



SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE Round 2 Budget Meetings

**Monday, February 10, 2020 and
Tuesday, February 11, 2020
SCRD Boardroom, 1975 Field Road, Sechelt, B.C.**

AGENDA

CALL TO ORDER 9:30 a.m. (February 10, 2020)

AGENDA

1. Adoption of Agenda

PRESENTATIONS AND DELEGATIONS

1. Chris Nicholls, Executive Director, Gibsons and District Chamber of Commerce – 2020 Budget Request Annex A
Pages 1-5
 - i. 2020 Budget Request - Correspondence
 - ii. Annual Financial Planning – Tourism Services
 - iii. Visitor Information Park (VIP Kiosk) Traffic Statistics
 - iv. Ambassador – YTD Stats Summary 2019

(Voting – Undetermined)

2. Sandra (Sam) Hughes, Manager and Billy Griffiths, President, Skookumchuck Heritage Society / Egmont Heritage Centre Annex B
pp. 6-9
 - i. 2020 Budget Request - Correspondence
 - ii. 2020 Revised Budget

(Voting – All Directors)

COMMUNICATIONS

COMMUNITY PARTNERS AND STAKEHOLDERS

3. Sechelt Public Library – 2020 Budget Request (i and ii previously received on December 4, 2020) Annex C
pp. 10-32
 - i. 2020 Budget Request
 - ii. Communications: Sechelt Library Budget Submission 2020-2024, 2019 Budget vs. Actuals, 2020 to 2024 Budget
 - iii. **NEW:** Sechelt Public Library Additional Budget Information Report to SCRD

- iv. **NEW:** Correspondence dated January 30, 2020
from Sechelt Public Library and Gibsons and
District Public Library

(Voting – Undetermined)

- 4. Gibsons Area Community Schools (Gibsons Landing Community Society) Annex D
pp. 33-37
 - i. 2020 Budget Request – Correspondence dated
January 28, 2020
 - ii. 2020 Budget and 2019 Budget versus Actuals

(Voting – All Directors)

- 5. Sunshine Coast Resource Centre Society – Seniors Planning Table Annex E
pp. 38-40
 - i. 2020 Budget Request

(Voting – Undetermined)

REPORTS

STAFF REPORTS / BUDGET PROPOSALS

- 6. General Manager, Corporate Services / Chief Financial Officer
Sechelt Public Library – Ministry of Education Annex F
pp. 41-44
(Voting – A, B, D, Sechelt, SIGD)
- 7. General Manager, Corporate Services / Chief Financial Officer
Coast Car Co-op Membership Options Annex G
pp. 45-66
(Voting – Undetermined)
- 8. General Manager, Corporate Services / Chief Financial Officer –
Rural Areas' Grant-in-Aid Review of Discretionary Balances for
2020 Annex H
pp. 67-69
(Voting – A, B, D, E, F)
- 9. General Manager, Corporate Services / Chief Financial Officer –
Rural Areas' Economic Development Review of Discretionary
Balances for 2020 Annex I
pp. 70-72
(Voting – A, B, D, E, F)
- 10. Chief Administrative Officer – Introduction to 2020 Round 2 Budget VERBAL

- | | |
|--|----------------------|
| 11. Senior Leadership Team
Final 2019 Project Carry-Forwards
(Voting – All Directors) | Annex J
pp. 73-75 |
| 12. General Manager, Corporate Services / Chief Financial Officer –
2019 Final Surplus / Deficits
(Voting – All Directors) | Annex K
pp. 76-80 |

IN CAMERA

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

REPORTS (Continued)

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|---|------------------------|
| 13. Senior Leadership Team
2020 Budget Staffing Requests
(Voting – All Directors) | Annex L
pp. 81-85 |
| 14. Senior Leadership Team
2020 Round 2 Budget Proposal for Space Planning
(Voting – All Directors) | Annex M
pp. 86-90 |
| 15. Corporate Officer
2020 Round 2 Budget Proposal [110] General Government
(Voting – All Directors) | Annex N
pp. 91-93 |
| 16. Senior Manager, Human Resources
2020 Round 2 Budget Proposal [115] Human Resources
(Voting – All Directors) | Annex O
pp. 94-98 |
| 17. Manager, Information Technology and Geographical Information Services
2020 Round 2 Budget Proposal [506] Geographic Information Services
(Voting – All Directors) | Annex P
pp. 99-100 |
| 18. Manager, Protective Services
2020 Round 2 Budget Proposal [220] Emergency Telephone 9-1-1
(Voting – All Directors) | Annex Q
pp. 101-105 |

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| 19. Water and Energy Projects Coordinator
Approaches to Community Energy and Emissions Inventory
(Voting – All Directors) | Annex R
pp. 106-110 |
| 20. General Manager, Planning and Community Development
2020 Round 2 Budget Proposal [136] Regional Sustainability
Services
(Voting – All Directors) | Annex S
pp. 111-113 |
| 21. General Manager, Planning and Community Development
2020 Round 2 Budget Proposal [500] Regional Planning –
Regional Growth Framework – Baseline Research
(Voting – All Directors) | Annex T
pp. 114-117 |
| 22. General Manager, Planning and Community Development
2020 Round 2 Budget Proposal [520] Building Inspection
(Voting – All Directors) | Annex U
pp. 118-119 |
| 23. General Manager, Planning and Community Development
2020 Round 2 Budget Proposal [615] Community Recreation
Facilities
(Voting – B, D, E, F, DoS, ToG, SIGD) | Annex V
pp. 120-126 |
| 24. Parks Superintendent
Sunshine Coaster Trail Phase 2 – Project Update, Capital and
Maintenance Funding Plan
(Voting –A, B, D, E, F) | Annex W
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| 25. Parks Superintendent
Sports Fields – Updated Budget Proposal (R2 2020 Budget)
(Voting – A, B, D, E, F) | Annex X
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| 26. Parks Superintendent
Parks [650] Service Overview
(Voting – A, B, D, E, F) | Annex Y
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| 27. Parks Superintendent
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(Voting – A, B, D, E, F) | Annex Z
pp. 163-168 |
| 28. Manager, Transit and Fleet
2020 Round 2 Budget Proposal – [310] Public Transit
(Voting – B, D, E, F, DoS, ToG, SIGD) | Annex AA
pp. 169-171 |
| 29. General Manager, Infrastructure Services
2020 Round 2 Budget Proposal – [150] Regional Feasibility
(Voting – All Directors) | Annex BB
pp. 172-173 |

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|---|-------------------------|
| 30. Manager, Solid Waste Programs and Manager, Solid Waste Operations
2020 Round 2 Budget Proposal – [350] Regional Solid Waste
(Voting – All Directors) | Annex CC
pp. 174-178 |
| 31. Manager, Solid Waste Programs
2020 Round 2 Budget Proposal – [355] Refuse Collection
(Voting – B, D, E, F) | Annex DD
pp. 179-181 |
| 32. Manager, Solid Waste Programs and Senior Leadership Team
2020 Round 2 Budget Proposal for SCRD Corporate Recycling Program
(Voting – All Directors) | Annex EE
pp. 182-184 |
| 33. General Manager, Infrastructure Services
Groundwater Investigation Phase 4 – Church Road Budget Proposal
(Voting – A, B, D, E, F, DoS) | Annex FF
pp. 185-190 |
| 34. General Manager, Infrastructure Services, Manager, Utility Services and Manager, Capital Projects
2020 Round 2 Budget Proposal – [370] Regional Water Service
(Voting – A, B, D, E, F, DoS) | Annex GG
pp. 191-203 |
| 35. Manager, Utility Services
2020 Round 2 Budget Proposal – [365] North Pender Harbour Water Service
(Voting – All Directors) | Annex HH
pp. 204-207 |
| 36. Manager, Asset Management and Manager, Utility Services
2020 Round 2 Budget Proposal – [381-395] Wastewater Treatment Plans Asset Management Plans
(Voting – B, D, E, F) | Annex II
pp. 208-216 |

NEW BUSINESS

ADJOURNMENT



November 15, 2019

Ms. Tina Perreault
General Manager
Corporate Services / CFO
Sunshine Coast Regional District
1975 Field Road
Sechelt, BC V0N 3A1

Dear Ms. Perreault:

Re: Gibsons & District Chamber of Commerce BC Ferry Travel Ambassador Program and
Visitor Information Park Visitor Information Park Summer Kiosk Funding Request 2020

The following funding request is for continued 2020 Tourism activity that will promote and create awareness about the entire Sunshine Coast to over 19,000 visitors that have engaged with our BC Ferries Travel Ambassadors and our Visitor Services Kiosk at the Visitor Information Park (on Stewart Rd) during the busy Tourism Season, May to September.

With targeted communication and support collateral (Tourism Magazine, Gibsons Walking Map, local businesses pamphlets and promo material) we address and advise all inquiries about the events, attractions, activities, location and current events for all of the Gibsons and area as well as the special places/activities on the entire Sunshine Coast (i.e. Skookumchuck Rapids, Mount Daniel, Trails, Parks, Pender Harbour and more).

Our priority focus is on Area D, E and F of SCRD as well as the Town of Gibsons. This activity compliments and adds to the current services that is undertaken by Sunshine Coast Tourism Association and their Visitor Services Centres.

This report will identify the positive results that we achieved in 2019 as we engaged with visitors, travellers, tourists and even residents who continue to comment how useful our services are to them.

- The BC Ferries Travel Ambassador program is a Volunteer supported activity (coordinated by the Gibsons Chamber) now in its 20th year, that provides the first point of contact on the BC Ferry from Horseshoe Bay to Langdale. Visitors, tourists, and travellers can make that last minute inquiry about their visit to the Sunshine Coast. Even in this digital age, people enjoy the personal contact and have questions not easily Googled!
- BC Ferries Chief Steward's office is fully behind our program as it frees up their staff to do their job that would otherwise be continually inundated with passenger inquiries and questions.
- The funding (Supplements the Canada Summer Jobs Program) is used to support the staffing of the Visitor Information Park Kiosk, the costs of handout collateral and Operating Costs (insurance, Administration, maintenance and the co-ordination of the Volunteer participants)

In 2019, our program engaged with almost 20,000 visitors and their questions that gave them a very positive and welcoming reception to the Sunshine Coast

Financial Summary	2018	2019	2020
	Actual	Actual	Budget Request
Visitor Services – Gibsons/Area D, E& F (Visitor Information Park Kiosk, Wayfinding Map Info and Rest Stop)	\$6,100	\$6,100	\$5,000
BC Ferries Travel Ambassador Program	\$1,600	\$1,600	\$2,700
Total Allocation & New Request	\$7,700	\$7,700	\$7,700

This funding will allow us to continue to provide this engaging service of assisting visitors to the Sunshine Coast who use Gibsons & District as the Gateway. We support ALL businesses from all areas of the Sunshine Coast.

Over 1 million visitors step on to our shores between the months May and September. They are seeking information, advice, directions, and even accommodation bookings. Not all visitors go to the Gibsons Visitor Centre in the Landing – that has limited space to accommodate and access (parking). We can supplement the inquiries of visitors and ensure their experience is a memorable one.

Of the over 20,000 visitors that we engaged with 5,000 of them stopped, viewed, rested and engaged with our Summer Visitor Advisers at the Visitor Information Park. Much of the stopping to engage and seek more detail for their SC adventure that can't always happen on the short ferry ride was with the support of the Travel Ambassadors who advised people that help is just at the top of the bypass before the start of their journey.

Our opportunity is to carry on this service to promote our business and support the continued growth of Visitors, Tourists, Travellers and even new Residents coming to the Sunshine Coast.

We continue to look to ways that will build upon their experience and the first impressions our guests receive to ensure a positive Sunshine Coast experience.

Your funding significantly assists us in the operational costs that allows us to continue this positive worthwhile program.

I would like to thank the continued support provided by SCRD. If you have any questions, please do not hesitate to contact me.

Best Regards,

Deb Mowbray
President

Chris Nicholls
Executive Director

Gibsons Chamber of Commerce					
Annual Financial Planning - Tourism Services					
	2018	2018	2019	December	DRAFT
	Budget	Act. Yr. End	Budget	Annual YTD	2020
Sources of Cash / Revenue					
Additional Grants CAN Summer Jobs	3,500.00	4,283.00	7,500.00	8,428.00	8,500.00
Magazine & Map Distribution - Vital Signs - Glacier Media	6,100.00	5,945.00	6,500.00	2,710.00	2,500.00
SCRD - T/A Admin Fee	1,600.00	1,600.00	1,600.00	1,600.00	2,500.00
SCRD - VIP Admin Fee	6,100.00	6,100.00	6,100.00	6,100.00	5,200.00
Town of Gibsons - Tourism/VIC Admin Fee	11,250.00	11,250.00	5,000.00		5,000.00
Total Sources (Total Cash In)	28,550.00	29,178.00	26,700.00	18,838.00	23,700.00
	2018	2018	2019	Annual	DRAFT
Administrative Expenses	Budget	Act. Yr. End	Budget	YTD	2020
Office Admin	11,420.00	11,671.00	11,280.00	7,978.80	7,480.00
Copier & Copies (Lease Quarter)	3,500.00	3,570.38	2,500.00	2,684.16	2,400.00
Insurance Commercial Liability	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Mobile VIC / KIOSK Location	1,188.00	1,383.95	1,300.00	1,395.59	1,200.00
Staff Recognition	500.00	215.44	200.00	248.97	300.00
VIP Maintenance	2,500.00	3,091.77	2,500.00	2,201.32	1,800.00
Visitor Services Kiosk Staff	7,500.00	7,500.00	7,500.00	8,428.00	8,425.00
Volunteer Recognition	1,000.00	789.26	1,200.00	1,158.47	1,500.00
Total Administration Expenses	28,608.00	29,221.80	27,480.00	25,095.31	24,105.00
Total Payroll Expense					
Total Payroll and Admin Expenses (Total Cash Out)					

L AMBASSADORS																				
FIC STATS - 2019																				
Month	Day	Count	Month	Day	Count	Month	Day	Count	Month	Day	Count	Month	Day	Count	Month	Day	Count	Month	Day	Count
April	1		May	1	93	June	1	67	July	1		August	1	124	Sept./Sun	1		Oct	1	
	2			2	97	Sunday	2			2			2	298		2	127		2	87
	3			3	146		3	164		3	124		3	178		3	159		3	
	4			4	80		4	104		4	112	Sunday	4			4	136		4	111
	5			5	76		5	28		5	97		5	159		5	104		5	90
	6			6	118		6	186		6	143		6	200		6	59	Sunday	6	
Sunday	7			7	104		7	146	Sunday	7			7	116		7	139		7	54
	8			8	92	Saturday	8			8	67		8	75	Sunday	8			8	
	9			9	79	Sunday	9			9			9	272		9	119		9	93
	10			10	127		10	159		10	89		10	178		10			10	30
	11			11	74		11	159		11	90	Sunday	11			11	119		11	156
	12		Sunday	12			12	33		12	102		12	182		12	51		12	40
	13			13	155		13	74		13	99		13	179		13	78	Sunday	13	
Sunday	14			14	43		14	221	Sunday	14			14	136		14	56		14	
	15			15	103		15	98		15	132		15	149	Sunday	15			15	
	16			16	57	Sunday	16			16	136		16	260		16	87		16	
	17			17	180		17	200		17	89		17	140		17			17	
	18			18	96		18	65		18	117	Sunday	18			18	102	Art Crawl	18	104
	19		Sunday	19			19	181		19	263		19	121		19	121		19	
	20			20	123		20	81		20	153		20			20	150	Sunday	20	
Sunday	21			21	35		21	144	Sunday	21			21	22		21	132		21	
	22			22	100		22	46		22	103		22	102	Sunday	22			22	
	23			23	98	Sunday	23			23	131		23	181		23	81		23	
	24			24	260		24	150		24	91		24	145		24			24	
	25	57		25	77	Tuesday	25			25	107	Sunday	25			25	45		25	
	29	20	Sunday	26	47		26	112		26	302		26	181		26	61		26	
				27	71		27	72		27	80		27			27	172	Sunday	27	
				28	108		28	71	Sunday	28			28	86		28	93		28	
				29	133	Saturday	29			29	163		29	128	Sunday	29			29	
				30	109	Sunday	30			30	120		30	111		30	98		30	
				31	127					31	225		31	138					31	
Total		77			3008			2561			3135			3861			2289			765
YTD					3085			5646			8781			12642			14931			15696

VIP Kiosk - Daily Hours 9 AM - 4PM																	
TRAFFIC STATS - 2019																	
Month	Day	Count	Month	Day	Count	Month	Day	Count	Month	Day	Count	Month	Day	Count	Month	Day	Count
April	1		May	1		June	1		July	1	12	August	1	25	Sept.	1	39
	2			2		Sunday	2			2	20		2	24		2	37
	3			3			3			3	5		3	80		3	
	4			4			4			4	2	Sunday	4	48		4	
	5		Sunday	5			5			5	6		5	71		5	
	6			6			6			6	8		6	53		6	
	7			7			7		Sunday	7	22		7	44		7	
	8			8		Saturday	8			8	6		8	33		8	
	9			9		Sunday	9			9	1		9	48		9	
	10			10			10			10	25		10	57		10	
	11			11			11			11	20	sunday	11	24		11	
	12		Sunday	12			12			12	69		12	29		12	
	13			13			13			13	40		13	24		13	
	14			14			14		sunday	14	35		14	32		14	
	15			15			15			15	46		15	30		15	
	16			16		Sunday	16			16	47		16	41		16	
	17			17			17			17	21		17	72		17	
	18			18			18			18	52	Sunday	18	24		18	
	19		Sunday	19			19			19	55		19	46		19	
	20			20			20			20	39		20	38		20	
	21			21			21		sunday	21	50		21	32		21	
	22			22			22			22	38		22	34		22	
	23			23		Sunday	23			23	64		23	67		23	
	24			24			24			24	35		24	56		24	
	25			25		Tuesday	25			25	54	Sunday	25	66		25	
	29			26			26			26	36		26	41		26	
				27			27			27	48		27	29		27	
				28			28		sunday	28	88		28	44		28	
				29		Saturday	29		18	29	39		29	46		29	
				30		Sunday	30		21	30	40		30	44		30	
									22	31	32		31	85		31	
Total									61		1028			1387			76
YTD											1089			2476			2552
Number of vehicles tracked during Open Hours stopping in to the VIP for Map Directions, Port a Poties, Doggie Stops or to let traffic thin out																	2450
														Total Visitors			5002



January 6, 2020

To: Board of Directors
Sunshine Coast Regional District

From: Skookumchuck Heritage Society
Egmont Heritage Centre

First let us say how much we regret having failed to send a representative to the SCRD initial round of budget hearings in December last year. Please know that we are taking steps to ensure this kind of oversight, no matter how unintentional, does not repeat.

2019 was a busy year for the Skookumchuck Heritage Society's executive and management teams. Our manager was away on medical leave for all of November and the first half of December and our Vice President unexpectedly passed away during that time. Although these factors do not excuse our delinquency, we hope they will, somehow, soften the impact of our absence. Thank you for the opportunity to represent our activities at your upcoming February budget talks. We expect, by that time, to be back in good health, good spirits and on top of our business. In advance of those talks we offer some information pertinent to our 2020 budget proposal, which has been revised, and is attached to this letter.

As you may have noticed we ran a bit of a deficit last year. We are hopeful that the numbers improve for 2020. Some of the issue is a reflection of our accounting procedures. We have not, to date, seen to include any youth/student grants in our projected income while, at the same time, we project the expense. We do this because; 1. We are sometimes unsuccessful in obtaining such grants; and, 2. We would still like to be in a position to hire a young person (for a portion of the summer at least) in the event we find ourselves with a suitable applicant and no government funding secured. We also do not include expenses for an accountant as we rely on our manager's abilities in this area. Perhaps a review of our current budget format and accounting practices are in order to avoid any future confusion. In general, when we find ourselves short as we near the end of our fiscal year (which has been rare) our manager will offer to work more volunteer, less paid, hours; we hold back on restocking inventory; and, we encourage donations from our membership and staff. Our 2019 income was also adversely affected by an unexplained reduction in the number of visitors (approx. 800 fewer overall) to our facility. This, of course, led to reduced sales/admissions income. All of those factors were amplified as we found ourselves in the odd position of a costly restocking anomaly early in the year (which we should not see again until at least 2025).

Finally, and most importantly in our view, we cannot sign off without mentioning that the Skookumchuck Heritage Society and the community of Egmont are exceedingly grateful for the special project funding we received from the SCRCD in 2019. We spent all of the \$700.00 plus \$6 to purchase and install road signs directing traffic to our previously (& chronically) unused parking lot. This year was pretty much the first year our grounds were fully utilized, relieving the stress and parking congestion that had, in the past, plagued that portion of Egmont Road around the trail head across from the museum entrance. We wholly credit the new signs for this welcome change and we confidently tell you here, that in 2019 our community was (and should continue to be going forward) a safer place for pedestrians and motorists as a direct result of the generosity of the Sunshine Coast Regional District. Thank you so much!

If you have any questions we hope we can answer them at the upcoming budget meeting in February. If you need information sooner than that please don't hesitate to reach out. We will be happy to help you with anything you need.

Wishing you and yours all the best in 2020 and beyond.

Billy Griffith, President

Tom Simmons, Vice President (you will be missed)

Betty Silvey, Treasurer

Directors at Large: Kal Helyar, Maureen Juffs, Brad Christie, Sue Grayston, Tom Lavis

Sandra (Sam) Ennis Hughes, Manager

Egmont Heritage Centre

Skookumchuck Heritage Society Revised 2020 Budget

	Budget 2019	Actual 2019	Budget 2020
Revenue			
Operating Grant SCRD	32,200.00	32,200.00	35,000.00
Admission & Other Donations	7,500.00	6,241.34	7,500.00
Gift Shop Sales & Commissions	12,500.00	13,265.66	12,500.00
Memberships (most members = lifetime)	60.00	85.00	60.00
Summer Student Grant	0.00	0.00	0.00
CRA Refund	-	442.67	0.00
Interest	0.00	0.07	0.10
Total Revenue	52,260.00	52,234.74	55,060.10
 Expense			
<i>Utilities:</i>			
BC Hydro	1,700.00	2,659.01	2,200.00
Telephone	1,500.00	917.53	900.00
Internet & Website	1,600.00	1,758.56	600.00
Security & Alarm Monitoring	700.00	632.36	700.00
SCRD Water	350.00	398.86	400.00
	5,850.00	6,366.32	4,800.00
<i>Maintenance & Repairs:</i>			
Cleaning & Washroom Supplies	700.00	325.98	350.00
Bldg Maintenance & Grounds Keep	1,500.00	1,980.00	1,500.00
	2,200.00	2,305.98	1,850.00
<i>Staffing:</i>			
Wages & Remittances	33,000.00	33,775.98	33,000.00
University & High School Students	3,000.00	766.30	3,500.00
Worksafe BC	120.00	108.15	120.00
	36,120.00	34,650.43	36,620.00
<i>Office Overhead:</i>			
Accounting & Legal	0.00	0.00	0.00
Tourism Development	500.00	405.50	0.00
Advertising & Promotion	500.00	952.48	500.00
Insurance on Bldg & Liability	2,800.00	2,910.00	3,000.00
Office Supplies	300.00	1,067.39	500.00
Gift Store Inventory & Supplies	6,500.00	8,951.57	6,500.00
Display Supplies, Archives Legacy	750.00	672.35	700.00
Fundraising Expenses	100.00	200.00	100.00
Dues & Fees	45.00	93.36	100.00
First Data & Square Up Card Costs	225.00	196.97	200.00
Back Step Repairs	0.00	0.00	0.00
Expansion / Acquisitions	0.00	0.00	0.00
	11,720.00	15,449.62	11,600.00
Total Expenses	55,890.00	58,772.35	54,870.00

Special Project Grant	700.00	700.00	Deficit
Signs/Materials 464.80 + 61.67 & Labour 180.00		706.47	-6.47



Sechelt Library Budget Submission 2020-2024

Introduction

The Sechelt Library is submitting its five-year budget as proposed by the Regional District at its October 31, 2019 meeting.

At the end of 2018, Sechelt Library was in a state of financial crisis. IT infrastructure needed updating and key staffing positions were left unfilled in order to remain within the funding allotment granted for 2018. Due to funding decisions made for 2019, Sechelt Library is no longer in a state of crisis, and is now recovering and building toward a strong and stable future.

The difference between an under-funded and an adequately funded library is the scale of impact it can have on individuals, organizations and the wider community. The scale of impact increases because the focus of strategy and planning remains on the community we serve rather than time and energy spent on strategies for internal survival.

With the funding decision of 2019, Sechelt Library has been able to undergo a year of rebuilding after years of austerity. Recovery will take time, but significant action has been taken to ensure that resources are allocated to meet the needs of those we serve.

Actions taken in 2019

Hiring Children's Coordinator:

The funding decision of 2019 enabled Sechelt Library to make key strategic decisions. Filling the previously vacant staffing positions was a key priority. By ensuring that the Children's Coordinator position was filled, we more than doubled the number of children who participated in our Summer Reading Club, compared to the previous summer when existing staff were required to take on the extra tasks surrounding children's summer programming.

Impact on the Community:

Research on "summer learning loss" demonstrates that when children do not read over the summer months, their reading levels fall behind. Further, this loss has also been directly linked to income gaps. The result is that students who do not participate in significant reading over

summer months spend the first part of the new school year simply catching up to their pre-summer levels rather than continually making gains. The Summer Reading Program is designed to address this inequality and by doubling the number of children participating, the library plays a role in ensuring more children have equal access to educational opportunities.

Hiring Adult Coordinator:

Filling the Adult Coordinator position ensures that the many adults and older adults in our community have access to quality programs and services. With a higher than B.C average of older adults, it is imperative that Sechelt Library participate in successful aging programming.

Impact on the Community:

Adult programming helps meet the intellectual, social and emotional needs of adults that keep them healthy and active. Research clearly indicates that social participation is a large determinant for healthy aging. Documented outcomes include: lower morbidity, lower risk of depression and a decreased risk of cognitive decline. All the things that make for a healthier Sunshine Coast.

Renewed IT infrastructure:

2019 required investment in the infrastructure that sustains operations. With an update to servers as well as to several public computers, Sechelt Library is able to remain a key hub for access to technology.

Impact on the Community:

Access to technology improves the lives of those on the coast in a variety of ways. Libraries are major vehicles for addressing social issues on the coast like social isolation, poverty reduction and access to information through technology. We are a major centre for technology help that ranges from help with government websites to instruction on how to use devices. The barriers to technology that we address are also part of a social isolation reduction mandate.

Strategic Planning:

During 2019, the Sechelt Board of Directors began a strategic planning process. Four objectives were identified: Enhancing Programs and Services, Enhancing Physical Space, Improving Organization Health, and Creating Better Communications. The Board expects to complete the plan in early 2020. In summer 2019, over 500 survey responses were gathered to inform the strategic planning process. These responses saw an approval rating of 99% for either “excellent” or “very good” for “the ability of staff to help the public with their needs,” and a rate of 100% for “excellent” or “very good” for “staff knowledge.” 45% of people surveyed

visited the library every week. These results, in addition to many others, demonstrate the continued impact Sechelt Library has on our community.

Impact on the Community: This future oriented planning ensures that the greatest needs of the community are met through strategic priorities and considered resource allocation.

Financial Management:

One of the projects undertaken in 2019 was a complete financial review. New mechanisms for budgeting have been implemented and outside professionals have been engaged to review the steps taken to ensure accuracy and dedication to best practices.

Impact on the Community:

Dedication to financial best practices ensures that Sechelt Library demonstrates excellent stewardship of organizational resources, ensuring accuracy of budget projections as well as stability for future project planning.

New Service in 2020

Sechelt Library will continue to deliver a multitude of programs and services in 2020. As always, material lending in multiple formats, as well as access to technology, children's programs and adult programs will continue.

One new service that will emerge in 2020 is Cognitive Care Kit lending.

This new service is aimed at caregivers and those living with dementia and Alzheimer's in our community. These kits contain multiple scientifically based activities that caregivers can use to engage with people who are diagnosed with dementia and Alzheimer's. Access to information is always the bedrock of library service and new methods of sharing information is what helps the library remain relevant to society. Lendable kits that provide meaningful engagement between caregivers and those being cared for is perhaps the best method for sharing the latest science in cognitive care. These kits provide both knowledge and action based on creating an environment of dignity and purpose for those living with cognitive decline.

This new service will be accomplished without an added burden to the Sechelt Library budget. By partnering with other community organizations who share a mandate for this work, we have collectively gained support from local granting agencies and individual donors. This has allowed Sechelt Library to offer DementiAbility Training to multiple volunteers while also allowing Vancouver Coastal Health employees to participate as well using their own funding.

Future Budget Considerations

A key goal for Sechelt Library is to achieve a strong and stable financial position. This is the basis for our conversation about 2020-2024 funding.

New and rising costs occur regularly for every organization and it is challenging to project for five years. The proposed budget includes known increases over the foreseeable future.

- Chief Librarian Salary:

The Sechelt Public Library hired its Chief Librarian in 2018 at a time the library was facing cutbacks in services after operating through years of fiscal austerity. The salary offered to the Chief Librarian at the time of hire reflected the Board's meager funding situation. In 2019 when approaching the time for the Chief Librarian's annual performance review, the HR Committee was tasked by the Board to conduct a performance and salary review with the objective of assessing the performance of the librarian and recommending a salary package commensurate with similar sized libraries. The HR Committee conducted a performance evaluation and worked with the BC Library Trustees Association (BCLTA) and Sea-to-Sky libraries (Pemberton, Whistler, Squamish) to recommend a fair compensation package to the Board. Through the process, the Committee learned that most chief librarian salaries are tied to their municipalities and that the level of responsibility of a chief librarian equates to a manager or director level in a municipal position.

Our Chief Librarian received a performance evaluation that demonstrated she exceeded expectations in almost all categories. In determining the compensation to be offered, the Board took into consideration the following:

- In 2019, the average salary for chief librarians in the Metro Vancouver was \$134,000.
 - In 2019, the municipal salary for managers and directors in the District of Sechelt was \$90,000 to \$120,000.
 - The average chief librarian salary for mid-sized libraries in 2015 was \$83,000. The equivalent in 2019 at a 2% annual increase would be \$88,700.
 - While the salary offered to our Chief Librarian is below the average suggested by our review, the Board believes the salary proffered to be fair and in line with the current Sechelt Library budget situation. We further believe, retention is less expensive than recruitment.
- An increase from Part-time to Full-time for the Supervisor Position

The monies given in 2019 made a part-time supervisor position possible. Apart from the Chief Librarian, this is the first exempt position for Sechelt Library. A person hired for this position

manages eight individuals and will be involved in the day to day operations. Therefore, it is important that this position be full-time. It is a challenge to manage full-time staff and oversee daily operations when the position is part-time. Retaining someone with the level of experience required is far more likely if the position becomes full time. We are requesting an additional \$23,857 for this position. This amount is approximately \$28,630 when benefits are included.

