and debris; and
- (f) working with the Sunshine Coast Regional District and the wharfinger to maintain and improve the public wharf facilities.



Canada Revenue
Agency

Agence du revenu
du Canada

December 20, 2017

001144

OTTAWA ON K1A 1A2

NORTH THORMANBY COMMUNITY ASSO
602 VAUCROFT ROAD
P.O. BOX 755
SECHLT BC V0N 3A0

BN: 77953 0286

BUSINESS NUMBER
CANADA REVENUE AGENCY
275 Pope Road
Summerside PE C1N 6A2

Toll-free in Canada:
1-800-959-5525

As requested, we have opened a Business Number (BN) or Canada Revenue Agency (CRA) account number(s) for your business. We have listed them on the attached Business Number Summary of Accounts page.

The summary shows details about your CRA program account(s) based on the information that you provided. If there are any errors or omissions, please make the changes on the summary and return it to us in the envelope provided.

If the business is incorporated, please send a copy of the certificate of incorporation or provide the certificate number, date of incorporation, and jurisdiction, if you didn't provide it when you registered. Send the information to the office listed above.

Note:

After you register your new Business Number or CRA program account (e.g. GST/HST) we may contact you to confirm the information you provided.

At that time we may ask you to provide more information. Having complete and valid information on file for your business allows us to serve you better.

Revenu Québec administers the goods and services tax (GST) on behalf of the CRA for businesses in Quebec. If your business is in Quebec and you need a GST account number, contact Revenu Québec.

If you have any questions, or need additional CRA account numbers or publications, contact the number listed above or visit us online at www.cra-arc.gc.ca. We also offer free seminars for small businesses. For a list of current seminars, visit www.cra.gc.ca/events. You can find Import/Export information or register for free information sessions at www.cbsa-asfc.gc.ca.

Did you know that My Business Account is a service that allows you to manage tax-related information for your business? Try it and see the difference! Visit our Website at www.cra.gc.ca/mybusinessaccount.

Si vous désirez que nous communiquions avec vous en français, veuillez contacter le bureau de l'Agence du revenu du Canada le plus près. Si vous vous trouvez à l'extérieur de la zone d'appel local (au Canada), vous pouvez composer, sans frais, le 1-800-959-7775.

Canada

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\$ Currency ▼






- \$ Canadian Dollar
- \$ US Dollar

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 6 Item(s) - \$2,574.14

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Walker Bay 8' Rigid Hull Dinghy & Seat Kit x 2 \$1,799.98



<u>Walker Bay Dinghy Rowing Kit (Oars)</u>	x 2	\$450.00
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Seachoice Fast Eye Snap-Cast Ss-3 7/8-# x 2 \$48.36



Sub-Total	\$2,298.34
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8331 River Rd 604-270-7031 \$0.00

BC PST + GST	\$275.80
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Total	\$2,574.14
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[!\[\]\(a907895d17e875c2e3f6bb376e7897b2_img.jpg\) View Cart](#) [!\[\]\(1ced1c17a95f673ed587d4b3e290fef3_img.jpg\) Checkout](#)

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Boat Appliances

Boats

- • •

2019 Rural Areas' Grant-in-Aid balances remaining for each function are as follows:

Function	121 Area A	122 Area B	123 E&F	126 GGCP	127 Area D	128 Area E	129 Area F
Discretionary Balance	\$4,485	\$3,635	\$1,000	\$1,000	\$190	\$0	\$4,135