Part-time to full-time differential for supervisor position: \$28,630

- Job Evaluation Process in 2021

In line with our 2018 collective agreement, Sechelt Library began a process of internal job evaluations at the end of this summer. This process is scheduled to finish in June 2020 and salary increases will become effective in 2021. As we have only begun and do not yet have the evaluation factors, it is difficult to estimate the amount of the increase. We looked at the positions we think might be affected and made a conservative estimate of \$10,000 per year increase to our staffing costs.

Job evaluation process estimate for 2021: \$10,000

- Union Negotiations for 2022

In 2022, Sechelt Library will engage in new union negotiations. It is difficult to predict the outcome of these negotiations, but it is expected that there will be increased staffing costs at that time. We estimated \$10,000 for these staffing costs.

Union negotiation estimate for 2022: \$10,000

- Computers and Server 2021 to 2024

Our computers and server will need to be replaced on a regular basis. Therefore, we have designated approximately \$27,600 over the course of the five-year agreement for this purpose.

Computer and server replacement: \$27,600

Summary

The budget we are submitting requests 4.4% in 2020 and 4% for the years 2021 to 2024. The budget will meet our needs going forward and is in line with funding by local government funders for similar sized libraries in BC from 2014 to 2018 (4.23%).

The 2019 funding decisions made on behalf of Sechelt Library have breathed new life into a previously struggling organization. The staff and board are immensely grateful for the support demonstrated and there is renewed confidence in the role we play in the social, emotional and

economic well-being of this community. Future budgetary increases are based on creating a viable work environment for our staff and fall in line with events taking place in other libraries. We look forward to continuing to build a vibrant and stable institution that continues to demonstrate significant positive impact for those we serve.

Thank you.

Elle Archibald, Chief Librarian

Susan Egerman, Chair, Sechelt Library Board

Sechelt Public Library

Budget - Current Year - 2019

		BUDGET	ACTUALS AS AT SEP 30 2019	
Account Number	Account Name	Amount	Amount	
REVENUE				
4010	SCRD-Area A	40,731.00	38,847.22	95%
4011	SCRD-Area B	165,578.00	152,614.10	92%
4012	SCRD-Area D	71,171.00	86,018.88	121%
4013	SCRD-SIGD	15,430.00	15,429.66	100%
4020	District of Sechelt- operating	544,555.00	396,539.00	73% \$43,672 for one-time costs is included in local gov. funding
4030	Public LS Branch-Operating	48,457.00	48,457.00	100%
4040	Public LS Branch Resource Sharing	9,751.00	9,751.00	100%
4045	Public LS Branch - Other	7,975.00	7,975.00	100%
4110	Donations	10,000.00	19,776.65	198%
4112	Donations - Capital Reserve Fund	0.00	907.88	0%
4120	Printing/Copies/FAX	7,500.00	8,933.03	119%
4130	Fines/ILL Fees	1,000.00	408.80	41%
4140	Paid Lost Books	2,000.00	901.53	45%
4170	Archives Administration	1,350.00	675.00	50%
4180	Interest	500.00	-	0%
4190	Miscellaneous Revenue	500.00	3,946.57	789%
4310	Federal Government	1,799.00	-	0%
4315	Other Grants	2,000.00	2,515.00	126%
4320	Provincial Government - One Card	11,000.00	11,000.00	100%
4330	Community Partnership	0.00	-	0%
	TOTAL REVENUE	941,297.00	804,696.32	85%
EXPENSE				
5010	Salaries	547,255.00	328,916.02	60%
5021	Benefits	110,862.00	74,738.00	67%
5030	Staff and Volunteer Expenses	1,500.00	93.19	6%
5040	Staff Development	4,000.00	375.00	9%
5050	Board Expenses	2,500.00	1,656.61	66%
5060	Recruitment Costs	6,810.00	777.58	11% \$6,000 will be moved to reserves
5070	Union Expenses	1,500.00	111.86	7%
5110	Books	64,490.00	35,510.15	55% \$3600 will be deferred to 2020 post shelving relocation
5120	Magazines & Newspapers	6,000.00	5,659.31	94%
5130	Audio	3,000.00	1,306.39	44%
5135	Video	10,000.00	4,236.89	42%
5136	Video Games Collection	2,000.00	1,308.11	65%
5140	On-line Resources	23,000.00	16,606.65	72%
5145	eBooks/eAudio	10,000.00	2,150.41	22%

5150	InterLINK	1,500.00	1,440.81	96%	
5160	Inter Library Delivery	3,200.00	2,933.02	92%	
5210	Janitorial	10,000.00	7,320.42	73%	
5220	Insurance	5,200.00	4,294.47	83%	
5230	Utilities	15,000.00	7,618.60	51%	
5280	Maintenance	1,000.00	759.59	76%	
5320	Internet	3,000.00	1,835.00	61%	
5322	Software	3,000.00	1,929.21	64%	
5325	Contract Services - SITKA	4,800.00	4,933.77	103%	
5330	I.T. Support	11,000.00	402.50	4%	\$10,000 for one-time capital will be deferred (website development) until 2020
5340	Computer equipment	12,500.00	5,974.19	48%	\$12,000 is from one-time capital
5410	Accounting & Legal	2,700.00	1,900.00	70%	
5412	Bank fees	180.00	371.24	206%	
5413	Cash Short/Over	0.00	(214.03)	0%	
5415	Consultants	10,000.00	5,526.26	55%	
5420	Telephone & Fax	3,400.00	3,168.98	93%	\$1,800 from one-time capital
5430	Bookkeeping & Payroll	1,000.00	943.40	94%	
5440	Photocopier	7,500.00	6,090.85	81%	
5450	Fees and Dues	1,200.00	841.40	70%	
5460	Miscellaneous	1,000.00	200.00	20%	
5470	Office & Processing Supplies	15,000.00	12,279.47	82%	
5485	Public Relations	5,000.00	2,963.67	59%	
5490	Progammig	5,900.00	6,015.94	102%	
5491	PR Grant Projects	2,000.00	529.42	26%	
5495	Postage/Freight	3,300.00	2,265.18	69%	
5510	Furniture & Equipment - by donation	0.00	3,412.79	0%	
5530	Computer Equipment - by donation	0.00	1,380.18	0%	
5570	Furniture/Leasehold Improvements	20,000.00	-	0%	\$20k from one-time capital, deferred to 2020 pending interior designer recommendations
TOTAL EXPENSE		941,297.00	560,562.50	60%	
NET EXPENSE		0.00	244,133.82		

Sechelt Public Library, 2019 to 2023 Budget				2020 Budget				2021 Budget				2022 Budget				2023 Budget				2024 Budget				
	2019	Amount	\$ Chg	% Chg/2019	Amount	\$ Chg	% Chg/2020	Amount	\$ Chg	% Chg/2021	Amount	\$ Chg	% Chg/2022	Amount	\$ Chg	% Chg/2022	Notes							
REVENUE																								
Total Local Gov. Support	\$	793,793	\$ 828,720	\$ 34,927	4.4%	\$ 859,123	\$ 33,043	4.00%	\$ 893,488	\$ 34,365	4.00%	\$ 920,293	\$ 26,805	4.00%	\$ 957,104	\$ 36,812	4.00%							
Provincial and Federal Grants																								
PLS - Operating	\$	48,457	\$ 49,426	\$ 969	2.0%	\$ 50,415	\$ 989	2.0%	\$ 51,423	\$ 1,008	2.0%	\$ 52,451	\$ 1,028	2.0%	\$ 53,500	\$ 1,049	2.0%							
PLS - Resource Sharing		9,751	9,946	195	2.0%	10,145	199	2.0%	10,348	203	2.0%	10,555	207	2.0%	10,766	211	2.0%							
PLS - Literacy & Equity		7,975	8,135	160	2.0%	8,297	163	2.0%	8,463	166	2.0%	8,632	169	2.0%	8,805	173	2.0%							
PLS - One Card		11,000	11,220	220	2.0%	11,444	224	2.0%	11,673	229	2.0%	11,907	233	2.0%	12,145	238	2.0%							
Summer Employment Grant, Federal		1,799	1,835	36	2.0%	1,872	37	2.0%	1,909	37	2.0%	1,947	38	2.0%	1,986	39	2.0%							
Total Provincial and Federal Grants	\$	78,982	\$ 80,562	\$ 1,580	2.0%	\$ 82,173	\$ 1,611	2.0%	\$ 83,816	\$ 1,643	2.0%	\$ 85,493	\$ 1,676	2.0%	\$ 87,203	\$ 1,710	2.0%							
Donations and Other Grants																								
Other Grants	\$	2,000	\$ 2,040	\$ 40	2.0%	\$ 2,081	\$ 41	2.0%	\$ 2,122	\$ 42	2.0%	\$ 2,165	\$ 42	2.0%	\$ 2,208	\$ 43	2.0%							
Donations		10,000	10,200	200	2.0%	10,404	204	2.0%	10,612	208	2.0%	10,824	212	2.0%	11,041	216	2.0%							
Archives Administration		1,350	1,377	27	2.0%	1,405	28	2.0%	1,433	28	2.0%	1,461	29	2.0%	1,491	29	2.0%							
Total Donations and Other Grants	\$	13,350	\$ 13,617	\$ 267	2.0%	\$ 13,889	\$ 272	2.0%	\$ 14,167	\$ 278	2.0%	\$ 14,450	\$ 283	2.0%	\$ 14,739	\$ 289	2.0%							
Library Revenue																								
Printing - Copies/FAX	\$	7,500	\$ 7,650	\$ 150	2.0%	\$ 7,803	\$ 153	2.0%	\$ 7,959	\$ 156	2.0%	\$ 8,118	\$ 159	2.0%	\$ 8,281	\$ 162	2.0%							
Fines		1,000	1,020	20	2.0%	1,040	20	2.0%	1,061	21	2.0%	1,082	21	2.0%	1,104	22	2.0%							
Book Sales/Lost Books		2,000	2,040	40	2.0%	2,081	41	2.0%	2,122	42	2.0%	2,165	42	2.0%	2,208	43	2.0%							
Interest		500	510	10	2.0%	520	10	2.0%	531	10	2.0%	541	11	2.0%	552	11	2.0%							
Miscellaneous Revenue		500	510	10	2.0%	520	10	2.0%	531	10	2.0%	541	11	2.0%	552	11	2.0%							
Total, Library Revenue	\$	11,500	\$ 11,730	\$ 230	2.0%	\$ 11,965	\$ 235	2.0%	\$ 12,204	\$ 239	2.0%	\$ 12,448	\$ 244	2.0%	\$ 12,697	\$ 249	2.0%							
TOTAL OPERATING REVENUE	\$	897,625	\$ 934,629	\$ 37,004	4.1%	\$ 967,150	\$ 35,161	3.8%	\$ 1,003,675	\$ 36,525	3.8%	\$ 1,032,684	\$ 29,008	2.9%	\$ 1,071,743	\$ 39,060	3.8%							

EXPENSES																												
Human Resources & Staff Development																												
Staff Salaries	\$	513,255																										
Supervisor, includes benefits		34,000																										
Staff and Supervisor Salaries	\$	547,255	\$	581,988	\$	34,733	6.3%	\$	603,372	\$	21,384	3.7%	\$	625,184	\$	21,812	3.6%	\$	637,688	\$	12,504	2.0%	\$	650,441	\$	12,754	2.0%	2019 includes CL salary incr. Proposal includes \$23,857 to bring the PT superv to FT in 2020, est of \$10k in 2021 for job reclassifications & est of \$10k in 2022 for salary increases
Benefits		110,862		130,129		19,267	17.4%		132,732		2,603	2.0%		135,386		2,655	2.0%		138,094		2,708	2.0%		140,856		2,762	2.0%	More staff members will qualify for benefits in 2020
Total Staff and Supervisor Salaries	\$	658,117	\$	712,117	\$	54,000	8.2%	\$	736,104	\$	23,987	3.4%	\$	760,570	\$	24,467	3.3%	\$	775,782	\$	15,211	2.0%	\$	791,297	\$	15,516	2.0%	
Staff & Volunteer Expenses		1,500		1,530		30	2.0%		1,561		31	2.0%		1,592		31	2.0%		1,624		32	2.0%		1,656		32	2.0%	
Staff Development		4,000		4,080		80	2.0%		4,162		82	2.0%		4,245		83	2.0%		4,330		85	2.0%		4,416		87	2.0%	
Board Expenses		2,500		2,550		50	2.0%		2,601		51	2.0%		2,653		52	2.0%		6,000		3,347	126.2%		2,706		3,294	2.0%	Strategic planning in 2023
Recruitment Costs		6,810		3,000										3,000					3,000					3,000				Reserves for librarian and staff recruitment
Union Expenses		1,500		1,530		30	2.0%		1,561		31	2.0%		1,592		31	2.0%		1,624		32	2.0%		1,656		32	2.0%	
Total Staff & Volunteer Expenses	\$	16,310	\$	12,690	\$	(3,620)	-22.2%	\$	9,884	\$	254	2.0%	\$	13,081	\$	262	2.0%	\$	16,577	\$	262	2.0%	\$	13,435	\$	332	2.0%	
Total Human Resources & Staff Develop	\$	674,427	\$	724,807	\$	50,380	7.5%	\$	745,987	\$	24,240	3.3%	\$	773,652	\$	24,728	3.3%	\$	792,359	\$	15,473	2.0%	\$	804,732	\$	15,847	2.0%	
Materials																												
Books	\$	64,490	\$	57,000	\$	(7,490)	-11.6%	\$	58,140	\$	1,140	2.0%	\$	59,303	\$	1,163	2.0%	\$	60,489	\$	1,186	2.0%	\$	61,699	\$	1,210	2.0%	\$3k for books in 2019 was deferred to 2020 pending results of community survey.
Magazines & Newspapers		6,000		6,120		120	2.0%		6,242		122	2.0%		6,367		125	2.0%		6,495		127	2.0%		6,624		130	2.0%	
Audio		3,000		3,060		60	2.0%		3,121		61	2.0%		3,184		62	2.0%		3,247		64	2.0%		3,312		65	2.0%	
Video		10,000		10,200		200	2.0%		10,404		204	2.0%		10,612		208	2.0%		10,824		212	2.0%		11,041		216	2.0%	
Video Games Collection		2,000		2,040		40	2.0%		2,081		41	2.0%		2,122		42	2.0%		2,165		42	2.0%		2,208		43	2.0%	
On-Line Resources		23,000		23,460		460	2.0%		23,929		469	2.0%		24,408		479	2.0%		24,896		488	2.0%		25,394		498	2.0%	2019 includes \$8k for revamping of database collection, which was postponed in 2018 due to lack of funding
eBooks		10,000		10,200		200	2.0%		10,404		204	2.0%		10,612		208	2.0%		10,824		212	2.0%		11,041		216	2.0%	
InterLINK		1,500		2,898		1,398	93.2%		2,810		(88)	-3.0%		2,653		(157)	-5.6%		2,548		(105)	-4.0%		2,548		-	0.0%	InterLINK costs will increase beginning in 2020
Inter Library Delivery		3,200		3,264		64	2.0%		3,329		65	2.0%		3,396		67	2.0%		3,464		68	2.0%		3,533		69	2.0%	
Total Materials	\$	123,190	\$	118,242	\$	(4,948)	-4.0%	\$	120,461	\$	2,219	1.9%	\$	122,657	\$	2,196	1.8%	\$	124,952	\$	2,295	1.9%	\$	127,400	\$	2,448	2.0%	
Building																												
Janitorial	\$	10,000	\$	10,200	\$	200	2.0%	\$	10,404	\$	204	2.0%	\$	10,612	\$	208	2.0%	\$	10,824	\$	212	2.0%	\$	11,041	\$	216	2.0%	
Insurance		5,200		5,304		104	2.0%		5,410		106	2.0%		5,518		108	2.0%		5,629		110	2.0%		5,741		113	2.0%	
Utilities		15,000		15,300		300	2.0%		15,606		306	2.0%		15,918		312	2.0%		16,236		318	2.0%		16,561		325	2.0%	
In-library Maintenance - supplies etc.		1,000		1,250		250	25.0%		1,563		313	25.0%		1,953		391	25.0%		2,441		488	25.0%		3,052		610	25.0%	2020 maintenance costs are being negotiated with DOS
Total Building	\$	31,200	\$	32,054	\$	854	2.7%	\$	32,983	\$	929	2.9%	\$	34,002	\$	1,019	3.1%	\$	35,131	\$	1,129	3.3%	\$	36,395	\$	1,264	3.6%	
Computer and Information Technology Services																												
Contract services (SITKA)	\$	4,800	\$	4,896	\$	96	2.0%	\$	4,994	\$	98	2.0%	\$	5,094	\$	100	2.0%	\$	5,196	\$	102	2.0%	\$	5,300	\$	104	2.0%	
Internet		3,000		3,060		60	2.0%		3,121		61	2.0%		3,184		62	2.0%		3,247		64	2.0%		3,312		65	2.0%	
Software		3,000		3,060		60	2.0%		3,121		61	2.0%		3,184		62	2.0%		3,247		64	2.0%		3,312		65	2.0%	
I.T. Support		1,000		1,020		20	2.0%		1,040		20	2.0%		1,061		21	2.0%		1,082		21	2.0%		1,104		22	2.0%	
Computer Equipment Under \$500		500		510		10	2.0%		520		10	2.0%		531		10	2.0%		541		11	2.0%		552		11	2.0%	
Total Computer and IT Services	\$	12,300	\$	12,546	\$	246	2.0%	\$	12,797	\$	251	2.0%	\$	13,053	\$	256	2.0%	\$	13,314	\$	261	2.0%	\$	13,580	\$	266	2.0%	
Office, Communications & Other Services																												
Accounting and Legal	\$	2,700	\$	2,754	\$	54	2.0%	\$	2,809	\$	55	2.0%	\$	2,865	\$	56	2.0%	\$	2,923	\$	57	2.0%	\$	2,981	\$	58	2.0%	
Bank Fees		180		184		4	2.0%		187		4	2.0%		191		4	2.0%		195		4	2.0%		199		4	2.0%	
Consultants		10,000											5,000		-			5,000		-			5,000		-			Consultant for Union negotiations in 2022 and 2023
Furniture		-		-		-		5,000		-			5,000		-	0.0%		10,000		-	0.0%		10,000		-	0.0%		Furniture replacement
Telephone & Fax		1,600		1,632		32	2.0%		1,665		33	2.0%		1,698		33	2.0%		1,732		34	2.0%		1,767		35	2.0%	
Bookkeeping & Payroll		1,000		1,020		20	2.0%		1,040		20	2.0%		1,061		21	2.0%		1,082		21	2.0%		1,104		22	2.0%	
Photocopier		7,500		7,650		150	2.0%		7,803		153	2.0%		7,959		156	2.0%		8,118		159	2.0%		8,281		162	2.0%	
Fines & Dues		1,200		1,224		24	2.0%		1,248		24	2.0%		1,273		25	2.0%		1,299		25	2.0%		1,325		26	2.0%	
Freight and Miscellaneous		1,000		1,020		20	2.0%		1,040		20	2.0%		1,061		21	2.0%		1,082		21	2.0%		1,104		22	2.0%	
Office and Processing Supplies		15,000		15,300		300	2.0%		15,606		306	2.0%		15,918		312	2.0%		16,236		318	2.0%		16,561		325	2.0%	
Public Relations		5,000		5,100		100	2.0%		5,202		102	2.0%		5,306		104	2.0%		5,412		106	2.0%		5,520		108	2.0%	

Programming	5,900	6,018	118	2.0%	6,138	120	2.0%	6,261	123	2.0%	6,386	125	2.0%	6,514	128	2.0%	
PR Grant Projects	2,000	2,040	40	2.0%	2,081	41	2.0%	2,122	42	2.0%	2,165	42	2.0%	2,208	43	2.0%	
Postage	3,300	3,366	66	2.0%	3,433	67	2.0%	3,502	69	2.0%	3,572	70	2.0%	3,643	71	2.0%	
Total Office, Comms & Other Serv	\$ 56,380	\$ 47,308	\$ 928	1.6%	\$ 53,254	\$ 946	2.0%	\$ 59,219	\$ 965	1.8%	\$ 65,203	\$ 984	1.7%	\$ 66,207	\$ 1,004	1.5%	
TOTAL OPERATING EXPENSES	\$ 897,497	\$ 934,957	\$ 37,460	4.2%	\$ 965,482	\$ 30,525	3.3%	\$ 1,002,582	\$ 37,100	3.8%	\$ 1,030,959	\$ 28,377	2.8%	\$ 1,048,314	\$ 17,356	1.7%	
TOTAL OPERATING REVENUE	\$ 897,625	\$ 934,629			\$ 967,150			\$ 1,003,675			\$ 1,032,684			\$ 1,071,743			
TOTAL OPERATING EXPENSES	\$ 897,497	\$ 934,957			\$ 965,482			\$ 1,002,582			\$ 1,030,959			\$ 1,048,314			
Reserves: Computers and Server	\$ 128	\$ (328)			\$ 1,668			\$ 1,093			\$ 1,725			\$ 23,429			Computers/server replacement
One-Time Revenue & Expenses																	
Revenue	\$ 43,672																
Expenses																	
Website	10,000																
Computers and Server	12,000																
furniture	20,000																
Telephone and Fax	1,800																
Total One-time expenses	\$ 43,800																
Surplus/Deficit	\$ (128)																

ADDITIONAL BUDGET INFORMATION REPORT TO SCRD

INTRODUCTION

At the December 4th SCRD budget meeting, the SCRD Directors requested further information from the Sechelt Public Library Association prior to the second round of budget discussions. Specifically, the Directors wanted to know why Sechelt Library requires a larger budget compared to Gibsons & District Public Library. They also requested comparative performance indicators. This document plus an additional submission of a letter from both Sechelt Public Library and Gibsons and District Public Library addresses these requests and gives further context around the current budget request for Sechelt Library.

The assumption behind direct comparisons of funding between two libraries is the notion that they are similar and are, therefore, comparable. This is an assertion that the Sechelt Public Library Association has vigorously rejected. The population figures associated with the service area of each library are very different. The population service area for SPLA is 47% greater than that of Gibsons. That alone makes comparisons between the two libraries extremely problematic. Funding levels directly correspond to every library's ability to perform outreach to their service areas. Outreach is essential for community members to understand modern libraries and to then choose to participate via library card membership.

Comparing the two libraries will inevitably create a spirit of competition rather than cooperation. While competition in the field of business can be seen as advantageous, it is disastrous for non-profits. Should the two libraries continue to be compared, it will force each library to focus on the statistics generated by the other rather than discerning the most valuable ways to contribute to our own unique and distinct communities. Comparing programs that each library offers is an impossible task when the population breakdown for each library is different.

BUDGET REQUEST IN CONTEXT

The information package prepared by SCRD staff in advance of the October 31, 2019 Corporate and Administrative Services meeting contained budget figures for both Gibsons & District Public Library as well as Sechelt Public Library for the previous 10 years. Two sets of figures were presented: those that included administrative and SCRD maintenance contributions and those that contained the grant allocation only.

Below are those figures from 2013 to present.

Grant + Administrative + SCRD Maintenance	Gibsons & District Public Library	Sechelt Public Library Association	Difference in \$	% Difference
2013	\$571,906	\$515,806	+\$56,100 Gibsons	+11% Gibsons
2014	\$591,880	\$507,427	+\$84,453 Gibsons	+16.6% Gibsons
2015	\$662,580	\$538,162	+\$124,418 Gibsons	+23% Gibsons
2016	\$736,128	\$572,445	+\$163,683 Gibsons	+28.6% Gibsons
2017	\$768,541	\$608,385	+\$160,156 Gibsons	+26% Gibsons
2018	\$759,291	\$641,751	+\$117,540 Gibsons	+18% Gibsons
2019	\$772,101	\$851,521	+\$79,420 Sechelt	+10% Sechelt

Grant Only	GDPL	SPLA	\$ Difference	% Difference
2013	\$518,188	\$504,557	+\$13,631 Gibsons	+2.7% Gibsons
2014	\$527,064	\$497,809	+\$29,255 Gibsons	+5.8% Gibsons
2015	\$553,315	\$527,677	+\$25,638 Gibsons	+4.9% Gibsons
2016	\$613,476	\$559,338	+\$54,138 Gibsons	+9.7% Gibsons
2017	\$606,088	\$592,898	+\$13,190 Gibsons	+2.2% Gibsons
2018	\$595,309	\$628,472	+\$33,163 Sechelt	+5.6% Sechelt
2019	\$610,309	\$837,464	+\$227,155 Sechelt	+37% Sechelt

Sechelt Library compared libraries of a similar size to evaluate funding levels. The similar libraries were, Dawson Creek, Nelson, Powell River, Squamish and Terrace libraries. The chart below shows a comparison between funding for Sechelt Library and the average funding for similar sized libraries.

Operating and Capital	SPLA	Average of Similar Size Libraries	\$ Difference	% Difference
2013	\$504,557	\$690,385	+\$185,828 SSL*	+36.8% SSL
2014	\$497,809	\$690,193	+\$192,384 SSL	+38.6% SSL
2015	\$527,677	\$767,785	+\$240,108 SSL	+45.5% SSL
2016	\$559,338	\$757,573	+\$198,235 SSL	+35.4% SSL
2017	\$592,898	\$824,870	+\$231,971 SSL	+39.1% SSL
2018	\$628,472	\$843,531	+\$215,059 SSL	+34.2% SSL
2019	\$837,464	\$874,826**	+\$ 37,362 SSL	+04.5% SSL

*= Similar Size Libraries

**est. based on the 3.71% average percentage increase for SSL from 2013 to 2018

The increase in local government funding in 2019 has made a tremendous difference to creating a stable and viable organization. However, as you can see from the data above, funding for Sechelt Library is still slightly below that of funding for similar sized libraries. While this recent change in funding status is greatly appreciated, it is also important to examine the history of funding of Sechelt Library so the impact of previous funding levels on the current condition of the Library is properly understood.

When administration and maintenance contributions are factored in, the difference in funding levels between Gibsons Library and Sechelt Library is drastic. Even if only the grant allocation is considered, the difference in funding represents a negative impact on organizational health for Sechelt Library. When compared to libraries of a similar size, it is made even more evident that the funding levels for Sechelt Library from 2013 until 2018 create a distinct disadvantage for our Library as it struggled to serve its community.

THE EFFECTS OF SECHELT FUNDING: 2013-2018

“Organizations that build robust infrastructure – which includes sturdy information technology systems, financial systems, skills training, fundraising processes, and other essential overhead – are more likely to succeed than those that do not.” (The Nonprofit Starvation Cycle, 2009, pg 49)

A five-year research project conducted by the Urban Institute’s National Center for Charitable Statistics and the Center of Philanthropy at Indiana University, stated that underfunding overhead can “have disastrous results.” When organizations struggle financially, they continually attempt to reduce overhead costs (indirect spending), but doing so merely

jeopardizes both the ability for the organization to fulfill its mission and also provides an unrealistic expectation to funders of what is possible to achieve with the funds at hand.

The study further notes that changing the expectations of funders is essential as “people need non-profit services more than ever and when government is increasingly turning to non-profits to solve social problems.” (pg 50) For example, Sechelt Library has been a haven for homelessness for over a decade. As social services for mental health as well as housing remain insufficient for societal needs in our area, those who fall between the cracks often use the library to fulfill their technology needs (access to email and government websites) and shelter. The desire of Sechelt Library staff and board to provide these necessary services has meant an added workload for staff as they troubleshoot ways to meet these needs and navigate some of the more difficult situations that arise from providing these services.

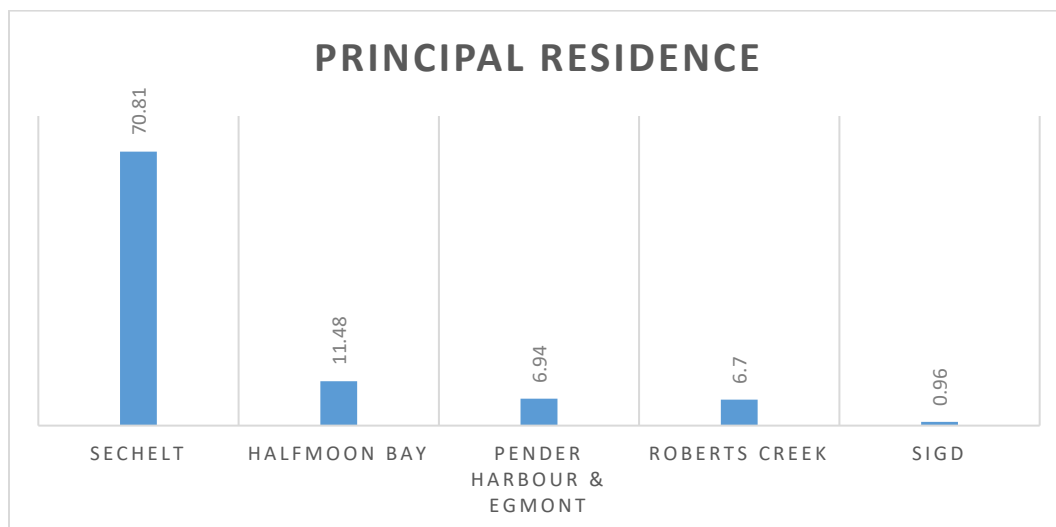
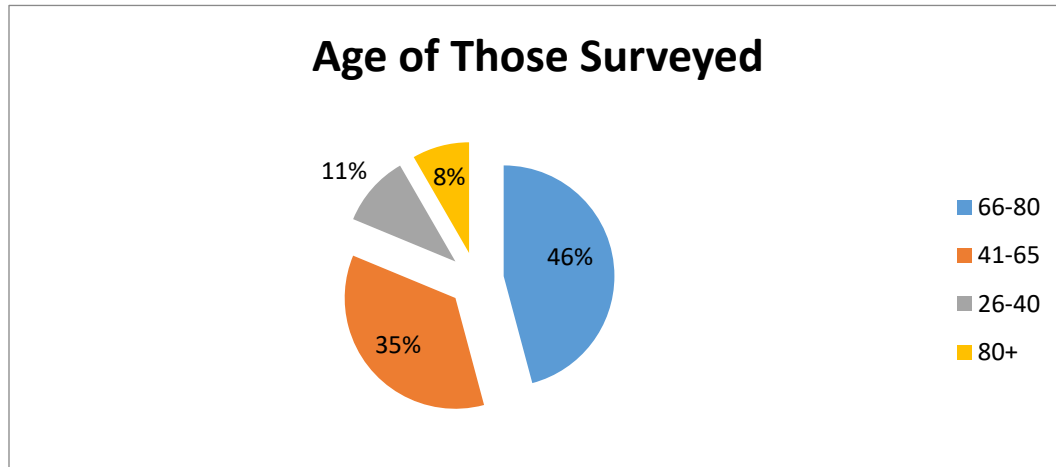
Sechelt Library has always prioritized the needs of the community we serve over the infrastructure needs of the organization. This has meant that over the past decade, the aforementioned areas of indirect spending (infrastructure and internal systems) have suffered. The lack of resources that results in a “low pay, make do, and do without” (pg51) culture has long term implications and takes years to correct. Sechelt Library has been re-invigorated with the 2019 funding levels and work has begun to reverse the negative organizational impacts that have occurred over the previous decade. With targeted planning, the internal infrastructure that creates the backbone of a successful organization will be rebuilt and will create a strong and thriving organization that matches the expectations of our community.

The fact that Sechelt Library allocates the majority of resources we’ve been given on the priorities of those we serve is best reflected in the results of the survey that we completed in the summer of 2019 as part of our strategic planning process. These results are very similar to the survey results conducted in 2016, thereby demonstrating the long-term dedication Sechelt Library has shown to our community.

2019 PUBLIC SURVEY RESULTS

The following is a summary of the survey results received from over 500 participants. This summary provides an extensive view of how well Sechelt Library serves its community and how the community views and values the library and its staff.

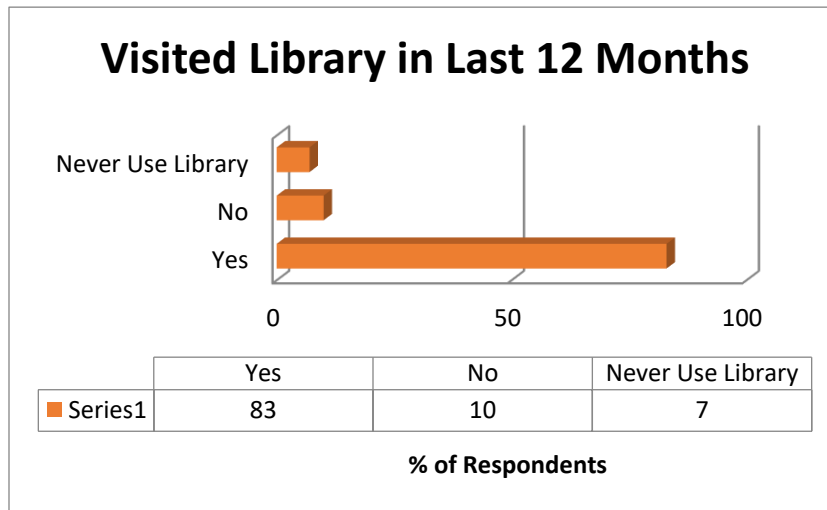
PROFILE OF THOSE SURVEYED



Primary language English: 99.78%

Retired: 62.26%

Working: 30.66%



Visit frequency:

50% come weekly

46% come monthly

4% come daily

Other “libraries” used:	One Card Usage:
Gibsons: 44.51%	32% registered at other libraries
Pender Harbour Reading Room: 13.29%	
Roberts Creek Reading Room: 4.62%	

Note: The most popular library off coast is Vancouver Public Library

Top 5 most popular Reading Interests

1. Detective & Mystery Fiction: 48.71%
2. Historical Fiction: 45.69%
3. History: 44.61%
4. Biography: 39.22%
5. Action & Adventure: 36.85%

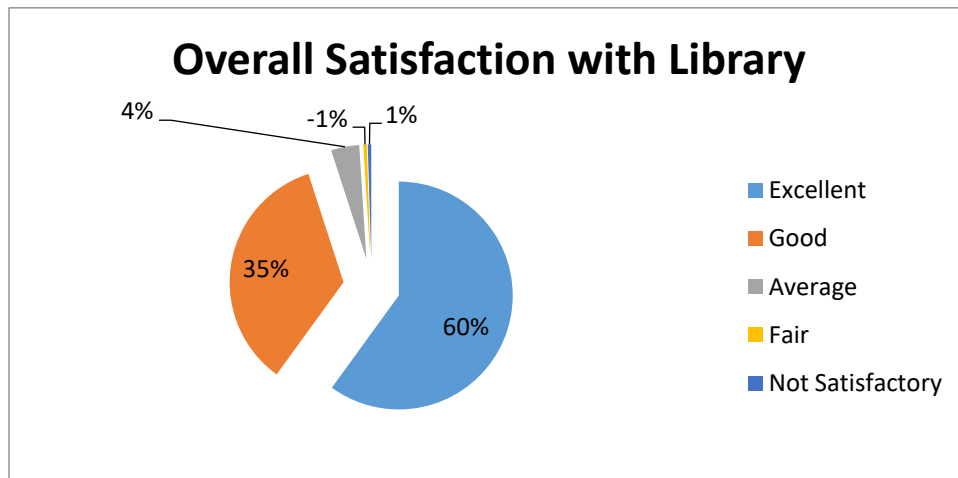
Top three reasons people don’t visit the library

1. No specific reason; libraries just aren't part of my life: (32.95% or 29 responses)
2. I prefer to purchase my own materials: (26.14% or 23 responses)
3. Library operating hours do not suit me: (22.73% or 20 responses)

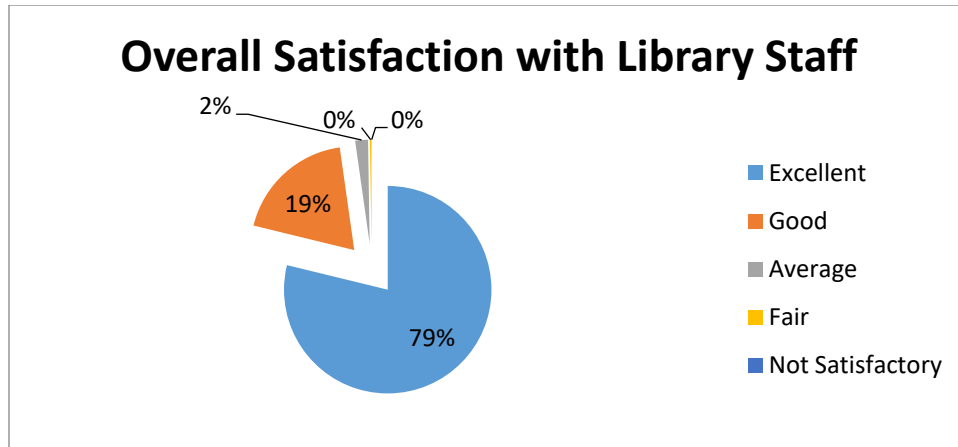
Top 5 reasons people come to the library

1. Borrow books and other materials: 92.55%
2. Pick up materials on hold: 47.12%
3. Get help from library staff: 41.35%
4. Read newspapers and/or magazines: 32.45%
5. Spend time reading: 31.25%

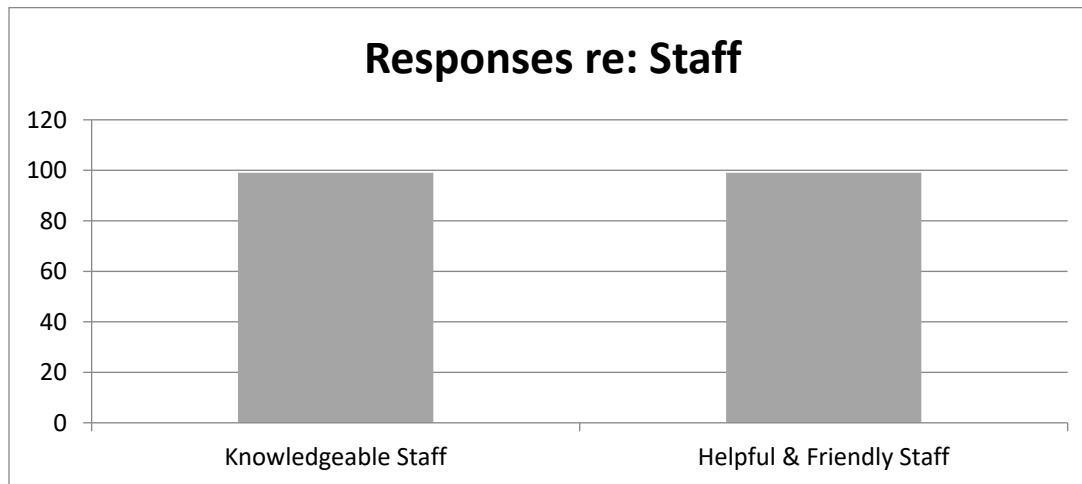
SATISFACTION WITH THE LIBRARY AND STAFF



Note: 95% rated satisfaction with library as either Excellent or Good



Note: 98% rated satisfaction with library staff as either excellent or good



Note: Staff received a 98% rating for being helpful and friendly and 99% rating for being knowledgeable

MARKETING NEEDED

Note: Sechelt Library always strives to improve. This measure indicates a need for marketing so the community can take advantage of all the services we offer.

Top 5 least known services (% indicates how many respondents are aware of service)

1. Genealogy research: 21.67%
2. Downloadable magazines and newspapers: 33.48%

3. Tech Training: 34.55%
4. One-on-one tech training: 41.2%
5. Downloadable ebooks: 60.09%

Top 5 least used online services (% indicates how many respondents use service:

1. Streaming movies 3.96%
2. Downloadable Magazines: 6.1%
3. Downloadable Newspapers: 6.4%
4. IT training: 9.45%
5. Computer Databases: 11.59%

FUTURE FOCUS

Desired atmosphere of library: Calm 83.79%

Support for Renovations: 90.54%

Top 5 suggested priorities of the library moving forward:

1. Promoting literacy and love of reading to children and young people
87.29%
2. Lifelong learning and literacy through online courses and adult programs:
67.29%
3. Serve as a technology centre for our community: 63.06%
4. Providing an inviting space where people can connect: 56.94%
5. Meeting rooms for community groups: 50.12%

Top 5 suggested priorities if we had more money

1. Collection
2. More electronic resources
3. More Children's programs
4. More Adult programs
5. Longer hours

Similarities to the 2016 survey include:

Survey Comparators	2019	2016
Visit Library Weekly	50%	50%
Overall Satisfaction with Library	95%	84%
Overall Satisfaction with Library Staff	98%	93%
Rating for Staff friendliness	98%	97%
Rating for Staff knowledge	99%	95%

What is evidenced by our survey of over 500 people is that Sechelt Library is succeeding in providing excellent customer service while meeting the needs of those who walk through our doors. Placing all available resources on our community mitigates potential impacts the public might experience due to funding issues.

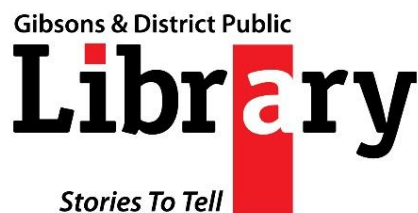
CONCLUSION

Sechelt Library maintains that by serving a larger population base than Gibsons, the required funding levels for the libraries should not be compared. Despite the larger population, Sechelt Library has historically not been given funding proportionate to that difference. Instead, by and large, it has received less funding throughout the years.

This level of funding has placed great strain on the internal infrastructure of Sechelt Library. By attempting to maintain our standard of service, fewer resources have been devoted to maintaining updated technology, financial systems, staff training and internal processes. This has also placed the staff in the position of maintaining service levels to the public under tremendous internal stress. This history has direct ramifications on the physical and mental well-being of staff. As with all organizations, this stress results in staff illness and turnover. Despite this, our community has provided feedback that indicates an incredible level of satisfaction with staff and overall library performance.

The budget requests presented in the five-year proposal are largely staff related. Sechelt Library has never performed a Job Evaluation process and we expect that the results of this process will indicate that several staff should be paid a higher rate than they currently receive. We also know that union negotiations will happen in 2022 and anticipate an increase in staff costs at that point as well.

2019 was a turning point for Sechelt Library. The historical inequality of Sechelt Library funding was addressed and we owe a tremendous amount of gratitude to our local government funders for altering the course of Sechelt Library history. The true impact of this increase in funds will take several years to manifest as increased resources are placed on shoring up essential internal structures. As outlined in *The Nonprofit Starvation Cycle*, “receiving general operating support played a major role in reducing burnout and stress.” (pg 52) We anticipate that the increase of 2019 will do exactly that. Our five-year budget request that focuses on staffing ensures that we continue on the road to a healthy and thriving organization.



January 30, 2020

Dear SCRD Area Directors,

As the Library Director of the Gibsons and District Public Library, and the Chief Librarian of the Sechelt Public Library, we are writing to express our mutual interest in protecting the seamless service all Sunshine Coast residents currently enjoy from both Libraries.

As per the Board's request for us to develop common Key Performance Indicators to assist the Board with making a comparative analysis of the two libraries' achievements, we feel strongly that this comparison does not align with the values and ethics of our two unique organizations. Our goal each day is to offer excellent library service to each person who walks through our doors regardless of which Library Card they may have. The optimal vision for the Sechelt and Gibsons Public Libraries is to work as mutually supportive and distinct organizations that are not made to compete with each other but rather to be collaborative partners.

Each Library has demonstrated dynamic growth with increases in active patrons, in person visits, programming, and overall service to our community. Each Library also develops its own robust metrics and qualitative data that Funders can access through our Annual Reports, our independent databases in combination with Provincial Statistics. The strength of our public libraries is that they are unique and reflective of their communities, and they should not be measured against each other but rather assessed based on their own particular financial needs, their services, strategic goals and performance outcomes.

We thank the SCRD for your continued support and part in ensuring all residents have equal access to great library services.

Sincerely,

Heather Evans-Cullen
Library Director
Gibsons & District Public Library

Elle Archibald
Chief Librarian
Sechelt Public Library



GIBSONS AREA COMMUNITY SCHOOLS
Box 548-783 School Road
Gibsons BC, V0N 1V0
(604) 886-2621
(Gibsons Landing Community Society)

To whom it may concern,

January 28, 2020

Gibsons Area Community Schools is a non-profit organization that is partially funded by community link dollars. Because these dollars are limited, we heavily rely on other funding sources such as yourselves. I am requesting a contribution of \$10,000.00 to be awarded to us for the following purposes. Gibsons Area Community Schools runs as many as 12-15 different programs a year depending on the need of the children and youth in our community. These are a sampling of areas that may fall under your terms for funds.

KIDZ CLUB/Spring camp and Summer camp

- This licensed after school care runs Mon-Fri from 2:50-6:00pm as well as Professional Development days. We will also be offering a spring break camp and a full day summer camp with several recreational outings. We are licensed to accommodate 20 children. During these times children partake in many activities including outdoor play and game each day. On occasion we have use of the school gym, go to the local pool or beaches.

JUST TWEENS

- This program was introduced in the 2015/16 school year. "Just Tweens" sees as many as 20 plus tweens on Friday nights. The purpose of this program is to provide a non-judgmental, electronic free, safe space Friday nights from 6:30pm-9pm, for just tweens (10-13). Two qualified staff members facilitate this program. The cost to the tweens (if possible) is \$5.00 per person, this includes a dinner prepared on premise to be enjoyed by all. As well we have full use of the gym except for a couple of special days for the school curriculum. This program is open to all tweens regardless of the school they attend.

COOL SCHOOL

- Located in the shop area of Elphinstone Secondary, this free program runs every Tuesday from 3:30-8pm. Volunteer tradesman from the community assist the students to understand the proper usage and techniques in various trades. If you can think it, chances are one of our awesome volunteer tradesmen can help you build it. This program is open to students from grade 6 – adult. A parent/guardian must accompany grade 6 students.



GIBSONS AREA COMMUNITY SCHOOLS
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(Gibsons Landing Community Society)

LANGDALE FAMILY FUN NIGHTS

- Langdale family fun nights is a free fun event that promotes healthy family relations in a fun all inclusive environment. Run in the Langdale Elementary gym, this event has a paid facilitator on hand to help things to run smoothly. Open to all families regardless of catchment area these are run twice a month during the school year.

HOMEWORK CLUB (Elphinstone Secondary)

- The Gibsons Area Community Schools has been facilitating the "Homework Club" at Elphinstone Secondary for the past several years. This much needed program fills an important need in our school. A qualified instructor is on hand five days per week to offer help to those who are struggling to keep up or just need some extra help outside the classroom.

GARDEN CLUB

- With the help of gardening volunteers, students learn about nutrition, soil, planting, watering, cultivating and taking care of a variety of vegetables and herbs. Making their own food source. This group meets weekly and runs year-round. As well as providing extras for their families they also do an annual salad style lunch for their teachers and bring fresh vegetables to the local food banks.

Sue Wilson

Coordinator

Gibsons Area Community Schools

604-886-2621

Community Partner, Canadian Tire Jumpstart Charities

2019 Budget for Youth Programs

Gibsons & Langdale primarily but all schools invited

Just Tweens	Budget	Actual
Staff	\$3,000.00	\$3,276.00
Facility Rental	\$16.00	\$15.75
Food	\$800.00	\$904.86
Supplies (art)	\$130.00	\$101.25
Admin	\$350.00	\$350.00
Total	\$4,296.00	\$4,647.86

Elphinstone Secondary primarily

Elphi Cool School	Budget	Actual
Materials	\$2,000.00	\$2,565.00
Facility Rental	\$16.00	\$15.75
Admin	\$350.00	\$350.00
Total	\$2,366.00	\$2,930.75

Gibsons & Langdale primarily but all schools invited

Kidz club (yr. round)	Budget	Actual
Staff	\$53,000.00	\$57,571.65
Facility Rental	\$600.00	\$565.75
Food	\$2,500.00	\$2,540.39
Supplies	\$2,000.00	\$2,203.30
Admin	\$1,050.00	\$1,050.00
Total	\$59,150.00	\$63,931.09

Langdale Elementary primarily

Family Fun Nights	Budget	Actual
Staff	\$800.00	\$829.82
Facility Rental	\$16.00	\$15.75
Supplies	\$300.00	\$310.00
Admin	\$350.00	\$350.00
Total	\$1,466.00	\$1,505.57

Elphinstone Secondary

Elphi Homework Club	Budget	Actual
Staff	\$8,250.00	\$9,272.88
Facility Rental	\$16.00	\$15.75
Admin	\$350.00	\$350.00
Total	\$8,616.00	\$9,638.63

Gibsons Elementary primarily

Garden Club	Budget	Actual
Supplies	\$1,000.00	\$1,041.05
Admin	\$100.00	\$100.00
Total	\$1,100.00	\$1,141.05

<i>Budgeted</i>	<i>Ttl. Actual</i>
<i>\$76,994.00</i>	<i>\$83,794.95</i>
Difference	<u>- \$6,800.95</u>

Finacial plan 2020-2024 (future budget)

JUST TWEENS

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$1,806.00
SCRD	\$2,000.00
fees	\$490.00

Total Income	\$4,296.00
---------------------	------------

EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$3,000.00
Food	\$800.00
Supplies	\$130.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$4,296.00
-------------------	------------

COOL SCHOOL

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$866.00
SCRD	\$2,000.00

Total Income	\$2,866.00
---------------------	------------

EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$2,500.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$2,866.00
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FAMILY FUN NIGHTS

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$441.00
SCRD	\$750.00

Total Income	\$1,191.00
---------------------	------------

EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$825.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$1,191.00
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HOMEWORK CLUB

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$5,366.00
SCRD	\$2,000.00
PAC	\$2,000.00

Total Income	\$9,366.00
---------------------	------------

EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$9,000.00
Facility	\$16.00
Admin	\$350.00

Total Exp.	\$9,366.00
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KIDZ CLUB (SPRING/SUMMER CAMP)

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$3,865.00
SCRD	\$2,500.00
Operating Grant	\$5,000.00
Canada Summer jobs	\$10,000.00
Fees	\$45,000.00

Total Income	\$66,365.00
---------------------	-------------

EXPENSES

<u>Item</u>	<u>Amount</u>
Wages	\$60,000.00
Food	\$2,500.00
Supplies	\$2,250.00
Facility	\$565.00
Admin	\$1,050.00

Total Exp.	\$66,365.00
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GARDEN CLUB

INCOME

<u>Item</u>	<u>Amount</u>
Community Link	\$600.00
SCRD	\$750.00

Total Income	\$1,350.00
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EXPENSES

<u>Item</u>	<u>Amount</u>
Materials	\$1,000.00
Admin	\$350.00

Total Exp.	\$1,350.00
-------------------	------------

Tara Crosby

Subject: FW: Fwd: RE: 2020 Round 2 Budget - Seniors Planning Table
Attachments: Budget SPT 2020 - FINAL.xlsx

From: Kara McDougall [mailto:kara@resourcecentre.ca]
Sent: Monday, February 3, 2020 3:27 PM
To: Tara Crosby <Tara.Crosby@scrd.ca>
Cc: Anne Titcomb <titcombanne@gmail.com>; Michelle Bruecker <seniorsprograms@resourcecentre.ca>; Shari Myhill-Jones <myhilljones@gmail.com>; Sue Elliott <srichards.elliott@gmail.com>
Subject: Re: Fwd: RE: 2020 Round 2 Budget - Seniors Planning Table

Hi Tara,

Thank you for allowing us to submit the Proposed SPT Budget for 2020 as correspondence for the Feb 10 SCRD agenda for the Round 2 Budget.

The proposed SPT 2020 budget is attached.

Please note, the funds requested ideally would be a joint contribution from SCRD, DOS and TOG to fund the ongoing, regional work of the Seniors Planning Table. An SPT or Resource Centre representative would be happy to attend the Feb 10 committee meeting should the Board have any questions. Or we can answer questions via email.

Cheers,

Kara

Kara McDougall
Sunshine Coast Resource Centre
Unit 107A - 5710 Teredo Street, PO Box 1443, Sechelt, BC V0N 3A0
kara@resourcecentre.ca | C: 604.885.4088
www.resourcecentre.ca
[Follow us on Facebook](#)



From: Tara Crosby
Sent: Tuesday, January 14, 2020 10:45 AM
To: 'anne_titcomb@telus.net' <anne_titcomb@telus.net>; 'info@resourcecentre.ca' <info@resourcecentre.ca>
Subject: 2020 Round 2 Budget - Seniors Planning Table

Good Morning,

The SCRD Board made the following resolution. The meeting for Round 2 Budget is scheduled for February 10, 2020.

Please provide the information as follows by January 24, 2020 to my attention to be added to the agenda for February.

003/20

Recommendation No. 24 *Service for Organizations*

THAT for 2020 Round 2 Budget the Community Resource Centre submit a proposal for the Seniors' Planning Table Program with a detailed budget for 2020;

AND THAT this recommendation be forwarded to the Town of Gibsons for consideration.

Thank you,

Tara Crosby

Administrative Assistant
Corporate and Administrative Services

Sunshine Coast Regional District

1975 Field Road Sechelt, BC V0N 3A1
Phone: 604-885-6800 ext: 6127
Fax: 604-885-7909

My office hours are Monday through Friday, from 8:30 am to 4:00 pm

Follow us on Twitter at [sunshinecoastrd](#)

Like us on [Facebook](#)

Visit us: www.scrd.ca

This email was scanned by Bitdefender

Sunshine Coast Resource Centre Society - Seniors Planning Table	
Item	Proposed Program Budget 2020-21
Revenue	
DOS \$20000 TOG \$10000 SCRD \$20000	\$ 50,000.00
Total Revenue	\$ 50,000.00
Expense	
SPT coordinator 24 hr/wk x 50 weeks x \$25/hr	\$ 30,000.00
Program Manager 1hr/wk x 50 weeks x \$25/hr	\$ 1,250.00
Mandatory Employment Related Costs	\$ 600.00
Admin	\$ 4,500.00
Total Wages & Employer Contribution	\$ 36,350.00
Bookkeeper	\$ 100.00
IT Support	\$ 500.00
Wages - student	\$ -
Professional Fees (Graphic Design, Facilitation)	\$ 5,500.00
Honoraria	
Training	
Accounting Fees	
Insurance	
Computer costs	
Telephone	\$ 650.00
Office Supplies	\$ 650.00
Advertising/Promotions/social media,website	\$ 3,000.00
Printing/Photocopying	\$ 1,300.00
Membership	\$ -
Program Expenses: catering and event supplies	\$ 800.00
Travel KM's	\$ 500.00
Volunteer support	\$ -
Facility Rental	\$ 650.00
Rent	
Sub-total other expenses	\$ 13,650.00
Total Expenses:	\$ 50,000.00

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

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

SUBJECT: SECHELT PUBLIC LIBRARY – PROVINCIAL FUNDING

RECOMMENDATION(S)

THAT the report titled Sechelt Public Library – Provincial Funding be received for information.

BACKGROUND

At the December 12, 2019 Regular Board Meeting, the following two motions were passed:

310/19 **Recommendation No. 6** *Population Served for Libraries*

THAT the percentage of Electoral Area A population served by the Sechelt Public Library be confirmed with the Ministry of Education Learning Division;

AND THAT staff request the Ministry of Education provide the criteria used to determine population served for public libraries.

DISCUSSION

The purpose of this report is to provide the following information:

- 1) Percentage of Population Served by the Province for Area A – Changed to 100% in 2015 as a result of a letter from the Sunshine Coast Regional District (SCRD) Board (Attached) requesting same to increase provincial per capita for Sechelt Public Library. The difference with Provincial vs. Local Government funding is that Provincial is based on population, local is based on agreed population and funding percentage by each participating funder.
- 2) Criteria for population served (excerpt from *Library Act Chapter 264*):

How population is determined

22 (1) For the purposes of sections 23 and 24, the minister is to determine the population of an area by compiling the population figures for the most recent year for which figures are available for that area.

(2) In determining population the minister may take into account any changes in the boundaries of an area and may use

- (a) information or estimates provided by the Minister of Finance,
- (b) information in the most recently available Census of Canada, and
- (c) other information the minister considers relevant.

Organizational and Intergovernmental Implications

Based on timing of the adoption of the motions, correspondence regarding funding apportionment considerations have been forwarded to the Sechelt Indian Government District (SIGD) and District of Sechelt for consideration and feedback. Determining final apportionment requires confirmation and agreement by each of the funders, prior to drafting the new five year service/funding agreement with the Sechelt Public Library.

Timeline for next steps or estimated completion date

With the SCRD targeting a February 27, 2020 adoption of the 2020-2024 Financial Plan Bylaw, final funding apportionment would be required by the Round 2 budget deliberations on February 10-11, 2020.

STRATEGIC PLAN AND RELATED POLICIES

Funding the Sechelt Public Library aligns with the SCRD Boards Strategic focus areas of *Regional Collaboration* and *Engagement and Communication*.

CONCLUSION

This report is provided for information only. Staff have contacted the Ministry of Education Learning Division to confirm the Populations and Criteria by which the Province bases the grant funding.

Attachment: Letter dated August 14, 2014 to the Ministry of Education

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X-D. McKinley	Other	

Sunshine Coast Regional District

1975 Field Road
Sechelt, British Columbia
Canada V0N 3A1

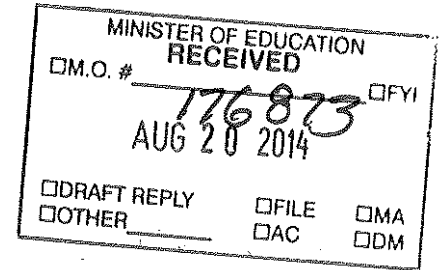
P 604.885.6800
F 604.885.7909
Toll free 1.800.687.5753

info@scrd.ca
www.scrd.ca



August 14, 2014

Honourable Peter Fassbender
Ministry of Education
Libraries and Literacy Open Government and
Community Partnerships Division
P.O. Box 9831 St. Prov Gov
Victoria, BC
V8W 9T1



Re: Provincial per Capita Operating Grant for Sechelt Public Library

The Sunshine Coast Regional District (SCRD) Board at their meeting passed the following motion:

163/14 **Recommendation No. 3** *Provincial Per Capita for Public Library Operating Costs*

THAT the Treasurer and Administrative Assistant, Corporate Services' report titled "Provincial Per Capita for Public Library Operating Costs" be received;

AND THAT a letter be sent to the Libraries and Literacy Branch of the Ministry of Education requesting that consideration be given to including the entire population of Area A in determining Provincial per capita operating grants per the 2011 Census for the Sechelt Public Library;

AND FURTHER THAT the letter request the service agreements with local governments which determine the boundaries for service areas and an explanation of how the served and unserved portions, based on the boundaries supplied by local government, are determined by BC Stats.

The Libraries and Literacy branch has advised the SCRD that "In case of Sunshine Coast Electoral Area A, only a portion of the Electoral Area is considered as 'served': Egmont and Pender Harbour are considered as 'served' communities, while the remainder population in the Area is considered 'unserved'. In the case of the Sechelt Indian Government District, only the portion within the SCRD is accounted for here; a smaller portion of the SIGD is accounted for in the Powell River RD." As the Sechelt Public Library is accessible to all members of the community, the SCRD Board requests that consideration be given to including the entire population of Electoral Area A as 'served' when determining the Provincial per Capita Operating Grants per the 2011 Census.

Table 1 (excerpt from <http://www12.statcan.ca/census-recensement/2011>) below shows the 2011 Census Values for Sunshine Coast Electoral Area A as 2,678. Table 2 (excerpt provided by e-mail from the Libraries and Literacy Branch of the Ministry of Education on August 30, 2013) below shows the portion of Electoral Area A population used to determine the Provincial per capita for the Sechelt Public Library for 2011 and 2012, only a portion of the census.

Table 1

Sunshine Coast A, RDA British Columbia (Census subdivision)	
	Total
Population and dwelling counts	
Population in 2011 <small>Census data footnote 1</small>	2,678

Table 2

Sechelt Public Library

Regional District	Local Government Area	2012 Population	2011 Population
Sunshine Coast Regional District	Sechelt	9,496	9,496
Sunshine Coast Regional District	Indian Government Sechelt	825	846
Sunshine Coast Regional District	Electoral Area A (Egmont, Pender Harbour)	1,547	1,490

The SCRD Board also requests copies of the Service Agreements with local governments which determine the boundaries for service areas. The SCRD Board would also appreciate an explanation of how the served and unserved portions, based on the boundaries supplied by local government, are determined by BC Stats.

Thank you in advance for your response. It is much appreciated.

Yours truly,

SUNSHINE COAST REGIONAL DISTRICT



Garry Nohr
Chair

/tlc

cc. Margaret Hodgins, Chief Librarian
Sechelt Public Library

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

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

SUBJECT: **COAST CAR CO-OP MEMBERSHIP OPTIONS**

RECOMMENDATION(S)

THAT the report titled Coast Car Co-op Membership Options be received;

AND THAT the Sunshine Coast Regional District apply for a Coast Car Co-op business membership for the Rural Area Directors.

BACKGROUND

At the January 9, 2020 Regular Board meeting, motion 003/20 was passed, excerpt below:

Recommendation No. 23 *Coast Car Co-Op*

THAT staff investigate the implications, options for and potential benefits of the SCRD becoming a member of the Coast Car Co-Op program including financial implications of both staff and elected officials included.

The purpose of this report is to explore the benefits and implications of the Sunshine Coast Regional District (SCRD) staff and elected officials becoming a member of the Coast Car Co-op in consideration of the 2020 Budget.

DISCUSSION

The Coast Car Co-op is a car sharing cooperative that currently has five vehicles located in Sechelt, Roberts Creek and Gibsons. According to the Coast Car Co-op, the SCRD would qualify as a business member. Membership fees are refundable. A copy of the terms and conditions have been attached for reference (Attachment A). To be eligible, drivers must:

- Be at least 19 years old;
- Hold a valid BC drivers licence*
- At least three years' driving history
- No at fault accidents within the past three years (or, for BC drivers, no more than one at fault accident if you have an ICBC safe driver discount of at least 35%)
- No more than three traffic violations in the past five years
- No driving convictions under the Canadian Criminal Code or serious violations of any provincial driving legislation such as the Motor Vehicle Act

Benefits of becoming a member of the cooperative are: it provides access to additional vehicles; provides access to other car cooperatives such as MODO which has vehicles in areas such as Metro Vancouver, Victoria, and Nanaimo; and provides an opportunity for the Coast Car Co-op to build future capacity. The Coast Car Co-op has also given preliminary commitment to station a vehicle at Field Road and Highway 101 as a feasibility if the SCRD joins.

In considering membership with the Coast Car Co-op, logistics and efficiency for staff and Directors to access vehicles for pick up/drop should be factored, as there are currently 5 vehicles within their existing fleet. One limitation for staff is the locations of the Field Road office or Mason Road sites in relation to a potential car-share pick-up locations. There are also no pick-up locations north of the town center of Sechelt. Therefore, most staff would need to drive to the pick-up site which would incur additional costs or time loss, such as from the top of Field Road to the bottom where the proposed new pilot with the Coast Car Co-op is being contemplated.

Insurance coverage and maintenance of the corporate membership also need to be contemplated as the business membership is on a per person basis.

Financial Implications

As per the Coast Car Co-op current fee structure as outlined in their member manual, a business member will pay the following fees and charges:

Coast Car Co-op Fees and Charges	Business Member
Member Share*	\$800
Up to 8	
Each additional Member Share	\$100
Registration Fee (per person)	\$25
Damage Pool (optional)	\$40
Hourly Rate	\$9
Off-peak hours (*pm to midnights/6am-8am)	\$2
Maximum Daily rate	\$72
First 100km	included
Each addition km	\$0.30/km.
Includes MODO Roaming	Yes

Staff conducted a high level analysis of historical vehicle use and mileage statistics for 2019. This initial analysis excluded the SCRD's current fleet use as these vehicles are used in the delivery of SCRD's services. Staff also often use public transit, carpool or taxis when travelling outside of the Sunshine Coast for conferences or training, so a small percentage of mileage was incurred for this purpose.

A business membership with the Coast Car Co-op is approximately \$165 per person for the membership, registration fee and potential damage pool. For 2019, approximately 80 staff used their personal vehicle to conduct SCRD business and 32 incurred an annual total mileage expense of more than \$165. Approximately 45,000 km's were driven by staff, incurring a cost of a little over \$24,000. Recreation and Parks staff incurred over 60% of the total expensed in

2019. The majority of the staff who incurred expenses higher than \$165 were for short trips between SCRD facilities or sites such as the four Community Recreation Facilities, Pender Harbour Pool, Parks, Administration Building at Field Road, and Works Yard at Mason Road. Typically trips are for 2 hours or more with less than 25 km's being incurred per trip. The SCRD reimburses mileage at 0.52¢ before tax. Therefore, a 25 km, two hour trip would cost the SCRD \$18 with the Coast Car Co-op and \$13 if mileage were reimbursed.

Directors (elected officials) of the SCRD also charge mileage to conduct their business. The majority of the mileage is incurred between personal residents to the Field Road site to attend Committee and Board meetings. There are also trips for conference or meetings to the lower mainland or Vancouver Island. For 2019, approximately 31,000 km's were driven by Directors incurring a cost of over \$16,900. As a business membership with the Coast Car- Co-op includes up to 8 drivers, perhaps an initial step would be for the SCRD Board / Rural Area Directors to apply for a membership. This would cost anywhere from \$1,000 to \$1,500 depending on how many Directors become members and if the damage pool* was included. The SCRD would need to assess any additional insurance or liability implications.

Organizational and Intergovernmental Implications

As an effort to continue working towards the reduction of Green House Gas (GHG's) emissions, the SCRD continues to look to technology improvements or changes in business practices to reduce the number of trips. This includes improved technology to facilitate virtual meetings, pool/shared fleet model, and fleet electrification/hybrids. Future or expanded opportunities with car-shares will also be contemplated.

STRATEGIC PLAN AND RELATED POLICIES

Considering membership and participation of the Coast Car-Coop aligns with the SCRD Board's Strategic focus areas of *Regional Collaboration and Partnership* and *Climate Change and Resilience*.

CONCLUSION

The Coast Car Co-op is a car sharing cooperative that currently has five vehicles located in Sechelt, Roberts Creek and Gibsons. According to the Coast Car Co-op, the SCRD would qualify as a business member, which includes up to 8 drivers.

At this time, it is recommended that the SCRD apply for a business membership for the SCRD Directors with further consideration for staff.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	



Members Manual

In effect October 1, 2017

What is a carshare?

A carshare is a membership-based service that provides 24/7 access to vehicles on an hourly basis. Members have access to a fleet of vehicles without the hassle and costs of ownership.

How does a carsharing service work?

A carshare vehicle is like a library book that you borrow and return. As a member, you can reserve any of the CCC vehicles online using your computer or smart phone. When it is time to pick up your car, go to the car's location as indicated on your booking. Co-op vehicles are always left in the same designated parking spot or area. All Members/Drivers have a unique key fob, which is used to gain entry to the vehicle. At the end of your booking period, you simply return the car to the same designated parking spot, lock it by "fobbing out" and leave it.

The hardware system in the vehicle will log both the duration and distance driven during your trip, which is used for monthly billing to your account.

Becoming a Member/Driver

To become a Member/Driver, you must read and understand this Manual, the By-laws (Rules of Association), and complete the Application. By signing the Application, you, as a Member/ Driver, acknowledge that you have read and understand the various rules and obligations. Your, and the Co-op's, legal rights and obligations are determined solely by the terms in this Manual, the By-laws, your signed Application, Member/Driver Contract, and the Vehicle Owner/Operating Manuals.

Each Member is entitled to one vote in the Co-operative.

To be eligible to become a Member/Driver you must:

- Be at least 19 years old;
- Hold a valid BC drivers licence*
- At least three years' driving history
- No at fault accidents within the past three years (or, for BC drivers, no more than one at fault accident if you have an ICBC safe driver discount of at least 35%)
- No more than three traffic violations in the past five years
- No driving convictions under the Canadian Criminal Code or serious violations of any provincial driving legislation such as the Motor Vehicle Act

** People with out-of-province licences may be eligible to join CCC as long as they meet our driving requirements and provide the required documentation. If you have recently moved to BC, you will likely need to obtain a BC driver's licence unless you are exempted by ICBC's policies described at www.icbc.com/driver-licensing/moving-bc*

Additional Drivers

A spouse; adult child; or other family member can join as a Member and pay full membership shares and is entitled to vote in the Co-operative.

Up to 3 (three) additional people from the same household can be assigned to a Members' account. Each Additional Driver is sponsored by the Member, and must complete the appropriate section of the Application, and, if approved, pay the application fee identified in the Rate Sheet (Appendix A). The driver eligibility requirements for Additional Drivers are the same as those for Members. Additional Drivers must reside at the same address and agree to share a single bill on the Member's account. There is one vote per membership, which can be allocated at the discretion of the Member.

In the event a Member's account is terminated, all Additional Drivers on that Member's account will have their rights terminated at the same time, unless they successfully apply to become Members.

Business/Organization Members

A group of persons belonging to an organization or employed by the same business may be admitted as a Group Membership by submitting a business/organization membership application. There are two categories of group members:

1. 0 to 8 registered drivers: Application and payment equal to purchase price of eight (8) fully paid up shares.
2. More than 8 registered drivers: Application and payment equal to the purchase price for one (1) fully paid up share for each additional driver.

Each Additional Driver is sponsored by the Member, and must complete the appropriate section of the Application, and, if approved, pay the application fee identified in the Rate Sheet (Appendix A). The driver eligibility requirements for Additional Drivers are the same as those for Members. Additional Drivers for Business/Organization Members must be a current employee or on contract. There is one vote per membership, which can be allocated at the discretion of the Member.

In the event a Member's account is terminated, all Drivers on that Member's account will have their rights terminated at the same time, unless they successfully apply to become Members.

The Coast Car Co-op (CCC or the Co-op) recommends that a Business/Organization Member develop a policy regarding any limitations on usage of the vehicles by employees designated as Additional Drivers, and can assist in this process. However, the Business/

Organization Member will be responsible for any and all bookings made by their employees whether or not they conform to the internal usage policy.

Shares

If a person meets the driver eligibility requirements, they will be approved to join the Coast Car Co-op. The applicant is required to purchase the minimum number of shares to become a Member of the Co-op. The number of shares required and the price for shares is set out in the Rate Sheet (Appendix A).

The shares represents the Member's part in the ownership of vehicles and assets belonging to the Co-op, and serve as security for any liabilities resulting from this contract. If the Member or the Co-op terminates the membership, the Co-op is not required to refund the Member's shares until one hundred and twenty (120) days after the membership is terminated. Such refund of the Member's shares will be subject to deductions for monies owing to the Co-op.

Rates/Fees

The current rates and fees for using the Co-op vehicles are set out in the Rate Sheet (Appendix A) and on the Co-op website, and may change from time to time with 30 days notice. The Member/Driver agrees to pay the rates as of the date the relevant Co-op vehicle is used. All rates are payable in Canadian dollars.

Orientation

Each new Member/Driver is required to attend an orientation session or watch an orientation video before the Co-op will activate their key fob for vehicle access.

Key Fob

Each Member/Driver's key fob remains the property of the Co-op. The Member/Driver is liable for the loss, deterioration and any misuse of the key fob and other material. If a key fob is lost, the Member/Driver must advise the Co-op office immediately to inform them of the loss. The Member/Driver is responsible to pay all charges relating to the unauthorized use of a key fob. A key fob replacement fee must be paid before the Co-op will issue a replacement. When the Member/Driver notifies the Co-op that they are terminating their membership, the Co-op will immediately add a "lost key fob" fee to the Member/Driver's account. The fee will be reversed at no charge if the key fob is returned to the Co-op within thirty (30) days of the Member/Driver notice. Key fob returns after that period will incur a restocking fee.

Rights and Responsibilities

Member rights include:

- Attendance at general and special meetings, voting for directors, standing for election as a director, and voting on changes within the Co-op.

Member/Additional Driver rights include:

- Ability to join special interest committees within the Co-op. Active participation in the affairs of the Co-op is valued to ensure that the Co-op is run in a financially,

socially and environmentally sound manner, and in a spirit of kindness and mutual respect.

- Access to clean, safe, affordable, and well-maintained vehicles.

Member/Additional Driver responsibilities include:

- Reporting any damage to the Co-op vehicles, whether inside or outside, that may have occurred prior to and/or during your use.
- Accepting responsibility for any accidents or damage you cause to any of the Co-op vehicles.
- Paying invoices.
- Accepting consequences of neglecting any responsibilities.

Prohibited Usage

Using the vehicle for work or school is acceptable, however, the transportation of goods or people for compensation – in the case of receiving payment as a courier service – is prohibited.

Bookings

The Co-op vehicle can be reserved by a Member/Driver up to thirty (30) days in advance. To use a vehicle, Members/drivers must reserve online at coast.car.coop before use. We encourage members to use this easy, user-friendly technology. A phone booking service is provided by calling 778-374-3092. Phone booking is available only during regular business hours 9:30am to 4:30pm. You may reserve a vehicle for a minimum of one hour, with additional time in half-hour increments.

To reserve a Co-op vehicle online:

- Your Account Number is your Member Number.
- Your Password is set by default to your driver's license number (case sensitive but excluding hyphens or spaces). Once logged in, you can change your password to one of your own choosing.

Remember to:

- Print your booking confirmation email or write down the details of your reservation. It's up to you to know which Co-op vehicle you have reserved and for how long.
- Give yourself extra time. Being late is always more expensive than booking extra time from the start. It can cost you the price of cab or even a rental car for the next user along with other fees (see Appendix A). Allow for unexpected delays and be respectful of other users.
- If you are going to be late returning the vehicle, go online or call us at 778-374-3092 to extend your reservation if no one has the vehicle reserved after you. If the vehicle is reserved immediately after your reservation and you are going to be late, please call the office so they can attempt to contact the next user and make alternate arrangements for their reservation. Please note that informing staff that you will be late returning a vehicle does not preclude you from being charged the appropriate late fees, outlined in the Rate Sheet (Appendix A).

Cancelling a Reservation

If your plans change, be sure to modify or cancel your booking as soon as possible (coast.car.coop or 778-374-3092). Please see the Rate Sheet (Appendix A) for details on cancellation fees.

Accessing the Vehicle

You will use your unique key fob to gain access to the vehicle you have reserved. An Additional Driver's key fob is distinct from a Member's key fob – they are not interchangeable. The vehicle can be accessed by the key fob associated with the Account Number used to make the booking and other key fobs from the same household where Driver Permission has been provided.

You “fob in” by placing the key fob in close proximity to the fob reader mounted low on the driver's side windshield. If you have a reservation, the vehicle system reads your key fob, the doors will unlock and the engine will be mobilized. If you have no reservation, the vehicle will not respond to your attempted “fob in”. The ignition key is securely connected by a cable to the steering column and stored in a holder. Before and after your trip always inspect the vehicle and look for any damage. If you notice damage larger than a credit card not already marked with a clear sticker, call us to report it at the start of your booking.

During the reservation period, when you need to leave the vehicle, remove the ignition key and “fob out” to lock the vehicle. You “fob out” by placing the key fob in close proximity to the reader. It is **very important** to correctly “fob out” since otherwise the vehicle is left unlocked and can be driven away by anyone. Check if the vehicle system has correctly responded to the “fob out” by listening for the locks engaging or by testing the driver's door. The “fob out” also immobilizes the vehicle's engine, which prevents theft of the vehicle.

The vehicle system will allow you to gain entry (“fob in”) each time you return to the vehicle during your reservation period. Remember to “fob out” each time you leave the vehicle so it is not left unlocked throughout your reservation.

Returning the Vehicle

When returning the vehicle at the end of the reservation period, ensure that:

- The gas tank is at least 1/4 full A gas card is provided for all vehicles. The pin/diver number is provided on your booking confirmation email.
- If you are not able to use the gas card for any reason, CCC will reimburse your gas expense. Please write your Member# on the receipt, sign it and put it into the glove box in the CCC folder. Members with a Smartphone are encouraged to send a photo of the receipt to info@coastcarco-op.ca upon gas purchase to help expedite reimbursements.
- It is parked in the usual parking spot (see below for when this is not possible).

- The interior is clean. Please sweep off seats and then remove and shake out floor mats.
- Any damage or mechanical concerns are recorded, and if appropriate, contact staff immediately.
- You always **fob out** to lock the doors and immobilize the engine when leaving the vehicle, whether during your reservation period or after you return to its parking spot.
- All lights are **turned off** (headlights and cabin light) – dead batteries are a big inconvenience and cost everyone time, and the user at fault will be fined.
- If the usual designated parking spot has been occupied by another vehicle, wait a few minutes to see if the person is returning to their vehicle shortly (for example, 5-10 minutes). If they do not return, park the vehicle as close to the designated spot possible and call the office at 778-374-3092 to let staff know that you were not able to park the vehicle in its usual spot. Please leave a message and you will not be charged a penalty for not returning the vehicle to its proper place.
- If you mistakenly leave something in the vehicle and return to collect it shortly after your reservation has ended, you will be able to “fob in” as long as no other Member/Driver has already started a subsequent reservation. This entry to the vehicle does not extend your reservation.

The Vehicle is Not There

If the vehicle is not at its usual parking spot at the beginning of your reserved time, double check your booking time and location, then call the office at (778-374-3092). If you can wait to see if the previous Member/Driver returns within 5-10 minutes, please consider doing so. If another member hasn't returned the vehicle there are three options (please contact the office to assist):

1. Cancel the reservation without charge,
2. Change the reservation to another Co-op vehicle, or
3. Arrange alternate transportation, such as a taxi.

The cost of alternate transportation less the cost you would have incurred for your vehicle booking will be reimbursed upon presentation of receipt. Reimbursements for a given month will be shown as a credit on your next monthly invoice.

Late Vehicle Returns

If you are late returning a vehicle, whether you inconvenience another user or not, you will be charged a penalty as outlined in the Rate Sheet (Appendix A). This can potentially be avoided by extending the reservation time, assuming the vehicle is available, reservations can be extended online or by calling 778-374-3092 between 8am and 11pm.

If your late return forces another user to arrange alternate transportation, the Co-op will also charge you for the cost of alternate transportation for the other user (such as a taxi). Therefore, to avoid late fees you are strongly encouraged to allow for extra time when making your reservations.

Emergency Assistance

If you need roadside assistance, please call at 778-374-3092 and we will arrange a solution.

Maintenance

The Co-op performs regular maintenance checks on its vehicles. However, during your use of the vehicle, you must report any reasonably noticeable indications that engine oil, coolant or windshield washer levels are in need of attention. If any of these indicator lights come on during your reservation, please give us a call (778-374-3092) or send us an email (info@coastcarco-op.ca). Record any purchases you make for the vehicle (gas, windshield washer fluid, etc.) and write your Member # on the receipt and store receipts in the glove box in the CCC folder for credit on your next monthly invoice. If you have a Smartphone please send us a photo of the receipt at info@coastcarco-op.ca for quick processing. Please refer to the maximum allowable purchase amount in the Rate Sheet (Appendix A). Any suspicion of a need for servicing and/or repair should be reported immediately to Co-op staff and all repairs must be pre-authorized by staff. If the vehicle doesn't start, or breaks down during your reservation time, please contact staff for direction.

Accidents and Damage

Any accident or damage in connection with the Co-op vehicle that you are using must be immediately reported to staff and if applicable, to the police. You are obligated to use your best efforts to secure evidence from any available witnesses and, to the extent possible, provide the Co-op with a completed Incident Report Form outlining the information of all those involved, the details of what happened in the accident, and the damage incurred. An Incident Report Form can be found in the pencil case in the glove box. After an accident you may only continue your trip with explicit permission from CCC's office.

- The Co-op will pay the \$500 deductible if you are **deemed not at fault** even though you were operating the vehicle (e.g. you were hit from behind while stopped).
- No individual Member/Driver will be held liable for any increase in the Co-op's insurance premiums as a result of an accident; the Co-op, as a whole, will absorb the increase.
- If you are **deemed at fault**, you are responsible for the deductible costs related to the accident. As a Member/Driver of the carshare, you have three options in terms of insurance coverage to protect you in case of an at-fault accident. Please see the insurance section for more information. Your liability will normally include the \$500 deductible, providing the damages resulting from the accident are covered by the Co-op's insurance policy. Alternate insurance options (as described below) available to members must be arranged prior to an accident occurring to be valid.
 - You will be liable for any claims by third parties against you or the Co-op that are not covered by CCC's insurance policy and arise out of your use of a Co-op vehicle (for instance, because you were driving while intoxicated).
 - If, during the time that you reserved a Co-op vehicle damage occurs to the reserved vehicle or claims are made against CCC or you for damages resulting from use of the vehicle, you will be deemed to be using the Co-op vehicle and be responsible for any costs incurred by the Co-op. You will not be responsible if you have cancelled the

reservation or returned the Co-op vehicle early and updated your reservation to reflect this early return.

- If an at-fault insurance claim is made to ICBC and you have another at-fault accident within five (5) years, your status as a Driver with the Co-op will be immediately suspended pending review by the Board at their next regularly scheduled meeting.

In addition,

- a. If there is any loss or damage to Co-op vehicles, including the costs of temporarily replacing a Co-op vehicle during repairs, or
- b. If there are any claims by third parties against CCC, you or a driver authorized by you, which are not covered by the Co-op's insurance policy and arise out of your use of a Co-op vehicle, you will be responsible for the loss, damage or claim.

Treatment and Operation of Vehicles

When doing your pre-vehicle inspection if you notice a minor ding or dent on the vehicle, please add it to the existing DINGS and DENTS sheet in the glove compartment box. This only applies to minor items. i.e. broken glass, lights, loose or cracked exterior etc. must be called in to our office. This ensures we can make vehicles safe and drivable quickly for all members.

Treatment and Operation of Vehicles

As a Member/Driver, you agree to treat the Co-op's vehicles carefully. Remember you and others cooperatively own these vehicles. You must operate the Co-op vehicle according to the operator's manual located in the vehicles. You will be liable for any damage to the vehicle that results from disregarding these rules.

CCC's vehicles must not be:

- Smoked in;
- Driven in any race or competition;
- Used for any illegal purposes; or
- Used while the driver is under the influence of any intoxicating or impairing substance or narcotic.

Any of the above activities will result in an immediate suspension of your membership with the Co-op.

Cleaning & Maintenance

Clean up after you've used the vehicles. A basic cleaning of garbage and personal belonging is required. If you create a significant mess the Co-op will reimburse you for car washes and vacuuming & give you a \$5 driving credit. (Write your Member# on the receipt and put it into the glove box in the CCC folder. Email us a smartphone photo with Member # & signature on receipt at info@coastcarco-op.ca). If vehicles are left with a significant mess, you will be held responsible for the cost of cleaning. Cleaning is done by CCC staff on a regular basis and does not need to be done by members, unless you created a significant mess. Please notify CCC staff if you find the vehicle's interior below standard.

- When transporting pets, use a pet carrier, and clean the vehicle after use.

- By treating the Co-op vehicles with respect, you can help keep the Co-op's rates low and ensure that a reliable vehicle is ready for you when you need it. Good driving habits mean lower maintenance bills, fewer breakdowns, and less harm to the environment.

The following is general advice for treating the Co-op vehicles carefully:

- In winter, ensure that all windows have good visibility (i.e. clear of frost, snow, etc.). Ice scrapers are provided inside each vehicle.
- Do not rev the engine.
- Accelerate gently, especially for the first few minutes
- Brake gently, turn corners gently and slow down for bumps.
- Clean all the windows and mirrors often (best to use the squeegee at a gas station).
- Don't idle for more than 10 seconds (turn off the engine).
- If you notice engine troubles or other mechanical or safety features that may endanger you and/or damage the vehicle, please advise the Co-op immediately at 778-374-3092.
- Do a visual check for the tires and either let Co-op staff know if any of them seem low or fill them with air.

Driver's License

You must carry a valid driver's license during every trip. Your driving privileges are conditional on you possessing a valid driver's license. If your license is suspended, withdrawn or expires, for whatever reason, your right to drive CCC vehicles expires immediately. You must inform the Co-op immediately of any suspension, expiry or withdrawal of your driver's license. CCC may conduct a yearly driver's abstract check on each Member/Driver.

Insurance

CCC Members/Drivers have three options to protect them in case of an accident or damage to the vehicle during a booking:

All Members/Drivers are covered through insurance purchased by the Co-op through ICBC. The Co-op purchases the insurance from ICBC under a fleet plan option, so the organization, not the Member/Driver, holds the insurance. Vehicles are insured with Basic Coverage with a \$500 deductible and \$5,000,000 Third Party Liability (TPL).

While you have a vehicle booked, you are responsible for it. In the event of an unfortunate incident causing damage to a Co-op vehicle during your booking, for which you are at fault (partially or fully) your damage fee is the first \$500. If a Co-op vehicle is stolen during your booking, you pay up to \$500 plus downtime at regular hourly rates (note that if you fob out, the vehicle cannot be stolen). The Co-op has a lien on your member shares to reimburse the Co-op for paying the deductible.

Option 1: Base level coverage

Pay the \$500 deductible in the event of damage.

Option 2: CLDI

Many credit cards now offer Collision/Loss Damage Insurance (CLDI) that includes carsharing. CCC is pleased to extend this coverage to members who use an eligible VISA or MasterCard to pay their monthly usage. In the event of an accident, the Co-op will charge the insurer directly. To make use of this, you must use that specific credit card for all your bookings through the Co-op.

With VISA or MasterCard CLDI coverage, you would be fully covered by the credit card company for any damage to a Co-op vehicle. Note that CLDI does NOT cover insurance claims on use of our pickup truck. Joining the Damage Pool (Option 3 below) is an alternative. Please check with your credit card company to find out their restrictions.

To find out if your VISA has CLDI coverage, visit www.visa.ca/cldi. For MasterCard holders, please check your MasterCard agreement or ask your financial institution if your card has CLDI coverage. If you find out that you are eligible for CLDI through your credit card, please contact staff to fill out the proper form and to confirm your eligibility.

Option 3: Damage Pool

The Co-op offers members the opportunity to buy into a damage pool for \$40/year. In the event of damage, the damage pool will pay the deductible owing and the member will not owe anything further. A damage pool claim requires a new payment of \$40 to remain in the Damage Pool.

Traffic Violations/Parking Fines

Members/Drivers are individually responsible for any traffic violation or parking fines accumulated during the period for which the Co-op vehicle is reserved. If the fine goes unpaid by the Member/Driver and is forwarded to the CCC office, the Co-op will charge this amount plus an administration fee on the Member's monthly invoice. See the Rate Sheet (Appendix A) for details.

If a co-op vehicle is towed and impounded for illegal parking while a Member/Driver has reserved it, the Member/Driver is responsible to immediately contact the Co-op office at 778-374-3092. In this event, the Member/Driver will be responsible for all reasonable costs, court and legal fees incurred by CCC in recovering the vehicle.

Monthly Invoices

Every month, each Member will receive an e-mailed invoice showing a tally of fees owing, including those for Additional Drivers on their account, based on hourly and per kilometre rates, as well as a tally of credits for all reimbursements for the previous month. As a Member/Driver, you agree to be bound by the current usage rates and pay for your usage as you are billed. Where a member does not have e-mail service, a regular mail invoice can also be provided.

Invoices will be emailed one (1) week in advance of being charged through pre-authorized payment by credit card. In the event of insufficient funds or decline of payment, a penalty fee will be charged as outlined in the Rate Sheet (Appendix A).

Upon the discretion of the Co-op, driving privileges will be suspended until full payment has been made. Account balances unpaid within 28 days of invoicing date lose their web-booking privileges until paid in full. Any account balance owing for 60 days will be inactivated if the full outstanding balance on account is not paid out. The 60 days is counted from invoice issuing date in calendar days (e.g. January 2015 invoice issued on February 6, 2015 is due on February 20, 2015. If the full outstanding balance on account is not paid out, the account is inactivated April 7, 2015). The account will be reactivated with a \$10 administration fee once payment is made. Phone based bookings may be made during this 60-day period unless another condition of payment is not met (e.g. if the amount outstanding is over \$300, no more bookings can be made – phone or e-booking – until the overall balance is below \$300).

This applies to all accounts with outstanding balances effective January 9th, 2015.

Inactive accounts may not make online or phone bookings. A flat \$10 reactivation fee is charged on accounts that are inactivated due to outstanding balances.

Maximum Monthly Usage of Vehicles

All members and drivers are provided pre-approved booking for up to \$300 of usage per month. Where a member or driver anticipates using vehicles beyond this level (e.g. several multi-day or very long distance bookings), they are required to pre-pay their anticipated additional usage in \$100 increments.

Roaming Drivers and Bookings:

Roaming members who are in good standing with their home Car Sharing Organization (CSO) are approved to roam with Coast Car Co-op. Where their home CSO has a compatible fob, CCC will enable it to operate on our system. Where they require a fob, one is provided.

Termination of Membership by CCC

The procedures that permit the Board to suspend your right to drive or to terminate your membership in the Co-op are described in the Rules of Association, Section 2.15:

2.15 Grounds for termination of membership

The Association may terminate the membership of a member in accordance with the Act if

- (a) the member has engaged in conduct detrimental to the Association,
- (b) the member has not paid money due by the member to the Association within a reasonable time after receiving written notice to do so from the Association,
- (c) in the opinion of the directors, based on reasonable grounds, the member
 - (i) has breached a material condition of an agreement with the Association, and
 - (ii) has not rectified the breach within a reasonable time after receiving written notice to do so from the Association.

As an Additional Driver, if the sponsoring Member's membership is terminated, or their driving rights are suspended, then your right to drive will be suspended until either the sponsoring Member's driving rights are re-instated or you have become a Member by purchasing the required shares.

The Board has the right to temporarily suspend the right of any Member/Driver's access to any vehicles and property if the board believes that the Member/Driver has violated any terms or conditions of the Member/Driver Contract, the Membership Manual, or the By-Laws without prior notice. The Board will only suspend a Member/Driver's right to CCC vehicles and property without notice where it is the opinion that doing so is necessary to protect the property of the Co-op or the safety of its Members/Drivers or the public.

The Board will notify the suspended Member/Driver within two (2) working days, stating the reason(s) for the suspension. The notice will include a time and place for a meeting with the Board, at which the suspended Member/Driver will have an opportunity to discuss the suspected violation and the suspension with the Board.

The meeting will not be earlier than one (1) week after the suspension and no later than three weeks from the date of suspension. The suspension will extend to the time of the meeting (therefore ensuring prompt resolution). If, after the meeting of the Board and the suspended Member/Driver, the Board finds that a term or condition of the Membership Contract, the Membership Manual, or the Rules of Association/By-laws were violated, the Board may extend the suspension for a period set by the Board OR request co-op staff to terminate the membership.

Termination of Account by Member/Driver

Members/Drivers may terminate their membership in writing at any time. The termination will only be effective upon the Member/Driver's return of the key fob in his or her possession as well as those of any Additional Drivers associated with the Member's account. The full value of the Member's shares will be reimbursed, less any liens for unpaid accounts, within one hundred and twenty (120) days after the membership is terminated. Additional Drivers associated with the Member's Account can purchase the required shares to become a Member and retain driving privileges.

Severability

If any singly part of this agreement is found to be legally ineffective or unenforceable, it shall not affect the validity or enforceability of the rest.

Amendments to the Manual

The Board of Directors, acting reasonably, can amend this Manual at any time upon notice to all Members as outlined herein. Members have a role in deciding the terms of the Manual through their right to elect the Board of Directors of the Co-op. Also, if two (2) weeks prior to a scheduled board meeting, you as a Member provide a draft amendment to this Manual in writing to a Board member or Co-op staff, the Board will consider that amendment at its next meeting.

Within one (1) week of being approved by the Board of Directors, amendments will be emailed and/or mailed to all Members. Amendments will not be effective any sooner than thirty (30) days after they are approved by the Board.

The Board can amend the Rate Sheet (Appendix A) at any time in accordance with the provisions of the Rate Sheet of this Manual. These amendments to the Rate Sheet will be emailed and/or mailed to members within one (1) week of being approved by the board. Rate amendment changes will not be effective any sooner than thirty (30) days after they are approved by the Board. Any agreement made that differs from the terms of this Manual must be made in writing and signed by an authorized representative of the Co-op.

Limitation of Liability

To the extent permitted by law, the Member/Driver waives any right they may have to sue or make claims against CCC and its directors, employees, or other Members/Drivers for damages arising from the condition of a Co-op vehicle. The Member/Driver also waives any right they may have to sue or make claims against CCC and its directors, employees, or other Members/Drivers for a Co-op vehicle not being available at the time it was booked.

If CCC is delayed or prevented from exercising its obligations in accordance with this agreement due to circumstances beyond its reasonable control, including without limitation, strikes, lockouts, labour disputes, fire explosion, war, terrorism, threat of war or terrorism, act of God, or other similar causes, then such failure to meet obligations shall not be a breach of this agreement.

Notwithstanding anything to the contrary contained in this agreement, CCC will not, under any circumstances, be liable for consequential, incidental, special, or exemplary damages arising out of or related to this agreement, including but not limited to lost profits, loss due to inability to obtain data, loss of business, or loss of anticipated profits, revenue, or use, even if apprised of the likelihood of such damages occurring.

Notwithstanding anything to the contrary contained in this agreement, under no circumstances will CCC's total liability of all kinds arising out of or related to this agreement or otherwise in connection with a Co-op vehicle (including but not limited to warranty claims), regardless of the forum and regardless of whether any action or claim is based on contract, tort, equity or otherwise, exceed the total amount paid and/or owed by the Member/Driver to CCC under this agreement in the three (3) months immediately preceding the event that first gave rise to the claim.

Each provision of this agreement that provides for a limitation of liability, disclaimer of warranties, or exclusion of damages is to allocate the risks of this agreement between the parties. This allocation is reflected in the pricing offered by CCC to the Member/Driver and is an essential element of the basis of the bargain between the parties. Each of these provisions is severable and independent of all other provisions of this agreement and all provisions shall be applied to the fullest extent permitted at law.

The limitations in this section will apply notwithstanding the failure of essential purpose of any limited remedy in this agreement.

Waiver

Any waiver of the provisions of this agreement or the Member's Terms or of a party's rights or remedies under this agreement or the Member's Terms must be in writing to be effective. Failure, neglect, or delay by a party to enforce the provisions of this agreement or the Member's Terms or its rights or remedies at any time, will not be construed as a waiver of the party's rights and will not in any way affect the validity of the whole or any part of this agreement or the Member's Terms or prejudice the party's right to take subsequent action. Exercise or enforcement by either party of any right or remedy under this agreement or to Member's Terms will not preclude the enforcement by the party of any other right or remedy under this agreement or the Member's Terms or that the party is entitled by law to enforce.

Definitions

In this Manual:

- 'Board' means the Board of Directors of Coast Car Co-op;
- 'Co-operative', 'Co-op', 'CCC' or 'Carshare' means Coast Car Co-op;
- 'Co-op vehicle' means a vehicle owned or leased by Coast Car Co-op and includes any equipment included with the vehicle;
- 'Member' means a person that has been approved for membership by the Board of Directors, meets all eligibility requirements in the By-Laws/Rules of Association, and has been issued a Member (Account) Number;
- 'Driver' refers to an Additional Driver on a Member's account who meets the following conditions:
 - Additional Driver:
 - Resides at the same physical address as a 'Member' or is a current employee or contractor of a Business/Organization 'Member';
 - Meets all eligibility requirements in the By-laws/Rules of Association;
 - Has paid the appropriate fees as outlined in the Rate Sheet;
 - Has been approved by the Board; and
 - Agrees to combined billing with the Member
- 'Rate Sheet' means the list of fees and rates approved by the Board, including any amendments to it, and,
- 'By-laws' mean the By-laws/Rules of Association of Coast Car Co-op.

Appendix A

Coast Car Co-op rate sheet

Members/Drivers have access to a fleet of vehicles owned and shared by the Co-op. Members are shareholders in our Co-operative and are eligible to vote at the Annual General Meeting (AGM).

The rates and fees set out in this sheet may change from time to time as approved by the Board. Members will be notified of any changes within one week of approval by the Board, and changes will not take effect sooner than 30 days after they are approved by the Board. GST & PST apply except for the purchase of membership shares and the application fee.

Co-op membership fees

To Join

Member shares: One-time, refundable \$400 member shares purchase

Application fee: \$25 (\$15 for monthly drivers and roaming drivers)

Additional drivers: The second family member pays an additional \$200 for their members shares and the \$25 application fee. After that, a household can add up to three more drivers for individuals living at the same address and billed to the Member account. *Cost per additional driver:* \$25 application fee

Business/Organization Member: Same application fee costs as above.

One-time refundable \$800 member shares purchase for up to 8 drivers along with one vote in the Co-op. Thereafter, \$100 for each additional registered driver.

Usage Fees

Regular Members: \$8 per hour for the first 6 hours between 8 am and 8 pm. \$2 per hour between 6 am and 8am and between 8pm and midnight. \$0 per hour from midnight to 6 am. First 100km are included, and additional distance is \$0.30/km.

Included: Fuel, insurance, maintenance, permanent parking, and roadside assistance.

Business Members: \$8 per hour for the first 6 hours between 8 am and 8 pm. \$2 per hour between 6 am and 8am and between 8pm and midnight. \$0 per hour from midnight to 6 am. First 100km are included, and additional distance is \$0.30/km.

Included: Fuel, insurance, maintenance, permanent parking, and roadside assistance.

Monthly Drivers: Non-membership option. Valid credit card required. \$12 per hour for the first 6 hours between 8 am and 8 pm. \$2 per hour between 6 am and 8am and between 8pm and midnight. \$0 per hour from midnight to 6 am. First 100km are included, and additional distance is \$0.30/km.

Included: Fuel, insurance, maintenance, permanent parking, and roadside assistance.

Roaming Drivers: Non-membership option. Valid credit card required. \$8 per hour for the first 6 hours between 8 am and 8 pm. \$2 per hour between 6 am and 8am and between

8pm and midnight. \$0 per hour from midnight to 6 am. First 100km are included, and additional distance is \$0.30/km.

Included: Fuel, insurance, maintenance, permanent parking, and roadside assistance.

Referrals: Refer a new member to CCC and receive a \$20 driving credit.

Fuel surcharge

A fuel surcharge addresses unpredictable gas prices while keeping rates stable and fair and may be added to the per kilometre driving rate. The surcharge is calculated based on average gas prices on the Sunshine Coast that month and is applied once average gas price is above \$1.40/litre. At that point, the surcharge increases by one cent for every 10-cent increase in the price of a litre of gas. For example, if the average price of gas on the Sunshine Coast were \$1.50/litre, the fuel surcharge would be \$0.01 per km.

Taxes: PST and GST apply to monthly usage fees.

PVRT Tax: For bookings of 8.5 hours or longer duration, a provincial tax of \$1.50 per 24 hour day-period in which the car is booked will apply. e.g. a booking from 3pm June 1 to 6pm June 2 = 2 days = \$3.00

Cancellations and no shows

There is no charge for cancelling a booking more than 24 hours before the booking starts or within five minutes of making a booking – either online or on the phone. Otherwise, cancellations with less than 24 hours notice are charged at 50% of the hourly rate. At 12 hours notice or less, cancellations are charged at 75% of the hourly rate. Keep in mind that a portion of your cancellation charge may be waived if someone else books the car for the time you've freed up. Cancelling is always less expensive than not showing up. 'No shows', which means you did not cancel and did not use the vehicle, are charged at 100% of the hourly rate and a \$10 fine.

Late return and use of vehicle beyond booking

The charge of returning a CCC vehicle late is \$20 plus the cost for alternate transportation for the inconvenienced Member/Driver. This includes any taxi charges for the inconvenienced member. All of our members deserve to have their booked car ready and waiting for them at their booked time. As soon as you think you'll need the car longer than originally booked, call us to see if your time can be extended, or try doing it online. We encourage you to consider booking 30 minutes more time than you estimate needing, to avoid the risk of late return.

Pets/Animals in vehicle

All animals must be placed into a Pet Carrier before being transported in vehicle. This ensures vehicles are clean for all users, minimizes allergy issues and cleaning costs. Vehicle cleaning/ detailing costs, and lost booking time, plus a \$10 administration fee will be charged for infractions.

Not fobbing out

Fobbing out at the end of your booking secures the vehicle by disabling its engine. This significantly decreases the chance of someone taking it by mistake or stealing it. Leaving a vehicle unsecured and not fobbing out at the end of your booking may incur a charge of \$250. If a vehicle is stolen during your booking the fee is \$500 plus usage time the car is unavailable. Minimum charge is \$30.

Other fines and infringements (notes appear in left column)

Lost key fob: (\$10 returned if found within 30 days)	\$15
Gas left below 1/4 tank:	\$10
Vehicle interior left dirty: \$10 + cleaning/detailing costs + lost booking time (1 hour minimum)	\$10 + see note
Smoking in vehicle: membership termination + cleaning costs	termination
Drained battery: \$10 first time, \$25 second time, \$40 thereafter	\$10, 25, 40
Roadside Assistance call (if member responsible):	\$20
Small repairs (if member responsible): Up to \$500 for cost of repair + hourly rate while car is unavailable	Up to \$500 + hourly rates
Damage Fee: Up to the first \$500 of repair or replacement costs, unless signed up for CLDI credit card coverage or activated in our Damage Pool	Up to \$500 + see note
Vehicle taken without a booking: Up to \$50 + transportation costs of inconvenienced member	\$50 + see note
Maximum reimbursement for a booked unavailable vehicle: Difference between the cost of CCC booking and cost of rental, to a maximum charge of \$200 (with authorization from CCC)	Max \$200 + see note
Parking and traffic tickets: \$20 administration charge + cost of ticket if paid by the Co-op	\$20 + ticket
Mis-parking: Up to \$50, or the time the vehicle is unavailable	\$50 or time unavailable
Towed vehicle: All accumulated impound charges + \$15 administration fee + \$20 compensation to affected user and cost of alternate mode of travel + compensation to CCC of hourly rate while the car is unavailable	See note
Failure to record vehicle damages: \$25 administration fee and/or partial or full payment for vehicle repairs and/or the hourly rate while the car is unavailable	See note
Interest on overdue balance: 1.25% compounded monthly (18% annually), driving privileges suspended after 28 days without payment	See note
Insufficient funds for payment:	\$20
Reactivation fee To reactivate an inactive account due to non-payment of 60 days or more	\$10
Vehicle service visit: (e.g. to support missing or non-working fob – deemed not the responsibility of Coast Car Co-op)– where member or roaming member requires immediate service not covered by regular roadside). \$20 for Langdale to Sechelt. \$50 for Halfmoon Bay & North – based on municipal boundaries	\$10 to \$50

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

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

SUBJECT: RURAL AREAS' GRANT-IN-AID REVIEW OF DISCRETIONARY BALANCES FOR 2020

RECOMMENDATION(S)

THAT the report titled Rural Areas' Grant-in-Aid Review of Discretionary Balances for 2020 be received;

AND THAT Rural Areas' Grant-in-Aid Discretionary Balances be approved as presented or amended as required.

BACKGROUND

Discretionary funding is budgeted in anticipation of the Rural Areas' Grant-in-Aid intake process, to provide funding for non-profit societies and organizations in support of one-time projects or initiatives. This process occurs in the spring of each year and funds are paid on August 1 after tax requisition funds have been received.

At the January 9, 2020 Sunshine Coast Regional District (SCRD) Board Meeting discretionary balances for Rural Areas' Grant-in-Aid were adopted. Over the course of budget deliberations Community Stakeholders or other organizations have approached the SCRD for grant support. Therefore staff are presenting this report to clarify and confirm the current discretionary balances for 2020 so the Committee can plan accordingly for the upcoming intake from the various community groups.

DISCUSSION

Options and Analysis

The preliminary budgets were approved at 2020 Round 1 Budget with the surpluses being used to increase discretionary. As at year end, there were slight modifications to discretionary funding, staff are providing this report to the Committee to confirm the Rural Areas' Grant-in-Aid budgets for 2020 in anticipation of the 2020-2024 Financial Plan Bylaw approval on February 27, 2020 and allow for any required modifications to be made.

Financial Implications

Tables below show updated Rural Areas' Grant-in-Aid Budgets [121-129] for the Committee's information. Based on final year-end, adjustments were made to surpluses, the discretionary shown is what is currently in the 2020 proposed budget.

Some of the requests for support received for consideration in 2020 include: Coast Car Co-Op, Seniors Planning Table, Youth Outreach Worker (approved), and Police Based Victims Services, etc.

Electoral Area A [121]	\$23,423	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$800	Bursary Contribution (total \$4,000) – Approved
	\$8,000	Pender Harbour Community School – Community Recreation Program – Approved
	\$8,790	Youth Outreach Worker - Approved

Electoral Area B [122]	\$17,373	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$800	Bursary Contribution (total \$4,000) – Approved
	\$8,458	Youth Outreach Worker - Approved

Electoral Area E&F [123]	\$5,260	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
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Electoral Area Greater Gibsons Community Participation [126]	\$11,260	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
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Electoral Area D [127]	\$25,229	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$800	Bursary Contribution (total \$4,000) – Approved
	\$8,269	Youth Outreach Worker - Approved

Electoral Area E [128]	\$10,038	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$800	Bursary Contribution (total \$4,000) – Approved
	\$7,829	Youth Outreach Worker - Approved

Electoral Area F [129]	\$19,174	Base Budget Discretionary (i.e. for Future Funding Requests – Grant Application Process)
	\$800	Bursary Contribution (total \$4,000) – Approved
	\$7,458	Youth Outreach Worker - Approved
	\$1,000	Howe Sound Marine Reference Guide – Will apply for this (last year of 3 year commitment)

STRATEGIC PLAN AND RELATED POLICIES

Providing continued support to the Community is one of the purposes of the Strategic Plan which aligns with the Financial Sustainability and Rural Areas' Grant-in-Aid policies.

CONCLUSION

At 2020 Round 1 Budget the SCRD Board approved discretionary balances for Rural Areas' Grant-in-Aid. Over the course of budget deliberations Community Stakeholders or other organizations have approached the SCRD for grant support. This report is to clarify and confirm the current discretionary balances for 2020 so the Committee can plan accordingly for the upcoming intake from the various community groups.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

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

SUBJECT: **RURAL AREAS' ECONOMIC DEVELOPMENT REVIEW OF DISCRETIONARY BALANCES
FOR 2020**

RECOMMENDATION(S)

**THAT the report titled Rural Areas' Economic Development Review of Discretionary
Balances for 2020 be received;**

**AND THAT Rural Areas' Economic Development Discretionary Balances be approved as
presented or amended as required.**

BACKGROUND

Discretionary funding is budgeted in anticipation of Rural Areas' Economic Development requests throughout the budget year. These requests are of a nature that might not qualify or be timely for the Sunshine Coast Regional Economic Development (SCREDO).

At Round 1 Budget on December 4, 2020 the Board approved discretionary balance for Rural Areas' Economic Development [531-535]. Staff are presenting this report to clarify and confirm the current discretionary balances for 2020 so the Committee can plan accordingly.

DISCUSSION

Options and Analysis

The preliminary budgets were approved at Round 1 with the surpluses being used to reduce taxation or increase discretionary. As at year end, there were slight modifications to the 2019 surpluses, staff are providing this report to the Board to confirm the Rural Areas' Economic Development budgets for 2020 in anticipation of the 2020-2024 Financial Plan Bylaw approval on February 27, 2020 and allow for any required modifications to be made.

Financial Implications

Tables below show updated Rural Areas' Economic Development Discretionary [531-535] for the Committee's information. Based on final year-end, adjustments were made to final surpluses, therefore the discretionary shown is what is currently in the 2020 proposed budget.

A budget request not approved at the time of this report is the Gibsons and District Chamber of Commerce which historically has been funded from Electoral Area E [534] and Electoral Area F [535] Rural Areas' Economic Development.

Electoral Area A [531]	\$1,878	Remaining Discretionary (i.e. for Future Funding Requests)
	\$37,589	SCREDO Memorandum of Understanding - Approved
	\$1,440	Coast Cultural Alliance - Approved
	\$18,650	Pender Harbour and District Chamber of Commerce - Approved
	\$4,992	Sunshine Coast Tourism - Approved

Electoral Area B [532]	\$10,262	Remaining Discretionary (i.e. for Future Funding Requests)
	\$33,941	SCREDO Memorandum of Understanding - Approved
	\$1,440	Coast Cultural Alliance - Approved
	\$4,526	Sunshine Coast Tourism - Approved

Electoral Area D [533]	\$1,636	Remaining Discretionary (i.e. for Future Funding Requests)
	\$30,733	SCREDO Memorandum of Understanding - Approved
	\$1,440	Coast Cultural Alliance - Approved
	\$3,380	Sunshine Coast Tourism - Approved

Electoral Area E [534]	\$12,486	Remaining Discretionary (i.e. for Future Funding Requests)
	\$20,228	SCREDO Memorandum of Understanding - Approved
	\$1,440	Coast Cultural Alliance - Approved

	\$2,613	Sunshine Coast Tourism - Approved
Electoral Area F [535]	\$9,808	Remaining Discretionary (i.e. for Future Funding Requests)
	\$33,089	SCREDO Memorandum of Understanding - Approved
	\$1,440	Coast Cultural Alliance - Approved
	\$4,489	Sunshine Coast Tourism - Approved

STRATEGIC PLAN AND RELATED POLICIES

Providing continued support to the Community is one of the purposes of the Strategic Plan which aligns with the Financial Sustainability policy.

CONCLUSION

After 2020 Round 1 Budget the SCRD Board approved discretionary balances for Rural Areas' Economic Development. This report is to clarify and confirm the discretionary balances for 2020 so the Committee can plan accordingly for any future requests that may be presented by community groups.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Senior Leadership Team

SUBJECT: FINAL 2019 PROJECT CARRY-FORWARDS

RECOMMENDATION

THAT the report titled Final 2019 Project Carry-Forwards be received;

AND THAT any remaining ongoing 2019 projects and associated funding be included in the 2020-2024 Financial Plan as presented.

BACKGROUND

The following resolution was adopted by the Board at its regular meeting on November 14, 2019:

284/19 Recommendation No. 7 2019 Carry-Forwards and 2020 Proposed Initiatives

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

The purpose of this report is to confirm the final 2019 carry forward projects and associated values that have been incorporated into the 2020-2024 Financial Plan in preparation for budget adoption.

Detailed information of each of the projects can also be found on the 2020 Summary of Proposed Initiatives and Carry Forward Projects for Round 2.

DISCUSSION

Staff have reconciled all the 2019 project carry-forwards and updated the recommended carry forward listing based on project status as at December 31, 2019. The remaining project budgets and associated funding have been included in the 2020 Round 2 Budget with the final list attached for reference (Attachment A).

The carry-forward projects will be incorporated into the Budget Project Status Report (BPSR), which will be presented at the March 26, 2020 Corporate and Administrative Services Committee. Staff continue to work on these projects prior to budget adoption and will provide a status of the projects at that time.

Financial Implications

Carry-forward projects do not have a financial or taxation impact for the newly adopted Financial Plan and only remaining unused funding for the projects is carried over.

STRATEGIC PLAN AND RELATED POLICIES

Accountability for the budget process and the Financial Plan are encompassed in the Financial Sustainability Policy. Changes to processes related to same are part of the Strategic Priority of Enhancing Board Structure and Processes, facilitating the information transfer and decision-making processes.

CONCLUSION

The final 2019 carry-forward list has been compiled to be include in the 2020-2024 Financial Plan in preparation for adoption.

Carry-forward projects do not have a financial or taxation impact for the current Budget and only remaining unused funding for the projects is carried over.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

Attachment A:

1. 2019 Final Carry-Forward Projects

2019 Final Carry-Forward Projects

Attachment A

Function	No.	Project No.	Project Description	2019 Budget Value	2019 Expenditures	2020 Carry Forward
	110	CP1189	Video Streaming Meetings	\$ 25,000	\$ -	\$ 25,000
	110	OO1191	Website Redesign Consulting Services	10,000	-	10,000
	115	OO1192	Collective Agreement Negotiations Support	20,000	-	20,000
	135	OO1143	Corporate Energy Management Program	60,000	-	60,000
	210	CP1124	Fire Department Records Management Software	2,500	-	2,500
	210	CP1125	Replace Fire Prevention Officer Vehicle	74,950	63,952	10,998
	210	CP1158	Auto Extrication Equipment Replacement	50,000	-	50,000
	210	CP1159	Hazardous Material Response Equipment	20,000	34	19,966
	212	CP1113	Roberts Creek VFD Roof Replacement	150,000	-	150,000
	212	CP1127	Fire Department Records Management Software	2,500	-	2,500
	212	OO1173	Roberts Creek Volunteer Fire Department Site Design	5,000	-	5,000
	216	CP1129	Fire Department Records Management Software	2,500	-	2,500
	218	CP1131	Fire Department Records Management Software	2,500	-	2,500
	220	CP1006	911 - Chapman Creek Tower	180,000	-	180,000
	220	CP1007	Replace Gibsons Tower	97,500	-	97,500
	220	OO1166	911 Tower and Spectrum Upgrading	25,000	-	25,000
	222	OO1199	Contracted Services for Statutory, Regulatory & Bylaw Reviews	20,000	-	20,000
	312	CP1163	Exhaust Venting System	15,000	-	15,000
	345	CP1140	Vaucroft Capital Works	676,830	545,130	131,700
	345	CP1156	Ports 5 Year Capital Renewal Plan (Halkett Bay Approach and West Bay Float)	447,666	22,360	425,306
	345	OO1210	Keats Landing Dock Emergency Repairs	156,250	3,997	152,254
	365	CP1165	Pool Road Right of Way Aquisition	11,650	-	11,650
	365	CP1166	Garden Bay UV Reactor	145,000	-	145,000
	365	CP1182	NPHWS Vehicle Replacements	90,000	-	90,000
	365	OO1194	Katherine Creek Flow Summary Report	7,000	-	7,000
	366	CP1167	Mark Way/Chris Way/Bargain Harbour Road Water Main Replacements	240,000	6,622	233,378
	366	CP1168	Treatment Plant Streaming Current Monitor	18,000	3,927	14,073
	370	CP1116	Langdale Well Pump Station Upgrade	94,239	11,373	82,866
	370	CP1117	Chaster Well Upgrades (Well Protection Plan - Phase 2)	50,000	5,699	44,301
	370	CP1135	Exposed Water Main Rehabilitation	112,500	-	112,500
	370	CP1136	Chapman Water Treatment Plant Chlorination System Upgrade	692,000	176	691,824
	370	CP1137	Regional Water Storage Capacity	470,002	419,747	50,255
	370	CP1169	Chapman Water Treatment Plant Water Quality Monitoring Upgrades	120,000	67,019	52,981
	370	CP1183	Groundwater Investigation - Phase 3	300,000	205,583	94,417
	370	CP1184	2019 Vehicle Replacements	170,000	-	170,000
	370	OO1195	Water Sourcing Policy	25,000	-	25,000
	370	OO1200	Edwards Lake Dam Safety Audit	15,000	-	15,000
	370	OO1201	Chapman Lake Siphon Upgrade (2019)	50,000	17,627	32,373
	370	OO1211	Implementation of shishálh Nation Foundation Agreement	25,000	2,097	22,903
	382	CP1187	Woodcreek Park Sand Filter Remediation	40,000	-	40,000
	386	CP1188	Wastewater Vehicle Replacement (Shared)	45,000	-	45,000
	387	CP1185	Square Bay Infiltration Reduction	25,000	13,638	11,362
	391	CP1170	Marine Outfall Anchor Weights Replacement	40,000	-	40,000
	400	OO1176	Cemetery Business Plan	25,000	-	25,000
	504	OO1144	Zoning Bylaw 310 re-write	43,990	25,705	18,285
	540	OO1182	Hillside Development Project - Investment Attraction Analysis	60,000	-	60,000
	613	OP1111	Arena Regulatory Projects	127,876	85,609	7,500
	613	CP1098	Capital Renewal Fund (SCA)	3,000	-	3,000
	613	CP1147	SAC Facility Projects	410,000	25,862	384,138
	613	CP1151	Capital Renewal Fund (GACC)	30,000	16,725	12,000
	613	CP1152	Capital Renewal Fund (SAC)	223,000	35,618	172,000
	613	CP1153	Capital Renewal Fund (SCA)	962,500	645,451	314,999
	613	CP1154	Capital Renewal Fund (GDAF)	54,000	-	54,000
	650	CP1032	Coopers Green Park Hall & Parking Design Plans	4,620	62,263	57,643
	650	CP1111	Parks Vehicle Replacements	68,000	154	67,846
	650	CP1191	Lower Road - Ocean Beach Esplanade Connector Trail	20,000	-	20,000
	650	OO1020	Signage Upgrade Project (\$20k annually 2015-2017)	9,410	2,598	6,812
	650	OO1155	Parks Bridge Capital Maintenance	5,192	1,113	4,079
	650	OO1178	SCRD Sports Fields Potable Water Use Reduction	30,000	-	30,000
	650	OO1190	Goodwin House Removal	32,370	-	32,370
				\$ 6,937,545	\$ 2,290,079	\$ 4,709,278

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Senior Leadership Team

SUBJECT: 2019 FINAL SURPLUS/DEFICITS

RECOMMENDATION

THAT the report titled 2019 Final Surplus/Deficits be received;

AND THAT as per the SCRD's Financial Sustainability Policy, the 2019 surpluses be transferred to reserves as detailed in Attachment A of the report;

AND THAT the following 2019 deficits be funded from operating reserves:

- [131] Electoral Area Services – Elections - \$506
- [212] Roberts Creek Fire Protection - \$1,967
- [222] Sunshine Coast Emergency Planning - \$17,689
- [345] Ports Services - \$22,343
- [384] Jolly Roger Waste Water Plant - \$4,204
- [387] Square Bay Waste Water Plant - \$1,185
- [389] Canoe Road Waste Water Plant - \$79
- [391] Curran Road Waste Water Plant - \$871
- [650] Community Parks - \$34,508

AND THAT the [390] Merrill Crescent Waste Water Plant deficit of \$11,418 be funded from future user fees;

AND FURTHER THAT the [630] School Facilities Joint Use deficit of \$35,870 be funded from 2020 taxation.

BACKGROUND

In 2016, a budget process change was made to provide the Sunshine Coast Regional District (SCRD) Board with one universal report which outlines the year end surplus/deficits.

The options for surplus are outlined within the Financial Sustainability Policy, excerpt below:

4.4 One-time Revenues

Using one-time revenues to fund ongoing expenditures results in unfunded expenditure obligations in future years.

4.4.1 *Policy: Operating surpluses and one-time revenues will not be used to fund ongoing expenditures. Major one-time revenues will be applied to:*

- *Reserves and/or Rate Stabilization in keeping with levels set by the Board;*

- *One-time expenditures; or*
- *Repayment of outstanding debt.*

The purpose of this report is to provide the Board a summary of all the 2019 year-end surpluses, final recommended transfers to reserves, and to report on any year-end deficits requiring approval on proposed funding mitigation.

If the Board wishes to have more detailed variance analysis on specific functional area surpluses or deficits, Staff could provide this at a future Committee, and would seek direction accordingly.

DISCUSSION

Staff have completed the preliminary 2019 year-end processes in preparation of the annual SCRD Financial Statements and external audit. Reconciliation of final surpluses, deficits and recommended allocation for each functional area has been attached for reference (Attachment A).

Surpluses

Several functions generated higher than average surpluses. Generally, these are the result of staff vacancies or medical leaves for extended periods of time resulting in lower wage expense, higher than expected revenues, or lower than anticipated operating expenditures. A summary of surpluses can be found on Attachment A as well as within the functional area sections of the Round 2-2020-2024 Draft Financial Plan Book.

Surpluses in Rural Areas' Grant-in-Aid [121-129] and Economic Development [531-535] functions are automatically carried forward in the 2020 budget and were dealt with during Round 1 budget deliberations.

Surpluses and deficits for the eleven Street Lighting functions [320-342] are also automatically carried forward to the 2020 budget as reserve funds do not exist for these services. These carry forwards are offset by an increase or decrease to taxation.

Additional surpluses for functions where there is no reserve fund have also been carried forward in the 2020 budget and used to reduce taxation where applicable. These are as follows: [118] SCRHD Administration (\$35,432), [291] Keats Island Dog Control (\$2,286), [395] Sakinaw Ridge Waste Water Plant (\$8,020), [515] Heritage Conservation Service (\$1,255) and [645] Halfmoon Bay Library Service (\$2)

The remaining surpluses total \$2.15M are recommended to be transferred to operating reserves.

Deficits

Nine services have unfunded 2019 deficits totaling \$130,640 as detailed on Attachment A.

At the time of this report, only a preliminary review of the deficits were undertaken and are generally the result of:

- [131] Electoral Area Services - Elections - \$506
 - Worksafe premiums for 2018 election

- [212] Roberts Creek Fire Protection - \$1,967
 - Higher than anticipated salaries & wages
- [222] Sunshine Coast Emergency Planning - \$17,689
 - Higher than anticipated salaries & wages
- [345] Ports Services - \$107,343
 - \$85,000 planned deficit for repairs and maintenance funded as required revenue in the 2019 budget and recovered from taxation in 2020 per Board resolution 218/19 No. 7
 - \$22,343 resulting from higher-than expected non-discretionary emergency repair costs and one-time insurance deductible costs. As the backlog of deferred maintenance is cleared, maintenance costs are anticipated to stabilize in 2020.
- [384] Jolly Roger Waste Water Plant - \$4,204
 - Unreliability and imminent failure of the control panel caused the need to replace it at a cost of \$5,593.
 - Energy cost was budgeted at \$1,489 and the final impact was \$2,607 due to the installation of additional pumps to improve plant performance.
- [387] Square Bay Waste Water Plant - \$1,185
 - Additional staff time was spend on the commissioning and staff training for this new plant.
 - Increased energy costs related to the new wastewater plant.
 - Several emergency responses, including pump outs, due to high infiltration into collection system.
- [389] Canoe Road Waste Water Plant - \$79
 - Higher than anticipated salaries & wages
- [390] Merrill Crescent Waste Water Plant - \$11,421
 - Several pump replacements were needed as they were failing as a result of unusual loading with organic matter.
 - Additional staff time and contracted services were required to replace these pumps and to respond to associated odour complaints.
 - The trash screen had to be replaced as it was damaged and not protecting the pumps.
 - Capital costs associated to the disposal field replacement.
- [391] Curran Road Waste Water Plant - \$871
 - Treatment plant failures and required responses have impacted this budget.
- [630] School Facilities - Joint Use - \$35,870
 - Higher than anticipated expenses as a result of the joint use agreement with School District 46 (SD46).
 - Most of the deficit is due to differential use of facilities by the two parties, and how SCRD records non-cash transactions.
- [650] Community Parks - \$34,508
 - \$14,500 due to unbudgeted expenditures for the Granthams Hall Rehabilitation project. Salaries & wages for internal project management, building permit and tree removal.

- \$20,000 due to a user fee revenue shortfall from hall rentals and camping fees

Staff recommend that operating reserves be utilized to fund all deficits with the exception of Merrill Crescent Waste Water Plant and School Facilities Joint Use. These services do not have sufficient funds in operating reserves to cover the entire deficit.

Financial Implications

Surpluses transferred to reserves are uncommitted and are available to fund future projects or one time expenditures.

Funding the School Facilities Joint Use deficits through taxation in 2020 will result in a 0.18% increase in overall taxation in 2020.

STRATEGIC PLAN AND RELATED POLICIES

Accountability for the budget process and the Financial Plan are encompassed in the Financial Sustainability Policy. Changes to processes related to same are part of the Strategic Priority of Enhancing Board Structure and Processes, facilitating the information transfer and decision-making processes.

CONCLUSION

Staff have completed the year end process and reconciled all functional area surplus deficits. Options for allocation of surpluses are outlined in the Financial Sustainability Policy.

Staff are recommending that \$2.15M of surpluses be transferred to operating reserves as appropriate. Surpluses for Rural Areas' Grant-in-Aid and Economic Development functions were dealt with in Round 1 Budget deliberations.

There were nine unfunded deficits totaling \$130,640 that must be funded. Staff are recommending that these deficits be funded through a transfer from operating reserves with the exception of Merrill Crescent Waste Water Plant and School Facilities Joint Use which do not have available reserves to fund the deficits.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

Attachment

- A. 2019 Final Surplus/Deficits

Function	Year End Surplus / (Deficit)	Recommended Allocation		Unfunded Deficit
		Carried Forward in 2020 Budget	Transfer to Operating Reserves	
110 - General Government	6,192		(6,192)	-
113 - Finance	161,569		(161,569)	-
114 - Administration Office	19,539		(19,539)	-
115 - Human Resources	32,032		(32,032)	-
117 - Information Services	17,338		(17,338)	-
118 - SCRHD Administration	35,432	(35,432)		-
121 - Grants in Aid - Area A	4,423	(4,423)		-
122 - Grants in Aid - Area B	1,373	(1,373)		-
123 - Grants in Aid - Area E & F	1,260	(1,260)		-
125 - Grants in Aid - Community Schools	655	(655)		-
126 - Greater Gibsons Community Participation	1,260	(1,260)		-
127 - Grants in Aid - Area D	229	(229)		-
128 - Grants In Aid - Area E	38	(38)		-
129 - Grants In Aid - Area F	5,174	(5,174)		-
130 - Electoral Area Services - UBCM/AVICC	547		(547)	-
131 - Electoral Area Services - Elections	(506)			(506)
135 - Corporate Sustainability Services	10,410		(10,410)	-
136 - Regional Sustainability Services	12,493		(12,493)	-
140 - Member Municipality Debt	-	-		-
152 - Feasibility Studies - Area B	-		-	-
153 - Feasibility Studies - Area D	-			-
200 - Bylaw Enforcement	35,349		(35,349)	-
204 - Halfmoon Bay Smoke Control	1,086		(1,086)	-
206 - Roberts Creek Smoke Control	801		(801)	-
210 - Gibsons & District Fire Protection	21,269		(21,269)	-
212 - Roberts Creek Fire Protection	(1,967)			(1,967)
216 - Halfmoon Bay Fire Protection	1,659		(1,659)	-
218 - Egmont Fire Protection	13,266		(13,266)	-
220 - Emergency Telephone - 911	6,207		(6,207)	-
222 - Sunshine Coast Emergency Planning	(17,689)			(17,689)
290 - Animal Control	8,669		(8,669)	-
291 - Keats Island Dog Control	2,286	(2,286)		-
310 - Public Transit	158,998		(158,998)	-
312 - Fleet Maintenance	3,060		(3,060)	-
313 - Building Maintenance Services	60,453		(60,453)	-
320 - Regional Street Lighting	(1,400)	1,400		-
322 - Langdale Street Lighting	54	(54)		-
324 - Granthams Street Lighting	54	(54)		-
326 - Veterans Street Lighting	12	(12)		-
328 - Spruce Street Lighting	6	(6)		-
330 - Woodcreek Street Lighting	(503)	503		-
332 - Fircrest Street Lighting	11	(11)		-
334 - Hydaway Street Lighting	6	(6)		-
336 - Sunnyside Street Lighting	20	(20)		-
340 - Burns Road Street Lighting	(13)	13		-
342 - Stewart Road Street Lighting	12	(12)		-
345 - Ports Services	(107,343)	85,000		(22,343)
346 - Langdale Dock	0	(0)		-
350 - Regional Solid Waste	22,816		(22,816)	-
355 - Refuse Collection	88,907		(88,907)	-
365 - North Pender Harbour Water Service	7,731		(7,731)	-
366 - South Pender Harbour Water Service	32,493		(32,493)	-
370 - Regional Water Services	664,118		(664,118)	-
381 - Greaves Rd Waste Water Plant	923		(923)	-
382 - Woodcreek Park Waste Water Plant	8,888		(8,888)	-
383 - Sunnyside Waste Water Plant	1,162		(1,162)	-
384 - Jolly Roger Waste Water Plant	(4,204)			(4,204)
385 - Secret Cove Waste Water Plant	6,664		(6,664)	-
386 - Lee Bay Waste Water Plant	20,796		(20,796)	-
387 - Square Bay Waste Water Plant	(1,185)			(1,185)
388 - Langdale Waste Water Plant	2,083		(2,083)	-
389 - Canoe Rd Waste Water Plant	(79)			(79)
390 - Merrill Crescent Waste Water Plant	(11,418)			(11,418)
391 - Curran Rd Waste Water Plant	(871)			(871)
392 - Roberts Creek Co-Housing Treatment Plant	12,223		(12,223)	-
393 - Lillies Lake Waste Water Plant	8,202		(8,202)	-
394 - Painted Boat Waste Water Plant	8,824		(8,824)	-
395 - Sakinaw Ridge Waste Water Plant	8,020	(8,020)		-
400 - Cemetery	44,514		(44,514)	-
410 - Pender Harbour Health Clinic	0	(0)		-
500 - Regional Planning	7,582		(7,582)	-
504 - Rural Planning Services	54,418		(54,418)	-
506 - Geographic Information Services	41,048		(41,048)	-
510 - Civic Addressing	9,597		(9,597)	-
515 - Heritage Conservation Service	1,255	(1,255)		-
520 - Building Inspection Services	185,794		(185,794)	-
531 - Economic Development Area A	2,745	(2,745)		-
532 - Economic Development Area B	5,394	(5,394)		-
533 - Economic Development Area D	1,845	(1,845)		-
534 - Economic Development Area E	10,922	(10,922)		-
535 - Economic Development Area F	5,088	(5,088)		-
540 - Hillside Development Project	38,585		(38,585)	-
615 - Community Recreation Facilities	160,609		(160,609)	-
625 - Pender Harbour Pool	57,590		(57,590)	-
630 - School Facilities - Joint Use	(35,870)			(35,870)
640 - Gibsons & Area Library	11,305		(11,305)	-
643 - Egmont/Pender Harbour Library Service	(0)	0		-
645 - Halfmoon Bay Library Service	2	(2)		-
646 - Roberts Creek Library Service	-	-		-
648 - Museum Service	0	(0)		-
650 - Community Parks	(34,508)			(34,508)
665 - Bicycle & Walking Paths	12,354		(12,354)	-
667 - Area A Bicycle & Walking Paths	7,974		(7,974)	-
670 - Regional Recreation Programs	12,070		(12,070)	-
680 - Dakota Ridge Recreation Service Area	54,685		(54,685)	-
Totals	\$ 2,024,911	\$ (660)	\$ (2,154,891)	\$ (130,640)

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Dean McKinley, Chief Administrative Officer and
Senior Leadership Team

SUBJECT: 2020 BUDGET STAFFING REQUESTS

RECOMMENDATION(S)

THAT the report titled 2020 Budget Staffing Requests be received;

AND THAT direction on the proposed new staffing requests be provided in preparation for approval of the 2020-2024 Financial Plan.

BACKGROUND

For 2020, there are an estimated 65 carry-forward projects from prior years and over 120 new budget proposals presented for the Boards consideration. In past budgets, typically the number of projects are approximately 50% of the current proposed work-plan. As senior staff contemplate the revised 2020 work-plan, more resources will be required to meet both the service needs and the Boards Strategic Plan objectives. Many of these new staff requests align with budget proposals proposed in various functions.

Further to the staff report presented at the January 23, 2020, Corporate and Administrative Services Committee on full-time equivalency (Attachment A), the number of human resources at the SCRD has not increased substantially over the past ten years, with a notable exception in support of Transit expansion a few years ago.

The purpose of this report is to seek direction from the Committee of staffing resources prior to the adoption of the 2020-2024 Financial Plan.

DISCUSSION

Many of the budget proposals requiring addition resources to complete the projects were incorporated into the Round 1 Budget. Examples include the Regional Solid Waste-Future Waste Disposal Options, Regional Water-Bylaw 422 Updates, and Water Supply Plans (North, South and Regional Water). Projects coming forward to Round 2, such as regional sustainability-emissions analysis, water supply projects-(groundwater and raw water reservoir), and regional growth analysis with several projects brought back for further review at Round 2. Given the operational requirements for the above projects, staff are recommending that the budget proposals for additional resources be approved as outlined.

If additional resources do not receive Board support, the recommendation would be a comprehensive review be undertaken for the majority of pending projects and reconsideration of priorities to match to staff capacity.

The following is a list of the staffing positions with budgeted 2020 and 2021 values (the highlighted lines were approved at Round 1 Budget).

Corporate and Administrative Services

Function	Position Title	Staff	Funding Source	2020	2021
110	General Government - Communications and Engagement	1.00	Taxation	\$120,650	
115	Human Resources - Employee and Volunteer Engagement	0.20	Support Services	\$20,000	
115	Human Resources - Staffing - Confined Space Reporting / Training / Lock Out / Fall Protection	0.40	Support Services	\$45,000	
115	Human Resources - Human Resources Support	0.40	Support Services	\$32,500	
220	Emergency Telephone 911 - Emergency Staff Special Projects	0.20	Taxation	\$20,162	
		2.20		\$238,312	

Infrastructure Services

Function	Position Title	Staff	Funding Source	2020	2021
310	Public Transit - Service Person	0.50	Taxation	\$26,080	\$34,772
310	Public Transit - Driver	1.00	Taxation	\$81,360	\$81,360
312	Maintenance Facility (Fleet) - Increase Fleet Mechanic (FTE)	0.70	Internal Recovery	\$44,625	\$59,500
350	Solid Waste- Landfill	0.50	User Fees	\$42,680	\$42,680
		2.20		\$194,745	\$218,312

Planning and Community Development

Function	Position Title	Staff	Funding Source	2020	2021
504	Rural Planning Services - Planning Technician 1	1.00	Taxation	\$60,627	\$75,784
615	Community Recreation Facilities - Training and Development Program for Building Operators (3 year Pilot Project)	0.25	Taxation	\$14,898	
615	Community Recreation Facilities - Aquatics Staffing Compliment (Lift / Correction)	n/a			

625	Pender Harbour Fitness and Aquatic Centre - Increase to Human Resources Plan and Salaries for Aquatics	0.33	Taxation	\$25,797	
650	Community Parks - Parks Operations Coordinator Succession Project	0.09	Taxation	\$6,000	
		1.67		\$107,322	\$75,784

Various Functions (mixed as shown)

Function	Position Title	Staff	Funding Source	2020	2021
345 / 370	Infrastructure -Ports Services and Regional Water Service - Infrastructure Capital Projects	1.00	Taxation and User Fees	\$46,819	\$88,638
135 / 136	**NEW Corporate and Regional Sustainability -	1.00	Taxation	\$144,300	
200 - 290 / 310 / 650 / 615	**NEW Various - Community Services Department	1.00	Taxation	\$100,000	\$200,000
310 / 350 / 365 / 366 / 370	Various Functions - Strategic Infrastructure Initiatives	1.00	User Fees and Taxation	\$112,255	\$144,300
310 / 350 / 365 / 366 / 370	Various Functions - Strategic Planning	1.00	User Fees and Taxation	\$47,700	\$88,400
310 / 350 / 365 / 366 / 370	Various Functions - Strategic Planning	1.00	User Fees and Taxation	\$23,300	\$83,200
310 / 350 / 365 / 366 / 370	Various Functions - Infrastructure Services	1.00	User Fees and Taxation	\$37,753	\$70,507
365 - 370	NPHWS / SPHWS / Regional Water Service - Metering Program	1.00	User Fees	\$42,166	\$79,332
365-370	NPHWS / SPHWS / Regional Water Service - Water Conservation	0.66	User Fees	\$39,123	\$48,831
		8.66		\$593,416	\$803,208

STRATEGIC PLAN AND RELATED POLICIES

As outlined in the Round 1 budget proposals, all of the above are either directly or indirectly related to the implementation and support of the Strategic Plan.

CONCLUSION

For 2020, there are an estimated 65 carry-forward projects from prior years and over 120 new budget proposals presented for the Boards consideration. As senior staff contemplate the

revised 2020 work-plan, more resources will be required to meet both the service needs and the Boards Strategic Plan objectives. Many of these new staff requests align with budget proposals proposed in various functions.

Given the operational requirements for the above projects, staff are recommending that the proposals for additional resources be approved as outlined.

Attachment A- January 23, 2020-Corporate and Administrative Service Committee- SCRD Full-Time Equivalency (FTE) Summary Report

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	HR	X-G. Parker

SCRD - Full-time Equivalency (FTE) Summary								SCRD - Following Restructuring in 2016					10 Year Change
	2009	2010	2011	2012	2013	2014	2015		2016	2017	2018	2019	
Administration	2.00	2.00	2.00	2.00	2.00	2.00	2.00	Office of the CAO	2.00	2.00	2.00	2.00	
Fire Departments	5.00	5.00	5.00	5.00	5.00	5.00	5.50	Fire Services	6.00	6.40	6.10	6.00	Up 1.00
SCEP	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Emergency Services	1.00	1.00	1.00	1.00	
Corp Serv Admin	3.00	3.00	3.00	3.00	3.00	3.00	3.00	Senior Management	1.00	1.00	1.00	1.00	
Leg. Services	5.20	4.80	5.00	4.80	4.80	5.00	4.80	Admin/Communication	2.80	2.80	2.80	2.80	
Bylaw / Dog Control	2.13	1.83	1.81	1.75	1.75	1.75	1.60	Legislative Services	4.80	4.80	5.00	5.00	Down 0.53
								Asset Management	1.00	1.00	1.00	1.80	
								Corporate Finance	1.00	1.00	1.00	1.00	
Finance	10.00	9.20	9.20	9.20	9.20	10.53	10.53	Senior Mgmt/Admin Asst.	2.00	2.00	2.00	2.00	
Rec Finance	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Financial Services	8.20	8.20	8.60	8.20	
Purchasing	2.00	2.00	2.00	2.00	2.00	2.00	2.00	Purchasing and Risk Mgmt	3.00	3.00	3.00	3.00	Up 3.00
Prop. Info and Mapping	3.60	3.00	3.00	3.00	3.00	3.00	2.80		-	-	-	-	
Information Services	4.00	4.00	4.00	3.80	3.80	3.80	4.00	IT & GIS	6.80	7.80	8.55	8.80	Up 1.20
HR	3.00	3.00	3.00	3.00	3.00	3.00	3.00	Human Resources Services	3.00	3.20	3.45	3.60	Up 0.60
Inf Admin	8.48	8.15	3.40	4.00	4.00	4.00	4.00	Senior Mgmt/Admin Asst.	2.00	1.75	2.00	2.00	
Sustainability	1.90	2.90	2.90	2.90	2.70	1.90	1.90	Sustainability Services	1.48	-	-	-	
								Utility Serv. Special Projects	0.75	2.00	2.00	2.00	
Water / Waste Water	22.10	22.49	26.57	27.82	28.82	27.82	28.42	Utility Services	29.49	28.49	28.82	30.12	
Solid Waste	11.16	12.90	11.16	10.44	10.44	10.70	9.79	Solid Waste Services	10.79	11.69	11.69	11.69	Up 2.17
Transit	21.54	20.77	21.00	21.35	21.78	22.27	23.62						
Fleet	5.07	5.07	4.97	4.77	4.77	4.77	5.17	Transit and Fleet	28.91	30.41	33.41	33.41	Up 6.80
GM - Comm. Serv. Admin	2.08	2.08	2.08	2.08	2.08	2.08	2.08	Senior Mgmt/Admin Asst.	1.65	1.90	1.90	1.90	Down 0.18
Planning	9.00	8.23	8.23	7.90	7.90	7.90	7.90	Planning and Dev. Services	8.00	8.00	8.00	8.00	Down 1.00
Building Inspection	7.00	7.00	7.00	6.00	6.00	6.00	6.00	Building Services	6.00	6.00	6.00	6.00	Down 1.00
Recreation (inc Fac Serv)	42.77	39.77	39.77	39.77	39.92	40.91	41.57	Rec and Comm Partnerships	27.95	28.20	28.20	28.20	
Parks	11.70	9.70	9.70	10.74	10.74	10.81	10.81		-	-	-	-	
Building Maint.	2.00	2.00	2.00	1.31	1.31	1.31	1.31	Parks & Fac. Serv. (Bld. Mtc.)	23.79	24.04	24.04	24.26	Down 4.01
PHAFC	3.49	3.49	3.63	3.49	4.09	4.09	4.09	Pender Harbour Recreation	4.09	4.09	4.09	4.25	Up 0.76
Total	190.22	184.38	182.42	182.12	184.10	185.64	187.89	Total	187.50	190.77	195.65	198.03	Up 7.81

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Senior Leadership Team

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR SPACE PLANNING

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for Space Planning be received.

BACKGROUND

As part of the previous report titled -2020 BUDGET STAFFING REQUESTS, space planning needs will also need to be contemplated as there are currently no vacant locations for new staff at either the Field Rd or Mason Rd works yard. The following new budget proposal addresses the space needs required for new resources.

DISCUSSION

R2 Budget Proposals by Category

A - BUSINESS CONTINUITY (Mandatory) – A Strategic Priority

1	<i>Function Number – Project Name:</i>	***NEW [110, 115, 117, 200-290, 366, 366, 370, 504, 520, 615, 650] – Field Road Space Planning
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	One-time costs of \$99,790 shared as follows: <ul style="list-style-type: none"> • [110] General Government - \$6,125 • [115] Human Resources - \$2,055 • [117] IT - \$64,035 • [200-290] Protective Services - \$3,355 • [365] North Pender Water - \$1,200 • [366] South Pender Water - \$1,200 • [370] Regional Water - \$9,500 • [504] Rural Planning - \$3,555 • [520] Building Inspection - \$4,055 • [650] Community Parks - \$4,710

		<p>Annual/ongoing costs, starting 2020 of \$7,000 shared as follows:</p> <ul style="list-style-type: none"> • [110] General Government - \$1,320 • [117] IT - \$3,390 • [135/136] Sustainability - \$270 • [365] North Pender Water - \$190 • [366] South Pender Water - \$190 • [370] Regional Water - \$1,490 • [504] Rural Planning - \$150
	<i>Funding Source(s):</i>	<p>One-time costs funded from operating reserves for all functions except [117] Information Technology and [504] Rural Planning, which would be taxation (this functions do not have sufficient reserves).</p> <p>Annual/ongoing costs relate to software licensing, data, etc. These costs would be funded from taxation.</p>
	<i>Asset Management Plan Implications:</i>	<p>This proposal would add assets (furniture, information technology hardware and software) to SCRD's portfolio.</p> <p>No organizational asset management plan for furniture exists at this time.</p>
	<i>Rationale / Service Impacts:</i>	<p>In 2019, SCRD completed a corporate space review. The results of the review were presented at the October 24, 2019 Corporate and Administrative Services Committee meeting.</p> <p>Based on an analysis of current space utilization at the Mason Road Yard, Pender Harbour Regional Water Office and Field Road Administrative Office, the report noted a range of immediate, short and long-term space needs.</p> <p>Staff were directed to liaise and strategize with other Sunshine Coast local governments regarding medium to long-term space synergies. This work is underway.</p>

		<p>In the immediate and very-short term, housing current and proposed additional staff at Field Road will require sharing of offices and development of several areas as multi-workstation (open) work areas.</p> <p>Staff have developed an approach that:</p> <ul style="list-style-type: none"> - Can be changed or redeployed in another location should future opportunities emerge - Creates quality but compact work spaces; suitable for sustaining service in the short-term - Balances disruption and space improvements for most Regional District services/staff at Field Road <p>The solution does not address the need for meeting spaces, client service areas, accessibility, sustainable transportation support spaces, etc.</p> <p>The approach proposed represents the minimum investment required to meet service demands and address work identified as Strategic Priorities. Staff comfort and productivity have been considered and affected staff will be informed prior to space changes and given the opportunity to be involved in design of space where practical.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Annual Operation and Maintenance expenditures related to new furniture assets are minimal and can be funded with existing operating budget funds within each department.</p> <p>There are annual/ongoing costs for software licensing and mobile data. These costs have been recognized in the breakdown above.</p>

2	<i>Function Number – Project Name:</i>	***NEW [365, 366, 370] – Mason Road Utility Building Space Planning
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	All
	<i>2020 Funding Required:</i>	<p>\$25,000 cost shared as follows:</p> <ul style="list-style-type: none"> • [365] North Pender Water: \$2,500 • [366] South Pender Water: \$2,500 • [370] Regional Water: \$20,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	<p>This proposal would add assets (furniture, IT hardware) to SCRD's portfolio.</p> <p>No organizational asset management plan for furniture exists at this time.</p>
	<i>Rationale / Service Impacts:</i>	<p>In 2019, SCRD completed a corporate space review. The results of the review were presented at the October 24, 2019 Corporate and Administrative Services Committee meeting.</p> <p>Based on an analysis of current space utilization at the Mason Road Yard, Pender Harbour Regional Water Office and Field Road Administrative Office, the report noted a range of immediate, short and long-term space needs.</p> <p>Staff were directed to liaise and strategize with other Sunshine Coast local governments regarding medium to long-term space synergies. This work is underway.</p> <p>In the immediate and very-short term, this approach will create needed workspaces in the Utility building, create a lunchroom in the current workshop and create a workshop elsewhere on the works yard or in modular building/container, etc.</p>

		<p>Staff have developed an approach that:</p> <ul style="list-style-type: none"> - Can be changed or redeployed in another location should future opportunities emerge - Creates quality but compact work spaces; suitable for sustaining service in the short-term - Balances disruption and space improvements for most Regional District services/staff at Mason Rd <p>The solution does not address the need for meeting spaces, change and wash rooms, accessibility, sustainable transportation support spaces, etc.</p> <p>The approach proposed represents the minimum investment required to meet service demands and address work identified as Strategic Priorities. Staff comfort and productivity have been considered and affected staff will be informed prior to space changes and given the opportunity to be involved in design of space where practical.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Annual Operation and Maintenance expenditures related to new furniture assets are minimal and can be funded with existing operating budget funds within each department.

Reviewed by:			
Manager		Finance	X – T. Perreault
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other-IT Purchasing	X-D. Nelson X-V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Sherry Reid, Corporate Officer

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [110] GENERAL GOVERNMENT

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [110] General Government be received.

BACKGROUND

Following is a summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposal 1 [110] – Website Redesign Consulting Services (Phase 2) – Incorporated in Round 1. Funding from Operating Reserves.
- Budget Proposal 2 [110] – Online Public Engagement Platform – Incorporated in Round 1. Funding from Operating Reserves.
- Budget Proposal 3 [110] – Audio-Visual Improvements in the Board Room - as follows, was referred to 2020 Round 2 Budget per the following recommendation:

... AND FURTHER THAT the following budget proposal be referred to 2020 Round 2 Budget with the funding source changed to Operating Reserves:

- Budget Proposal 3 – Audio-Visual Improvements in the Board Room, \$10,000 funded through Taxation.

DISCUSSION

2020 R2 Budget Proposals by Category

C LOW COST, HIGH VALUE

3	<i>Function Number – Project Name:</i>	[110] – Audio-Visual Improvements in the Board Room
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional

	<i>2020 Funding Required:</i>	\$10,000 The budget proposal is based on the installation (electrical and building maintenance work) of two large 75" screen monitors on each side wall in the Boardroom.
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	Equipment will require adequate maintenance and replacement on an appropriate cycle.
	<i>Rationale / Service Impacts:</i>	<p>The installation of large screen monitors in the Boardroom will provide an alternate viewing option for delegation presentations in the Boardroom so that Directors can view presentations without moving from their Board Table seats and therefore better engage with presenters.</p> <p>The current projector/screen set up requires that Directors move from their seats in order to view delegation presentations on the screen. This causes unnecessary disruption as Directors relocate to seats in the public gallery and results in Directors sitting in behind presenters rather than in front of them to receive their presentations.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Replacement cost needs to be considered given the estimated useful life of the asset.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 358,637	\$ 198,637	\$ 198,637	\$ 198,637	\$ 198,637
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Website Redesign	-\$ 125,000	\$ -	\$ -	\$ -	\$ -
Online Engagement	-\$ 25,000	\$ -	\$ -	\$ -	\$ -
Audio-Visual Improvements	-\$ 10,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 198,637	\$ 198,637	\$ 198,637	\$ 198,637	\$ 198,637

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Gerry Parker, Senior Manager, Human Resources

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [115] HUMAN RESOURCES

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [115] HUMAN RESOURCES be received.

BACKGROUND

The following resolution regarding Human Resources 2020 R1 Budget Proposals was adopted by the SCRD Board:

- 004/20 AND THAT that the following budget proposals funding implications be incorporated into Human Resources [115] and the budget proposals be referred to 2020 Round 2 Budget to reflect the impact to the base budget:
- Budget Proposal 1 – Public Engagement Training – Increase to Base Budget, \$10,000 funded from Support Services;
 - Budget Proposal 2 – Employee Recognition Program – Increase to Base Budget, \$10,000 funded from Support Services;
 - Budget Proposal 3 – First Nations Cultural Appreciation Training and Seminars – Increase to Base Budget, \$12,000 funded from Support Services;
 - Budget Proposal 4 – Increased Travel, \$1,500 funded from Support Services;
 - Budget Proposal 5 – Certificate of Recognition, \$8,000 funded from Operating Reserves; and
 - Budget Proposal 6 – Professional Development – Increase to Base Budget, \$2,500 funded from Support Services.

DISCUSSION

2020 R2 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	[115] – Public Engagement Training – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service

	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Funding estimated to provide staff with training in public engagement processes.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

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

3	<i>Function Number – Project Name:</i>	[115] – First Nations Cultural Appreciation Training and Seminars – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional

	<i>2020 Funding Required:</i>	\$12,000
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Estimated funding to support training and education.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

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

C LOW COST, HIGH VALUE

5	<i>Function Number – Project Name:</i>	[115] – Certificate of Recognition (COR)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$8,000
	<i>Funding Source(s):</i>	Operating Reserves

	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	<p>Employers who obtain the <u>Health and Safety COR</u> will receive an incentive payment using the following calculation:</p> <p>Employer's reported assessable payroll x Classification Unit Base Rate divided by \$100 of assessable payroll x 10%</p> <p>*2020 Estimated Payroll SCRD = \$11,500,000 CU base rate is 2.60 (11500000 x 2.60)/100 = 299000 x 10% = \$29,900</p> <p>WorkSafeBC provides incentive payments to COR companies in good standing. Over time, with reduced injuries and shorter claims duration, the employer's experience rated WorkSafeBC premium will reflect additional savings.</p> <p>Potential costs include the cost for required training, the cost to perform audits, and the cost to implement and manage the health and safety management system and injury management/return-to-work system.</p>
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	n/a

6	<i>Function Number – Project Name:</i>	[115] – Professional Development – Increase to Base Budget
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$2,500
	<i>Funding Source(s):</i>	Support Services (70% taxation / 30% user fees)
	<i>Asset Management Plan Implications:</i>	n/a

	<i>Rationale / Service Impacts:</i>	Maintenance of certifications and ongoing professional development needs to support service delivery.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Permanent increase to annual operating base budget.

Financial Implications

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

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget February 10 and 11, 2020

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

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [506] GEOGRAPHIC INFORMATION SERVICES

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [506] Geographic Information Services be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2020 R2 Budget Proposals by Category

D OTHER or NOT CURRENTLY CLASSIFIED

1	<i>Function Number – Project Name:</i>	***NEW [506] – Geographic Information Services to reduce revenues as a result of changes to subscription services with Land Title and Survey Authority (LTSA) of BC
	<i>Rating:</i>	Reduction to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$5,000 reduce to revenue
	<i>Funding Source(s):</i>	Recovered through rate stabilization (operating) reserves. Brought forward to reduce revenue and apply \$5,000 from operating / rate stabilization reserves for the [506] Geographic Information Systems budget.
	<i>Asset Management Plan Implications:</i>	n/a
	<i>Rationale / Service Impacts:</i>	Per staff report to Corporate and Administrative Services Committee meeting of January 23,

		2020: Compliance with LTSA of BC Legal Plan Distribution Requirements.
	<i>Climate Action Impact</i>	n/a
	<i>Life Cycle Cost Breakdown</i>	Ongoing reduction of revenue by \$5,000 per year.

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable) (use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$183,931	\$178,931	\$173,931	\$168,931	\$163,931
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Building	\$ -	\$ -	\$ -	\$ -	\$ -
Rate Stabilization	-\$ 5,000	-\$ 5,000	-\$ 5,000	-\$ 5,000	-\$ 5,000
Closing Balance in Reserve	\$178,931	\$173,931	\$168,931	\$163,931	\$158,931

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Matt Treit, Manager, Protective Services

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [220] EMERGENCY TELEPHONE 9-1-1

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [220] Emergency Telephone 9-1-1 be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

DISCUSSION

2020 R2 Budget Proposals – Categorized Mandatory

MANDATORY – Imminent Asset Failure

1	<i>Function Number – Project Name:</i>	***NEW [220] Gibsons Radio Tower – (amendment to a former project)
	<i>Areas Affected (A-F, Regional, Islands):</i>	ToG
	<i>2020 Funding Required:</i>	\$46,600
	<i>Funding Source(s):</i>	Capital Reserve
	<i>Asset Management Plan Implications:</i>	The current tower at the Gibsons Fire Hall was not of adequate size or strength when it was first constructed. The tower needs to be removed from service and the communications equipment moved to a tower which is CSA approved and adequate in strength.
	<i>Rationale / Service Impacts:</i>	The Gibsons Radio Tower is one of the towers in the SCRD which has been

		determined to be non-compliant and inadequate for our current needs. An attempt to replace this tower, located at the Gibsons Fire Hall, in 2012 did not proceed. At that time it was estimated that the cost to replace the tower was \$97,500. The current plan is to move the communications equipment at the Gibsons Fire Hall to another tower in Gibsons which will cost \$46,600. The radio tower at the Gibsons Fire Hall will be decommissioned with the equipment on that tower being moved to a Telus tower in Gibsons.
	<i>Climate Action Impact</i>	None
	<i>Life Cycle Cost Breakdown</i>	The Gibsons Radio Tower is expected to last 20-25 years.

2	<i>Function Number – Project Name:</i>	***NEW [220] – Chapman Creek Radio Tower (amendment to a former project)
	<i>Areas Affected (A-F, Regional, Islands):</i>	DoS
	<i>2020 Funding Required:</i>	<u>\$268,900</u>
	<i>Funding Source(s):</i>	Capital Reserve
	<i>Asset Management Plan Implications:</i>	The current tower is failing. It was not of adequate size or strength when it was first constructed and must be replaced by a new tower which is CSA approved and is adequate to hold the new communication equipment.
	<i>Rationale / Service Impacts:</i>	<p>The Chapman Creek Radio Tower was previously scheduled to be replaced six years ago, but that project did not proceed. The cost at that time was estimated to be \$180,000. As a result of inflation and a significant change in the USD-CAD exchange rate, the project is now estimated to cost \$268,900.</p> <p>The current tower at the Chapman Creek Water Treatment Plant is not CSA approved and is not adequate to support 911 communications equipment. The</p>

		new tower will be built on a slightly different site to allow the existing tower to function until it is replaced.
	<i>Climate Action Impact</i>	None
	<i>Life Cycle Cost Breakdown</i>	The Chapman Creek Tower is expected to have a lifespan of 20-25 years.

A- BUSINESS CONTINUITY (Mandatory)

3	<i>Function Number – Project Name:</i>	***NEW [220] – Emergency Telephone 911 Consulting
	<i>Areas Affected (A-F, Regional, Islands):</i>	A-F
	<i>2020 Funding Required:</i>	\$128,000
	<i>Funding Source(s):</i>	Capital Reserve
	<i>Asset Management Plan Implications:</i>	The consulting services provided will ensure that the towers being constructed and the equipment being installed meet all applicable standards and are sufficient for the needs of the SCRD.
	<i>Rationale / Service Impacts:</i>	Mory Kapustianyk of Planetworks Consulting has been contracted by the SCRD to provide consulting services for the Emergency Telephone 911 project. In addition to the general consulting services he has provided, he will also be providing project management services for the construction of the radio towers and the installation of all of the associated equipment on all of the towers in the SCRD. Planetworks Consulting has extensive experience with telecommunications and will be able to provide expert advice and direction as the project proceeds.
	<i>Climate Action Impact</i>	None
	<i>Life Cycle Cost Breakdown</i>	N/A

4	<i>Function Number – Project Name:</i>	***NEW [220] – 911 Emergency Equipment Upgrade
	<i>Areas Affected (A-F, Regional, Islands):</i>	A-F
	<i>2020 Funding Required:</i>	\$141,400
	<i>Funding Source(s):</i>	Capital Reserve
	<i>Asset Management Plan Implications:</i>	This project will include the communications equipment to be placed on the SCRD / Telus towers, but not the towers themselves.
	<i>Rationale / Service Impacts:</i>	<p>In 2005, the SCRD engaged Wes Tower Communications to review communications towers within the SCRD. It was determined that only one of the SCRD towers was CSA approved and that they needed to be replaced. Since that time, much of the communications equipment on the towers also requires replacement or upgrading. The scope of this project has expanded from the replacement of the Gibsons and Chapman Creek Radio Towers which were previously approved.</p> <p>The radio towers require replacement as they are not adequate or CSA approved. The communications equipment on those towers requires upgrading so that it will be able to support Next-Generation 911 Communications Service.</p>
	<i>Climate Action Impact</i>	None
	<i>Life Cycle Cost Breakdown</i>	Radio towers have a life expectancy of 20-25 years, while the communications equipment on those towers has a life expectancy of 10-15 years.

Financial Implications

	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve –	\$ 647,807	\$ 172,707	\$ 282,507	-\$ 54,593	\$ 55,207
Contributions Surplus	\$ 109,800	\$ 109,800	\$ 109,800	\$ 109,800	\$ 109,800
Gibsons Tower Project	-\$ 46,600		-\$ 9,400		
Chapman Tower Project	-\$ 268,900		-\$ 8,500		
Halfmoon Bay Project	-\$ 18,100		-\$ 9,600		
Roberts Creek Tower	-\$ 18,100		-\$ 9,600		
Pender Harbour FH # 2	-\$ 5,300				
Square Bay Project	-\$ 5,300				
Cecil Hill Tower Project	-\$ 32,800		-\$ 27,500		
Chaster House Project	-\$ 9,900				
Monitoring Alarms System	-\$ 7,000				
Spare Equipment	-\$ 7,700		-\$ 70,400		
Egmont SCRD Tower	-\$ 1,500		-\$ 25,200		
Telecom Consulting	-\$ 128,000		-\$ 67,000		
Ecomm Equipment Upgrade	-\$ 35,700		-\$ 219,700		
	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 172,707	\$ 282,507	-\$ 54,593	\$ 55,207	\$ 165,007

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Raphael Shay, Water and Energy Projects Coordinator

SUBJECT: APPROACHES TO COMMUNITY ENERGY AND EMISSIONS INVENTORY

RECOMMENDATION(S)

THAT the report titled **Approaches to Community Energy and Emissions Inventory** be received;

AND THAT Round 1 Budget Proposal 1 for Community Emissions Analysis be amended in Round 2 Budget for Regional Sustainability Services [136] as \$50,000 for a community emissions inventory following the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) (Option 2) and \$20,000 for Building Adaptive and Resilient Communities (BARC) process on adaptation.

BACKGROUND

The 2019-2023 Strategic Plan identifies a Strategic Focus Area 4 as Climate Change and Resilience. The focus area contains three strategies addressing adaptation, community emissions, and corporate emissions. This report focuses on the strategy to update the community energy and emissions plan and specifically, the first tactic scheduled for 2020 regarding updating the community emissions inventory.

At 2020 Round 1 Budget, staff noted that a range of options for developing an emissions inventory and reduction model exist. This report provides information about options.

Additionally, the Board adopted the following resolution 004/20 No. 26 at Round 1 Budget (excerpt):

AND THAT the following budget proposal be referred to the 2020 Round 2 Budget pending further information from staff as to whether grant funding is available or other possible Funding Sources:

- Budget Proposal 1 – Community Emissions Analysis, \$150,000 funded through Taxation.

DISCUSSION

History of Community Emissions Inventories in BC

Developing a community emissions model and credible reduction strategies relies on underlying data provided by senior governments.

The BC Community Energy and Emissions Inventory (CEEI) process started in 2007. This data was used for the Sunshine Coast Regional District's (SCRD) Community Energy and Emissions Plan (CEEP) of 2010. The 2007 CEEI was missing data such as propane, heating oil, and agricultural emissions. Data quality/gaps are a common concern with emission inventories.

The Province completed another CEEI in 2010. This one excluded large industrial emissions, which skewed the 2007 inventory given their significance. It also has an estimate for on-road transportation. On-road transportation data is critical given its large contribution to emissions.

The most recent CEEI was completed by the Province for 2012 and focused on solid waste and the electricity and natural gas aspects of emissions from buildings.

Since 2012, the Province has continued to produce community-scale inventories of electricity, natural gas, and solid waste emissions as part of the Provincial Greenhouse Gas Emissions Inventory (PGGEI). At the provincial scale, the PGGEI also includes other areas such as transportation, agriculture, land use change, and industrial emissions.

SCRD can access this data at no cost for use as a foundation on which to build a more detailed local inventory. The quality of the inventory, to some extent, determines the relative priority of reduction strategies. Identifying the minimum acceptable quality then becomes a key consideration.

Options and Analysis

1. Basic Inventory

At its simplest, the SCRD could use the community scale data from the PGGEI for electricity, natural gas, and solid waste. It could then add a proxy-indicator for transportation related emissions by purchasing retail fuel sales data. For a few thousand dollars, historical data can be purchased to create a baseline to provide comparison and determine trends. This approach has been taken by others, including the Gathet Regional District.

Other emissions sources, including amongst others land-use changes, agriculture, forestry, wastewater, off-road fuels, and industrial sources would be noted as missing but not investigated further.

The advantage of this approach is that it can be completed quickly and inexpensively. If the purpose of the inventory is to set strategic priorities and measure progress, then this information may be sufficient.

This approach would also allow financial and staff resources to focus on the Strategic Plan's tactic to "develop community partnership model for emission reduction projects". The limitations of this approach is it does not provide a full picture of emissions and has limited comparability with other communities. This may lead to work having to be redone in future years if a precise and detailed inventory becomes more important.

Estimated cost to prepare a basic inventory is less than \$5,000. Annual updates could be prepared for about \$1,000 (cost of data acquisition).

In this approach, all work would be done in house, including development of recommendations for emissions reduction.

2. Comprehensive inventory

The regional district could also hire a consultant to do an inventory based on the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC). Following the GPC would enable comparisons and avoid the risk of having to redo work in the future.

This approach would use the above mentioned data sources and supplement them with estimates for others areas, developed by a quantification expert. Areas where more details would be provided include a breakdown of emissions from stationary energy (including residential buildings, commercial and institutional buildings, manufacturing, energy industries, etc.) transportation (including on-road, waterborne, aviation, off-road), waste (including wastewater and incineration), industrial processes, agricultural, forestry, and land-use. Many sub-areas may still be estimates as data is sometimes limited.

Estimated cost to prepare a GPC inventory is \$50,000.

In this approach, the inventory work would be supported by a qualified expert and recommendations development would be done in house.

Considering the SCRD's Strategic Plan and Climate Change and Resilience goals, staff recommend this approach as the minimum acceptable quality of inventory needed to derive clear reduction priorities.

3. Comprehensive inventory with community model and recommendations

A more in-depth approach involves building a model of the community. It would produce an easy-to-generate and comparable inventory following the GPC protocol. It would also include detailed information on the likely impact of different actions thanks to the modeling. To use a recent example, this approach would enable modelling the impact of establishing the proposed Rural Dynamic Zone in a given location.

The benefit of this approach is that it enables strategic prioritization of actions based on impact. It also enables the tuning of specific recommendations, for example weighing the emission reductions of different densification nodes, for maximum impact.

A model with this capability costs \$100,000-\$200,000.

Analysis and Recommended Approach

Additional Considerations:

- **Purpose of the inventory.** The purpose of the inventory will determine the value in a more detailed analysis. Targets, actions, monitoring progress, and building momentum all benefit from some kind of inventory.
- **Regional District control and influence.** The Regional District has different levels of control and influence over different emission sources. When discussing community emissions, the Regional District's influence includes land use planning and related transportation emissions, building code, to some extent (e.g. Step Code), and solid waste emissions. The Regional District can also facilitate information generation and sharing to help others in decision making.

- **Need for timely action.** Momentum and community buy-in happens when specific actions and results are achieved. The criticality of achieving emission reductions sooner rather than later is underscored by the planet's shrinking carbon budget. There are less than 10 years left at current emission rates to avoid 1.5°C warming and associated severe climate impacts. The principle of differentiated responsibility¹ would also support the Sunshine Coast achieving carbon neutrality sooner than 10 years from now as well as assisting other less developed areas in their transition.
- **Long term needs.** Determining how the information may be used in the future will increase the value of the work done now and reduce chances of having to redo inventories later.
- **Synergies.** Mitigation efforts are most successful when they lead to co-benefits and leverage other resources. In the climate change and resilience field there is a growing focus on integrating adaptation work with mitigation work through frameworks such as Low-Carbon Resilience. ICLEI's Building Adaptive and Resilient Communities (BARC) is a popular framework for adaptation work at the local government level. The District of Sechelt has begun exploration of BARC at the municipal level. An approach that integrates mitigation and adaptation planning is recommended.

Recommended Approach

Staff recommend completing a GPC inventory (option 2 above) and initiating the BARC process on adaptation. Combined, these initial steps can help inform public participation and the identification of priority actions later in 2020 and into 2021. This work could take the form of a Low Carbon Resilient Community Plan. This approach represents, in staff's estimation, the highest-impact, lowest-cost step forward on goals identified in the Strategic Plan.

Organizational and Intergovernmental Implications

Input from a range of SCRD service areas (Planning, Building Inspection, Solid Waste, Transit, etc.) would be required as part of this project. Input and involvement from member municipalities would strengthen the project, and results could be used by all local governments. Input from the Province will also be required. Finally, there will need to be input in the form of data sharing and engagement from a range of community stakeholders.

This project is work that would be undertaken and managed by the proposed Climate Resilience position.

Financial Implications

It is estimated that the total budget proposal needs for this initiative would be \$70,000. The inventory would cost approximately \$50,000. BARC membership fee, which includes support on research, planning, and implementation as well as resources, would cost \$20,000 for a community of our size.

¹ Developed nations have benefited more from GHG emissions in the past decades. This means they have greater adaptive capacity and are more responsible for the current and future impacts of climate change that are generally affecting less developed nations.

There are no grants for community emission inventories at this time. However, there are grants for a range of other studies on specific actions and adaptation as well as capital programs that will be explored and brought to the Board's attention when timely and relevant.

STRATEGIC PLAN AND RELATED POLICIES

The 2019-2023 Strategic Plan identifies a Strategic Focus Area 4 as **Climate Change and Resilience**. The focus area contains three strategies addressing adaptation, community emissions, and corporate emissions. This report focuses on the strategy to update the community energy and emissions plan and specifically, the first tactic scheduled for 2020 regarding updating the community emissions inventory.

The recommended approach would support **Regional Collaboration and Partnership**. Project methods that focus on **Engagement and Communications** will be applied.

CONCLUSION

A community emissions inventory is part of the Strategic Plan tactics proposed for 2020. An emissions inventory can take several levels of detail. Staff recommend completing a GPC inventory (Option 2 above) and initiating the BARC process on adaptation for an estimated cost of \$70,000.

There are no grants for community emission inventories at this time. However, there are grants for a range of other studies and capital programs that will be explored and brought to the Board's attention when timely and relevant.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

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

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [136] REGIONAL SUSTAINABILITY SERVICES

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [136] Regional Sustainability Services be received.

BACKGROUND

As part of the Budget Process staff report potential budget adjustments to the Board. Budget Proposals provide the detail to support the potential adjustment and allow the Board to make informed decisions regarding funding projects or service enhancements, as well as ways to reduce the budget.

The Board adopted the following resolution 004/20 No. 26 at Round 1 Budget (excerpt):

AND THAT the following budget proposal be referred to the 2020 Round 2 Budget pending further information from staff as to whether grant funding is available or other possible Funding Sources:

- Budget Proposal 1 – Community Emissions Analysis, \$150,000 funded through Taxation.

See coordinating staff report titled Approaches to Community Energy and Emissions Inventory on this agenda for additional background.

DISCUSSION

2020 R1 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	[136] – Community Emissions Analysis
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Taxation

	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Strategic plan priorities related to Climate Change and Resilience include, as a near-term action, analysis of community greenhouse gas emissions. This analysis will guide many/most of the mitigation strategies that might be undertaken by SCRD or through community partnerships. See related staff report on this agenda for additional information.
	<i>Climate Action Impact</i>	Project may involve some consultant travel. Outcomes generally assumed to have beneficial result on climate action.
	<i>Life Cycle Cost Breakdown</i>	An inventory would be a point-in-time picture of emissions in the region. Repeating analysis on a regular, multi-year cycle is advisable. Staff can provide further recommendations relating to an inventory business practice as part of developing an initial inventory.

2	<i>Function Number – Project Name:</i>	***NEW [136] – Building Adaptive and Resilient Communities (BARC) – climate adaptation framework
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	Strategic plan priorities related to Climate Change and Resilience include, as a near-term action, reviewing climate change projections and completing climate change impact mapping. This analysis will guide many/most of the adaptation strategies that might be undertaken by SCRD or through community partnerships.

		See related staff report on this agenda for additional information.
	<i>Climate Action Impact</i>	Project may involve some consultant travel. Outcomes generally assumed to have beneficial result on climate action.
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

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

Reviewed by:			
Manager		Finance	
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

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

SUBJECT: **2020 R2 BUDGET PROPOSAL FOR [500] REGIONAL PLANNING – REGIONAL GROWTH
FRAMEWORK – BASELINE RESEARCH**

RECOMMENDATION(S)

**THAT the report titled 2020 R2 Budget Proposal for [500] Regional Planning – Regional
Growth Framework – Baseline Research be received.**

BACKGROUND

The following resolutions regarding a Regional Growth Strategy have been adopted by the
Sunshine Coast Regional District (SCRD) Board from 2018 - 2019:

January 11, 2018

003/18 **Recommendation No. 19** *Correspondence from District of Sechelt regarding
District of Sechelt Council Resolution – Regional Growth Strategy Plan.*

THAT the correspondence from Jo-Anne Frank, Corporate Officer, District of
Sechelt regarding New Sechelt Age-Friendly Community Plan dated November
3, 2017 be received;

AND THAT the SCRD letter dated April 25, 2016 addressed to Sunshine Coast
local governments outlining the Proposed Sustainable Land Use Principles for
the Sunshine Coast be received for information;

AND FURTHER THAT staff report to a future Committee regarding the process,
scope and provincial funding opportunities available for the development of a
Regional Growth Strategy Plan.

February 22, 2018

075/18 **Recommendation No. 6** *Regional Growth Strategy*

THAT the report titled Response to District of Sechelt Correspondence Re:
Regional Growth Strategy be received;

AND THAT staff prepare a process and options report on the development of a
Regional Growth Strategy for Q3 2018.

June 28, 2018

202/18 **Recommendation No. 3** *Regional Growth Strategy – Options Report*

THAT the report titled Regional Growth Strategy - Options Report be received;

AND THAT the report be provided to all local government and First Nations Councils with context and a clear request for response to the Sustainable Land Use Principles document;

AND THAT local government staff meet to discuss opportunities to collaborate and streamline administrative processes;

AND FURTHER THAT this report be forwarded to the Sunshine Coast Regional District Board following the October 2018 local government elections for their consideration and direction.

November 22, 2018

332/18 **Recommendation No. 8** *Regional Growth Strategy Options Report*

THAT the Regional Growth Strategy Options Report be provided to the December 13, 2018 Planning and Community Development Committee meeting following a joint SCRD/Municipal staff to staff discussions.

January 10, 2019

003/19 **Recommendation No. 8** *Regional Growth Strategy Options Report*

THAT the report titled Regional Growth Strategy Options Report be received;

AND THAT staff work with the District of Sechelt, Town of Gibsons, Skwxwú7mesh Nation, shíshálh Nation and School District 46 to organize an intergovernmental meeting in early 2019 regarding a Regional Growth Strategy.

DISCUSSION

An intergovernmental meeting to discuss regional growth was held in November 2019, and the topic was discussed at other strategic planning and intergovernmental meetings in 2019.

Staff from District of Sechelt gathered information about approaches and opportunities. The appropriate lead for resourcing “first steps” on a regional growth framework would be SCRD’s Regional Planning service. The lead/structure/team for the work can be determined, but is assumed to be (and staff strongly recommend that it be) intergovernmental and include First Nations.

This item was not included at R1 budget as dialogue was still underway. In order to provide the option to the Committee to have work on this strategic priority included in the budget and Financial Plan, it is being brought to R2 as a new proposal.

2020 R2 Budget Proposals by Category

Summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposal 1 – Regional Housing Conference Partnership. Incorporated into Round 1. Funded through Taxation, with possible grant option.

B- BOARD STRATEGIC AND CORPORATE GOALS

2	<i>Function Number – Project Name:</i>	***NEW [500] Regional Planning – Regional Growth Framework – Baseline Research
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, DoS, SIGD, ToG
	<i>2020 Funding Required:</i>	\$50,000
	<i>Funding Source(s):</i>	Reserves
	<i>Asset Management Plan Implications:</i>	<p>None at this time.</p> <p>Establishing a regional growth framework can assist with effective lifecycle planning, right-sizing, etc. as part of asset management planning. This connection is acknowledged in the SCRD Strategic Plan (2.2 – Asset Management)</p>
	<i>Rationale / Service Impacts:</i>	<p>As part of the Regional Collaboration and Partnership priority, strategy 3.2 Develop Growth Management Plan says: “Pursue regional planning framework for local governments and First Nations to address regional growth with consideration to economic, social and environmental values and impacts.”</p> <p>As a starting point for planning, staff recommend working with an economist to develop a growth forecast that includes at least population, housing starts and labour participation data. This forecast can include factors such as changes to ferry service, lower mainland land supply, etc.</p> <p>The forecast can be combined with housing needs assessment data. Forecast data can be used to assess industrial, commercial and residential land supply.</p>

		<p>The scope of work can be refined and confirmed by an intergovernmental project team. The involvement of SCREDO would be requested.</p> <p>This project, if led by SCRD, would demand coordinating time from the GM and Manager of Planning and Development, as well as support from CAO. Contributions of time from senior planning staff from other local governments and First Nations would also be helpful/key to success.</p>
	<i>Climate Action Impact</i>	Understanding and planning for growth is integral to analyzing future risk/vulnerability for climate change.
	<i>Life Cycle Cost Breakdown</i>	<p>There are no costs directly driven by this proposal.</p> <p>Once a forecast is developed, SCRD would have the opportunity/decision about possible future updates.</p> <p>Undertaking this project could lead to further phases/projects related to establishing a regional growth framework.</p>

Financial Implications

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 62,314	\$ 12,314	\$ 12,314	\$ 12,314	\$ 12,314
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Growth Framework	-\$ 50,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 12,314	\$ 12,314	\$ 12,314	\$ 12,314	\$ 12,314

Reviewed by:			
Manager		Finance	
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget February 10 and 11, 2020

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

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [520] BUILDING INSPECTION

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [520] Building Inspection be received.

BACKGROUND

Following is a summary of the Round 1 2019 Budget meeting recommendations:

- Budget Proposal 1 – Building Division Unit #440 Vehicle Replacement – Incorporated in Round 2. Funding from Capital Reserves.

Based on the value of reserves associated with this service, staff recommend reducing tax subsidy:

AND FURTHER THAT staff report to 2020 Round 2 Budget regarding proposed reduction for building inspection taxation.

DISCUSSION

2020 R2 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

2	<i>Function Number – Project Name:</i>	***NEW [520] Base Budget Funding
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, D, E, F, SIGD
	<i>2020 Funding Required:</i>	(\$180,000) Reduction to taxation
	<i>Funding Source(s):</i>	User fees (offset by an equivalent reduction in taxation)
	<i>Asset Management Plan Implications:</i>	None.
	<i>Rationale / Service Impacts:</i>	Staff have identified that during the recent strong building and development cycle the taxation requisitioned to

		<p>support Building Inspection can be reduced and offset by user fees.</p> <p>In the 2019 budget, Building Inspection was supported by taxation (\$190,000 or about 24% of operating budget) and user fees (\$604,000 or about 76% of operating budget).</p> <p>2019 user fee revenue was \$770,627; \$166,408 (27%) higher than budgeted.</p> <p>A reduction in taxation is suggested based on current conditions. Staff will continue to monitor the need for tax support for this service, recognizing that building activity occurs in cycles and user fee revenue may diminish during a slow cycle.</p>
	<i>Climate Action Impact</i>	Not applicable.
	<i>Life Cycle Cost Breakdown</i>	<p>Staff continuously monitor operating budget funding sources. At this time no future funding implications are identified.</p> <p>This service has a significant operating reserve (\$933,000) that could be drawn from during a very slow cycle to prevent or limit future tax increases.</p>

Financial Implications

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

Reviewed by:			
Manager	X – A. Whittleton	Finance	
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Ken Robinson, Manager, Facility Services and Parks

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [615] COMMUNITY RECREATION FACILITIES

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [615] Community Recreation Facilities be received.

BACKGROUND

Following is a summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposal 1 – Sunshine Coast Arena Refrigeration Plant Regulatory Items, \$13,000 funded through Taxation; – Incorporated in Round 1
- Budget Proposal 2 –Gibsons and District Aquatic Facility Critical Capital Components, \$25,000 funded through Taxation; – Incorporated in Round 1

Budget Proposals 3 and 4 - as follows, was referred to 2020 Round 2 Budget per the following recommendation:

Recommendation No. 20 *Community Recreation Facilities [615] – 2020 R1
Budget Proposals*

AND FURTHER THAT the following budget proposals be referred to the 2020 Round 2 Budget pending further information in relation to the two projects, outlining options and providing a funding source for Budget Proposal 3:

- Budget Proposal 3 – Community Recreation Facilities – Future Planning, \$25,500 funding source TBD;
- Budget Proposal 4 – Community Recreation Facilities – Capital – Classified as “non-critical” in Asset Management Plan, \$166,500 funded through Taxation.

DISCUSSION

2020 R2 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

3	<i>Function Number – Project Name:</i>	[615] – Community Recreation Facilities – Future Planning To complete a life cycle audit for Sunshine Coast Arena and Gibson’s and District Aquatic Facility to determine end of life cycle dates.
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	ToG and DoS
	<i>2020 Funding Required:</i>	\$25,000
	<i>Funding Source(s):</i>	Taxation (staff will also look to apply for grants)
	<i>Asset Management Plan Implications:</i>	Regular review of facilities is part of asset management planning. A review of legacy facilities is included as a recommendation in the Parks and Recreation Master Plan. The audit will identify end of life dates for our two oldest rec facilities. If end of life dates are supported by the board, this would then create efficiencies by allowing staff to plan and re-align asset management and capital plans to align with the end of life dates.
	<i>Rationale / Service Impacts:</i>	<p>At some points it becomes necessary to look at facility conditions more specifically to determine end of life dates.</p> <p>There are many reasons for setting the end of life dates well in advance and some of the reasons are listed below;</p> <ul style="list-style-type: none"> • By determining end of life dates staff can create efficiencies by not replacing some existing capital items as we get closer to end of life dates for facilities.

		<ul style="list-style-type: none"> • By not replacing some of the capital items, some significant dollars can be saved that could be redirected based on the board's direction. • Old facilities cost more to operate and maintain. These costs would be looked at as part of the audit to determine end of life dates based on the overall age and condition of the facilities. It would take into account not only the structure condition but also age and condition of equipment, capital planning costs, estimated operating cost, and potential savings if new facilities were constructed. • To identify end of life dates well in advance allows time for the board to plan and determine next steps well in advance of the facilities reaching their end of life dates. • A lot of the major equipment recently installed in the GDAF and the SCA has a 15 to 25 year life span. As such this would be a good time to determine end of life cycle dates to potentially align when the major capital items might be up for replacement. • Often building new facilities can be cheaper when looking at the long term costs of maintaining and upgrading old ones. Especially when considering grants, savings on capital costs, saving on operating costs and general building maintenance costs and potentially liability costs. • Considerations for deciding how the SCRD will move forward in the future based on any end of life cycle dates to be carefully considered and vetted. Leases for
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		<p>these facilities would need to be looked. What are SCRD responsibilities if handing the buildings back over or to the communities or lease renewals need to be looked at if considering constructing new ones.</p> <p>Subsequent recommendation made at the Jan 30, ISC meeting with motion not passed yet (partial excerpt):</p> <p><u>Recommendation No. 17</u> <i>2020 Recreation Facilities Capital Funding Review</i></p> <p>AND THAT retirement dates be established for the Sunshine Coast Arena and the Gibsons and District Aquatic Facility;</p> <p>AND THAT the Recreation Facilities Capital Funding be confirmed once a lifecycle audit has been completed;</p> <p>AND THAT a budget proposal for further analysis of retirement dates for the remaining recreation facilities be brought forward to the 2021 Budget;</p> <p>AND FURTHER THAT staff bring forward results prior to the 2021 Budget.</p>
	<i>Climate Action Impact</i>	<p>The audit will look how existing facilities are impacting this and how new construction can help to reduce climate impacts.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>The audit would identify life cycle costs and potential savings based on a recommended end of life date.</p>

D OTHER or NOT CURRENTLY CLASSIFIED

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

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

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

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

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

Reviewed by:			
Manager		Finance	
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Kevin Clarkson, Parks Superintendent

SUBJECT: **SUNCOASTER TRAIL PHASE 2 – PROJECT UPDATE, CAPITAL AND MAINTENANCE
FUNDING PLAN**

RECOMMENDATION(S)

THAT the report titled Suncoaster Trail Phase 2 – Project Update, Capital and Maintenance Funding Plan be received;

AND THAT the trail route include:

- 1. An eastern trailhead at Gibsons and Area Community Centre, with further exploration of an active transportation link between Langdale and Gibsons to occur in support of future trail enhancement;**
- 2. An interim route on Highway 101 through Sechelt Indian Government District and Selma Park, with details to be confirmed with shíshálh Nation, District of Sechelt and Ministry of Transportation;**

AND THAT a staff revise the Round 2 Budget Proposal for the Suncoaster Trail Phase 2 project for \$15,000 funded from taxation, for work related to partnership development.

BACKGROUND

Over the last two years, Sunshine Coast Regional District (SCRD) has engaged with the community to find a route for Phase 2 of the Suncoaster Trail to link Secret Cove to Langdale. Phase 2 would complete the Suncoaster Trail vision for a ferry-to-ferry trail on the lower Sunshine Coast. Phase 1 of Suncoaster, from Earls Cove to Secret Cove, was completed by the SCRD in 2010.

The final trail concept design for the Suncoaster Phase 2 Trail was presented to the Committee in April 2019 (see Figure 1 below, and detail in Attachment A). On April 25, 2019, staff were directed as follows:

126/19 **Recommendation No. 6** *Suncoaster Trail Phase 2 Trail Concept Design*

THAT the report titled Suncoaster Trail Phase 2 Trail Concept Design be received;

AND THAT, based on the Trail Concept Design, staff proceed with partnership/collaboration development, detailed “Stage 1” planning and research on route gaps;

AND THAT a project status update report be provided to a Committee in Q4 2019.

During Round 1 Budget, the Board adopted the following resolution (in part):

004/20 **Recommendation No. 22** *Community Parks [650] – 2020 R1 Budget Proposals*

THAT... the following budget proposal be referred to the 2020 Round 2 Budget pending staff report to January 2020 Planning and Community Development Committee meeting regarding project options / plans...

Further, the Committee discussed at Round 1 Budget, but did not make a specific motion, about the importance of sustainable trail management.

The purpose of this report is to:

1. Provide an project status update;
2. To outline anticipated management requirements to sustain the trail, once developed;
3. To recommend next steps toward a potential 2021 capital funding strategy and work required to advance said strategy.

Brief Background: Phase 2 Trail Concept



Figure 1. The Suncoaster Trail will provide a ferry to ferry connection from Langdale to Earls Cove

As outlined in the trail concept report presented in April 2019, Phase 2 of the Suncoaster Trail project makes use of many existing trails and roads:

Type of segment	Electoral Areas	Other jurisdictions*	Total distance
Trail - Existing	16.1	9.0	25.1
Trail - To be built	5.8	2.0	7.7
Highway/Arterial/Collector	3.1	3.4	6.4
Local road	12.0	9.3	21.3
Total - Suncoaster Phase 2	36.9	23.7	60.5

**Note that totals reported in this table include the trail section in the District of Sechelt, Sechelt Indian Government District and Town of Gibsons.*

Phase 2 of the Suncoaster Trail will travel through multiple land management jurisdictions, including Sechelt Indian Government District (SIGD), District of Sechelt, provincial lands under the jurisdiction of BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD), BC Hydro, and road right of ways under the jurisdiction of the BC Ministry of Transportation and Infrastructure (MOTI). The route is within the territories of the shíshálh and Sk̓wx̓wú7mesh Nations. Lands included or contemplated in the shíshálh Nation Foundation Agreement are located along the proposed route. Connections from the trail involve roads and lands within the Town of Gibsons.

Almost all (approximately 60.7 of 61 km) of the trail concept design route is located on public lands.

DISCUSSION

Update on Partnership and Collaboration

As the trail route includes multiple jurisdictions and trail segments, that have been developed by/are maintained by community groups or other agencies, an approach that involves current stewardship partners and responsible jurisdictions/land managers is required for the trail to be developed successfully and to be sustainable. Staff have been clear and careful to respect planning jurisdiction and historic investment when engaging with the community about this project.

The proposed lower-elevation route connecting communities and providing access to other trails will be an asset for regional experiential tourism. Coordination and partnership with the tourism sector will also be key to realizing the potential of the trail.

Since April 2019, staff have liaised further with First Nations, local governments, and community stakeholders. Results of this work include:

- Generally, continued support in principle for a ferry-to-ferry trail and for a lower-elevation route for Phase 2 that prioritizes accessibility and connection to amenities and attractions, including other trails and active transportation routes. A “Type 2-3” trail (combination of Type 2 and Type 3) has been recommended (see trail standards overview in Attachment B).
- shíshálh Nation staff commented that the Foundation Agreement needs to be considered as part of planning; route implications for Foundation Agreement lands need further consideration.
- Sk̓wx̓wú7mesh Nation is interested to have further opportunities to explore place interpretation as part of the trail. As well, opportunities for trail-related employment, such as construction or tourism, are of interest.

- Ensuring all requirements of the *Heritage Conservation Act* as they relate to cultural protection are met has been affirmed as a priority by First Nations and SCRD staff.
- The District of Sechelt is moving forward with planning for development within the District, and has secured Rural Dividend and Active Communities grants for this purpose.
- Trail stewardship groups are interested in participating in the project. Some groups see an opportunity to formalize trail tenure, others are interested in improving management. For trails on FLNRORD-managed lands in Electoral Areas, a number of questions related to access (e.g. for motorized users on certain segments) and trail management (e.g. detailed design near residential areas, access control) require collaborative exploration. Staff look to the approach and lessons from the Great Trail (formerly the Trans Canada Trail) as an example of how local/area groups can benefit from and contribute to an over-arching trail plan and goals. Further, detailed discussions of partnership agreements are required to solidify sustainable and mutually-beneficial arrangements.
- No immediate, low or moderate-cost solution to the roadway constraints from the Langdale ferry terminal to the area of west Reed Road/Cemetery Road has been identified. There may be opportunities associated with development of water infrastructure (e.g. Church Road wellfield development). Further discussion below.
- Staff have not yet done further design work on potential areas of concern/conflict that were identified as part of route concept development. Detailed design around screening, sightlines, and signage are needed in several areas to ensure trail users do not disturb adjacent property owners or unintentionally enter private property. This important work remains to be done.

Update on Route Gap Research

Two route gaps were identified in the April 2019 staff report.

A. Langdale to Gibsons:

Staff have not identified a low or moderate-cost design solution for a link between the Langdale ferry terminal and the west Reed Road or Cemetery Road area that would offer the same level of accessibility as the trail sections of the route. There are engineering and right of way width/tenure concerns with Marine Drive, North Road and Reed Road.

While work continues on addressing these challenges, staff recommend that the Suncoaster trail has a trailhead at Gibsons and Area Community Centre. GACC offers washrooms, showers, (limited) parking, and is located close to services (grocery, restaurant, accommodations, bike shop). Facility staff and a kiosk can provide trail information. Trail promotion can reference the transit link between the ferry terminal and upper Gibsons and the potential on-road active transportation routes.

B. SIGD and Selma Park Area:

Further dialogue with shíshálh Nation, District of Sechelt and MOTI is required on the route along/through Highway 101 in SIGD, and in the Selma Park/Chapman Creek area. shíshálh Nation staff have indicated interest in exploring a safe route that would connect the community. SCRD understands that work related to the Foundation Agreement needs to be completed first.

Until further dialogue takes place, staff recommend that an interim route (“dotted line”) along Highway 101 be shown as the trail route, with specific details confirmed with shíshálh Nation, District of Sechelt and MOTI.

Any future route, where it involves provincial lands, would be reviewed by shíshálh Nation and the province through the shared decision making process.

Ongoing Trail Maintenance Requirements

Lifecycle Cost Analysis

2000 and 2004 economic impact studies of the Trans Canada Trail (TCT) undertaken by PriceWaterhouseCoopers determined annual maintenance costs provided a net advantage to the communities through which trails ran in the form of local expenditures, employment and taxes. The studies found annual maintenance costs ranged between 5% (typical rural) and 10% (typical urban) of the original hard construction costs to build the trail. The study also noted annual maintenance costs could often be reduced through in-kind volunteer labour and donated materials.

Maintenance Plan

Based on these benchmark numbers maintenance of the 37km of the Suncoaster Phase 2 trail in electoral areas is estimated at approximately \$31,000. This includes contributions for replacement of infrastructure such as signage, bridges, boardwalks, trailhead improvements, etc. Costs could be reduced through in-kind volunteer labour and donated materials.

An overview of a proposed trail maintenance plan is included as Attachment C.

The proposed approximate \$31,000 per year of annual Suncoaster Phase 2 Trail maintenance costs accounts for staff time, coordination, resources and effort to carry out all associated maintenance responsibilities on the 37km of trail within SCRD electoral areas. Volunteer and stewardship coordination is not included in this cost approximation. Annual maintenance costs may be reduced through in-kind volunteer labour and donated materials. However, a formalized stewardship initiative for regional trail maintenance, including the Suncoaster Trail, has additional costs associated with the coordination, administration and delivery of an organized, robust regional trail stewardship initiative. Costs can be refined as trail stewardship partnerships are confirmed.

Options and Analysis

Staff recommend three next steps to advance this project:

1. Initiate the tenure application process
2. Partnership development
3. Funding plan development

Establishing Trail Tenure

Obtaining recreational land tenure for Phase 2 of the Suncoaster Trail in rural areas is the next step for construction planning. 37km, or 61% of the Phase 2 of the Suncoaster Trail is located within electoral areas.

- An application for “Section 57” authorization (under the *Forest and Range Practices Act*) to construct and maintain a recreation trail is needed for lands administered by FLNRORD. These applications are referred to First Nations and other affected tenure holders/land users.
- A BC Hydro Paths, Roads and Parks Agreement is required for trail development on lands administered by BC Hydro.
- A License of Occupation is required for road right of ways under the jurisdiction of MOTI.
- One small section (300m) is on private managed forest land. Possibilities for a trail access agreement would need to be discussed with the owner.

Detailed requirements for trail development will be informed through these application/approval processes (e.g. special/specific requirements in addition to proposed trail development standard).

Staff time (primarily Parks, with limited support from Planning and GIS) will be required to prepare these applications. Review and processing by the Province/land manager can take 6-18 months.

This work can be initiated within existing resource allocations.

Partnership Development

A key aspect of trail sustainability will be building and supporting partnerships with trail stewardship groups. These relationships can leverage local knowledge and expertise, help maintain trail character, respect and honour the historical investments made by volunteers, and contribute to a resilient trail maintenance program. A partnership approach may open up possibilities for new/different grants.

Next steps in formalizing partnership arrangements include, through a dialogue process, designing agreements (such as memoranda of understanding), identifying and delivering capacity building activities, and gathering fine-grained trail design detail from local groups. Letter of support may also be gathered.

Staff suggest there is social benefit to supporting the Sunshine Coast Trail Society (SCTS) to undertake this work. SCTS represents a large number of trail groups as an umbrella organization and has open membership. The Society holds expertise and has a network with extensive community reach. An agreement with SCTS to undertake work toward Suncoaster Phase 2 would likely have benefits beyond this one trail.

Staff have recently had the opportunity to discuss this proposed approach with SCTS, and although further discussions are required to determine specific details of the arrangement, a formalized partnership approach to Suncoaster Trail Phase 2 implementation and management is perceived as amicable by all parties.

A budget of \$15,000 is proposed. If approved, these dollars are intended help deliver regional trail stewardship engagement initiatives. Partnership-driven community trail projects will be promoted and strategically delivered via SCRD and SCTS. This approach is intended to ensure both resources and trail development and maintenance priorities are leveraged to maximized potential during 2020. This approach also serves to further develop working relationships with local volunteers and organizations, who will in turn help ensure the long term success and sustainability of the Suncoaster Trail project.

Funding Plan Development

The total project cost estimate for development of Suncoaster Phase 2 is \$1,014,000 (see Attachment D). This figure represents development of the entire trail, including sections in District of Sechelt and the section from Langdale to Gibsons.

Staff have done further research on a number of grant opportunities that align with the active transportation, tourism, and economic development goals of the Suncoaster Phase 2 trail, including meeting with staff from Island Coastal Economic Trust. Ideas for synergistic work such as forest fire fuel load mitigation have also been considered, and could open additional grant avenues.

Some of these grant programs are predicated on community partnerships, or are only open to non-profit groups. Most are matching. Because there do not appear to be stacking rules associated with many of these programs, it is possible that a large portion of project costs could be supported through grants.

In 2020, staff will develop a detailed funding plan that incorporates partnership opportunities (e.g. value of volunteer contributions, grant programs that require community partnerships). Along with the funding plan, recommendations for grant applications will be brought forward. Given the value of the grants sought, a regionally-coordinated approach with other local governments would likely provide the best chance of success – staff would pursue this approach. Consideration may be given to establishing a capital budget for this project as part of the 2021 budget. No decision is required at this time.

Organizational and Intergovernmental Implications

Suncoaster Trail Phase 2 relies on successful partnership building and the ability to leverage the support of other jurisdictions and community organizations. A successful trail project should provide benefits to all partners.

Continued coordination and cooperation between SCRD and shíshálh Nation, Skwxwú7mesh Nation, District of Sechelt, and Town of Gibsons will be required to complete applications for land tenure and finalize route details. A regional/intergovernmental approach was applied to trail route planning, and this is expected to continue.

Financial Implications

Project Work Proposed for 2020

Considering the current status of the project and the lead time required for tenure authorization, staff recommend that tenure applications be initiated; partnership development continue, using a community-based, capacity-building model that leverages local expertise; and that further work on a funding plan be undertaken.

A funding agreement with SCTS is proposed to complete partnership development work, with a budget of \$15,000. Staff request that consideration of this proposal be undertaken as part of Round 2 Budget.

Future Costs

As discussed above and in keeping with SCRD Financial Sustainability Policy, maintenance costs for the trail, once developed, should be budgeted for. These costs are not anticipated to be incurred until late 2022 at the earliest.

Timeline for next steps or estimated completion date

On Board direction, staff would begin work on tenure applications immediately. Authorizations are expected to take 6-24 months.

Partnership work would commence following Board direction/budget adoption.

A funding plan focused on grant attainment and on a partnership approach will be developed in 2020 following Board direction.

As the success of the project is dependent on grant funding and land tenure authorizations, a project timeline of 3-5 years is anticipated.

Communications Strategy

Staff are prepared to undertake regular and ongoing communication with First Nations, local governments, land managers (FLNRORD, BC Hydro, MOTI, and private landowners), interfacing sectors (existing trails/active transportation groups, tourism, transit, emergency services, outdoor education / skills providers, social service providers) as part of this project.

STRATEGIC PLAN AND RELATED POLICIES

The Suncoaster Phase 2 project reflects the SCRD 2019-2023 Strategic Plan priorities of **Regional Collaboration and Partnership** and **Infrastructure Management**. Support for active transportation and environmentally-resilient trail design fit with **Climate Change and Resilience**. **Engagement and Communications** will be important to next steps.

CONCLUSION

Working with the community, First Nations and local governments, SCRD has developed a route for Phase 2 of the Suncoaster Trail. Further work to consider tenure, trail standards, and capital funding has been completed.

Establishing an eastern trailhead at GACC while further exploration of improvements to roads between Gibsons and Langdale takes place can enable the project to move forward. Further work in the SIGD/Selma Park area is required and an interim route using Highway 101 is proposed, with details to be confirmed with shíshálh Nation, MOTI and District of Sechelt.

Once the trail is developed, annual maintenance valued at approximately \$31,000 will be required.

Work to cultivate partnerships with trail stewardship groups is an important next step. An agreement with SCTS is recommended. Consideration of this proposal as part of Round 2 Budget is requested.

Staff are prepared to take the next steps on this project following Board direction. An approach that emphasizes partnership, collaboration and communication will be applied.

ATTACHMENTS

Attachment A: Route Alignments –

A.1. Langdale to Grant Road

A.2. Grant Road to Sechelt

A.3. Sechelt to Secret Cove (Homesite Creek)

Attachment B: Trail Standards Overview

Attachment C: Trail Maintenance Plan

Attachment D: Detailed Project Cost Estimates

Reviewed by:			
Manager	X – K. Robinson	Finance	
GM	X – I. Hall	Legislative	
CAO	X – D. McKinley	Other	

Attachment A.1.: Route Alignment – Langdale to Grant Road



Attachment A.2.: Route Alignment – Grant Rd. to Sechelt



Attachment A.3.: Route Alignment – Sechelt to Secret Cove (Homesite Creek)



Attachment B: Trail Standards Overview – Suncoaster Phase 2

Trail Development Standards

As described in the Trail Concept Plan, and in response to community desire for a trail accessible to a wide range of users, the Recreation Sites and Trail BC (RSTBC) standards for a combined Type 2-3 trail are proposed.

Type 2-3 trails have following characteristics:

- designed for regular to high use
- beginner to advanced user group
- natural and imported tread finish materials
- roots and rocks may stay in tread finish
- mineral soil kept in tread surface
- crowned tread surface
- ditching and culverts required for drainage
- 5-8° out slope preferred
- back slope 30-45°
- tread width 0.5m-3m
- remaining roots mostly perpendicular to trail direction
- tread is compacted where necessary
- clear height - 2.4m
- clear width - 1.1m - 5m (based on tread width)

Phase 2 includes construction or re-construction of approximately 14km of Type 2-3 natural and imported material surface trail, including the creation of rolling crown corners, switchbacks, and positive drainage additions.

Safety and directional/wayfinding signage would be installed along the trail using pressure treated posts. Signage will adhere to *Provincial/Whistler/IMBA Standards, 2003* and to the *SCRD Parks Sign Guide*.

About 15 bridges and 70 small bridges or boardwalks are required to provide directed user access through environmentally-sensitive locations with flowing and standing water. Detailed design, including, in some cases, engineering or QEP review, will be required for some bridges.

Rehabilitation of connections/intersections with other trails will be required in a number of locations.

Attachment C: Trail Maintenance Plan

Trail maintenance work would be focused early in the year to ensure each trail is safe, properly signed, clear of obstructions and free of environmental concerns during higher use periods (spring/summer/fall). Regular, in-season maintenance would be conducted 1-2 times annually, based on observed needs, major weather events, etc. Trail maintenance would involve:

- a) **Signs**—all signs will be checked prior to the season of operation to ensure they are in place and visible and any additional signs required should be installed. Special attention must be given to risk management signs including trail rating and technical trail feature (TTF) signs.
- b) **Deadfall**—at the beginning of the trail season and on a priority basis cut out windfall/deadfall over the trail, remove wood a minimum of 0.5 meters from the tread center and dispose downhill when possible.
- c) **Brushing**—on a priority basis remove all juvenile trees and woody brush for 0.5 meters on either side of tread center within 3 centimeters of ground level. Scatter the cut material out of sight of the trail.
- d) **Erosion control**—clean-out and repair any existing water bars and ditches as necessary to drain water away from the trail and prevent erosion.
- e) **Litter cleanup**—remove litter and garbage at the trailhead and along the trail.
- f) **Limbing**—remove tree limbs to allow 2.5 meters of overhead clearance above the trail, with 1.0-1.5 meters total clearance width. Scatter cut limbs a minimum of 1.0 meters from the trail edge, out of sight where possible. Ensure limb cuts are clean, without scarring the main trunk of the tree.
- g) **Trail tread maintenance**
 - Drain/harden mud holes and boggy areas;
 - Complete washout and/or slump repair;
 - Grub rocks, roots, stumps as necessary to allow grooming during operating season;
 - Undertake surface repair as required.
- h) **Hazard tree identification** - mitigate and/or report potential hazard trees
- i) **Trail closures** – establish and carry out trail closure procedures where trails become unsafe, or require repairs to prevent environmental damage.
- j) **Drainage structure maintenance** – conduct inspections for potential blockage of drainage structures including culverts, cross-drains, water bars, grade dips and ditches and carry out any maintenance as required.

Recreation Sites and Trails BC's Trail Environmental Screening Tool will be used as part of final design/construction. The tool helps identify environmental impacts and supports planning for trail management to monitor and mitigate impact.

Staff Report to Corporate and Administrative Services Committee – January 23, 2020

Suncoaster Trail Phase 2 – Project Update, Capital and Maintenance Funding Plan

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Attachment D: Detailed Cost Estimates

SEGMENT 1 - EAST																
Item number	New Trail Section Name	Land administration	Descriptor	Length (m)	Construction Difficulty Rating	Estimated Costs (\$/lineal metre)	Number of Bridges	1- 5m Span Bridge(s) (lineal m)	1- 5 m Span Bridge Cost (\$/m)	> 5m Span Bridge(s) (lineal m)	>5m Span Bridge Cost (\$/m)	Kiosk Sign(s) (quantity)	Kiosk Sign Cost (each)	Directional Sign(s) (quantity)	Directional Sign Cost (each)	Total Cost
1.1	Pixton Trail	MOTI	Undeveloped road right-of-way	414	Hard	\$36.00	3	5	\$6,000.00	10	\$10,000.00	0	\$9,000.00	2	\$1,600.00	\$148,104.00
1.2	Highland Road	MOTI	Undeveloped road right-of-way	142	Moderate	\$30.00				0		0		1	\$1,600.00	\$5,860.00
1.3	Cemetery Trail 1	MOTI	Undeveloped road right-of-way	675	Hard	\$36.00	2	5	\$6,000.00	0		0		0		\$54,300
1.4	Cemetery Trail 2	MOTI	Undeveloped road right-of-way	235	Hard	\$36.00	2	4	\$6,000.00	0		0		0		\$32,460
1.5	Highland Road	MOTI	Undeveloped road right-of-way	72	Moderate	\$30.00				0		0		1	\$1,600.00	\$3,760.00
1.5A	Soames Hill Park Kiosk	--		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	\$9,000.00	0		\$9,000.00
1.6	Marine Drive	MOTI	Roadside trail within right-of-way	275	Exceptional*	\$30.00										*\$8,250.00
1.7	North Road	MOTI	Roadside trail within right-of-way	1361	Exceptional*	\$30.00										*\$40,830.00
1.8	Reed Road	MOTI	Roadside trail within right-of-way	812	Exceptional*	\$30.00										*\$24 360.00
Phase 1 New Trail Subtotal																\$326,294.00
Existing Trail Section Name																
1.9	DL 1312	SCRD	Existing double track trail	933	Easy	\$11.00				0		0		1	\$1,600.00	\$11,863.00
1.10	Lemon Trail	BC Hydro	Existing single track trail	248	Easy	\$11.00	1	2	\$6,000.00	0		0		1	\$1,600.00	\$16,328.00
Phase 1 Existing Trail Subtotal																\$28,191.00
Phase 1 Total																\$355,115.00

*Exceptional costs that are not considered in the "Estimated Cost" per metre include the relocation of powerlines/poles and any construction costs associated with crossing driveways, or adding drainages structures at driveways. These exceptional costs will have to be calculated with the assistance of the applicable utility company and on a site by site basis with homeowners for each driveway.

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SEGMENT 2 - CENTRAL																
Item number	New Trail Section Name	Land administration	Descriptor	Length (m)	Construction Difficulty Rating	Estimated Costs (\$/lineal metre)	Number of Bridges	1- 5m Span Bridge(s) (lineal m)	1 -5 m Span Bridge Cost (\$/m)	> 5m Span Bridge(s) (lineal m)	>5m Span Bridge Cost (\$/m)	Kiosk Sign(s) (quantity)	Kiosk Sign Cost (each)	Directional Sign(s) (quantity)	Directional Sign Cost (each)	Total Cost
2.1	Orange Trail	MOTI	Undeveloped road right-of-way	171	Moderate	\$30.00				0		0		1	\$1,600.00	\$6,730.00
2.2	Linwood Trail 2	MOTI	Undeveloped road right-of-way	288	Moderate	\$30.00				0		0		2	\$1,600.00	\$11,840.00
2.3	Linwood Trail 1	MOTI	Undeveloped road right-of-way	203	Hard	\$36.00	1	3	\$6,000.00	0		0		1	\$1,600.00	\$26,908.00
2.4	Grant Road	MOTI	Undeveloped road right-of-way	120	Moderate	\$30.00				0		0		0		\$3,600.00
2.5	Clover Trail	MOTI	Undeveloped road right-of-way	337	Extreme	\$48.00				0		0		1	\$1,600.00	\$17,776.00
2.6	Black Tower Access bypass	SCRD	New trail segment on powerline edge	318	Moderate	\$30.00	1			15	\$10,000.00			2	\$1,600.00	\$162,740.00
Phase 2 New Trail Subtotal																\$229,594.00
Existing Trail Section Name																
2.7	Lehman Trail	Crown	Existing double track trail	12	Hard	\$250.00						0		1	\$1,600.00	\$4,600.00
2.8	Black Tower Access	BC Hydro	Existing connector trail	574	Easy	\$11.00	1	5	\$10,000.00	0		1	\$9,000.00	2	\$1,600.00	\$68,514.00
2.9	Range Trail	SCRD	Existing connector trail	286	Easy	\$11.00				0		0		1	\$1,600.00	\$4,746.00
2.10	Powerline Trail**	Island Timberland	Existing connector trail	248	Moderate	\$18.00	3	5	\$6,000.00	17	\$10,000.00	0		2	\$1,600.00	\$207,664.00
2.10a	Powerline Trail bypass**	Island Timberland	New trail segment	93	Hard	\$36.00	1	5	\$6,000.00					2	\$1,600.00	\$36 548.00
2.11	Chapman Trail	District of Sechelt	Existing connector trail	1122	Moderate	\$18.00				0		0		0		\$20,196.00
Phase 2 Existing Trail Subtotal																\$134,604.00
Phase 2 Total																\$364,198.00

**Options 2.10 and 2.10a are alternative alignments; the totals for this section only include option 2.10a, which is the option recommended by the consulting team.

Staff Report to Corporate and Administrative Services Committee – January 23, 2020
Suncoaster Trail Phase 2 – Project Update, Capital and Maintenance
Funding Plan

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SEGMENT 3 - WEST																
Item number	New Trail Section Name	Land administration	Descriptor	Length (m)	Construction Difficulty Rating	Estimated Costs (\$/lineal metre)	Number of Bridges	1- 5m Span Bridge(s) (lineal m)	1 - 5 m Span Bridge Cost (\$/m)	> 5m Span Bridge(s) (lineal m)	>5m Span Bridge Cost (\$/m)	Kiosk Sign(s) (quantity)	Kiosk Sign Cost (each)	Directional Sign(s) (quantity)	Directional Sign Cost (each)	Total Cost
3.1	Old Highway 1	Crown	Crown land	472	Hard	\$36.00	1			9	\$8,000.00	0		1	\$1,600.00	\$90,592.00
3.2	Blakely connection 1	MOTI	Highway right-of-way	67	Easy	\$24.00				0		0		0		\$1,608.00
3.3	Blakely connection 2	MOTI	Highway right-of-way	67	Hard	\$36.00				0		0		1	\$1,600.00	\$4,012.00
3.3	Old Highway 2	Crown	Crown land	418	Extreme	\$48.00				0		0		0		\$20,064.00
3.5	Sunshine Coast Hwy	MOTI	Highway right-of-way	1438	Moderate	\$30.00	1	4	\$6,000.00	0		0		1	\$1,600.00	\$68 740.
3.5A	Trout Lake and Big Tree Rec Site Kiosks	--	--	N/A	N/A	N/A	N/A			N/A	N/A	2	\$9,000.00	0		\$18,000.00
3.6	Trout Lake North	Crown	Crown land	958	Moderate	\$30.00	1	2	\$6,000.00					2	\$1,600.00	\$43,940.00
Phase 3 New Trail Subtotal																\$246,956.00
Existing Trail Section Name																
3.7	Dropbac	Crown	Existing single track trail	685	Moderate	\$18.00				0		0		3	\$1,600.00	\$17,130.00
3.8	Tin Pan Alley	Crown	Existing single track trail	0	Bridge Only		1	2	\$6,000.00	0		0		1	\$1,600.00	\$13,600.00
3.9	Armstrong Trail	Crown	Existing old paved road	545	Easy	\$11.00				0		0		1	\$1,600.00	\$7,595.00
3.10	Blakely Trail	SCRD	Existing old paved road	217	Easy	\$11.00				0		0		1	\$1,600.00	\$3,987.00
3.11	Old Highway	Crown	Existing old paved road	316	Easy	\$11.00				0		0		1	\$1,600.00	\$5,076.00
Phase 3 Existing Trail Subtotal																\$47,388.00
Phase 3 Total																\$294,344.00
Total Project Costs																\$ 1,013,657.00

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – February 10, 2020

AUTHOR: Kevin Clarkson, Parks Superintendent

SUBJECT: SPORTS FIELDS – UPDATED BUDGET PROPOSAL (R2 2020 BUDGET)

RECOMMENDATION(S)

THAT the report titled Sports Fields – Updated Budget Proposal (R2 2020 Budget) be received;

AND THAT the Round 1 Budget Proposal 7 – Sports Field Replacement / Upgrades – Shirley Macey – [650] Community Parks not proceed at this time.

BACKGROUND

This report recommends next steps on improving Sunshine Coast Regional District (SCRD) sports fields, specifically, and Sunshine Coast sports field, generally. As the work proposed is administrative and aligned with the 2019-2023 Strategic Plan, no specific direction from the Board is required at this time to move forward. The approach proposed can be accomplished using existing Parks, Regional Recreation and/or Joint Use resources. No 2020 R2 budget proposal is put forward and staff recommend that R1 Budget Proposal 7 be denied.

In October 2019, the Board directed:

240/19 **Recommendation No. 0** *Playing Fields*

THAT staff bring forward a report with updated cost estimates for options 2, 3 and 4 identified in the May 25, 2007 report from Binnie & Associates entitled "Drainage at Shirley Macey Fields", a recommendation from staff as to the preferred option for improving drainage on the Shirley Macey fields, and an overview of the scope and timing of the work required to implement the recommended option.

A proposed initiative for reconstruction of Shirley Macey fields was included in the pre-budget package presented October 24, 2019, with a cost of \$1,200,000.

Between pre-budget and R1 budget, staff met with the Better Fields Committee and concluded:

1. There are untapped partnership opportunities for field improvement on the Sunshine Coast.
2. A strategic review of all sports fields on the coast (not just SCRD fields) is needed to determine where an investment to improve fields would have the most impact.

SCRD planned to convene a dialogue with all local governments and field user groups on January 27, 2020 (which has now occurred).

On the basis of this forthcoming dialogue, a placeholder for Shirley Macey field upgrades/replacement was included in R1 Budget, but the funding requirement was stated as “to be determined”, with information to follow.

During R1 Budget, the Board directed (in part):

004/20 **Recommendation No. 22** *Community Parks [650] – 2020 R1 Budget Proposals*

AND FURTHER THAT the following budget proposals be referred to the 2020 Round 2 Budget pending staff report to January 2020 Planning and Community Development Committee meeting regarding project options / plans for both and funding details for the Sports Field Budget Proposal:

- Budget Proposal 7 – Sports Field Replacement / Upgrades – Shirley Macey.

DISCUSSION

Overview of Intergovernmental/Multi-stakeholder Dialogue – January 27, 2020

On January 27, 2020, SCRD hosted an inter-jurisdictional meeting to discuss opportunities for regional collaboration and improvements for Sunshine Coast sports fields. Representatives from most field user groups attended, along with staff from Town of Gibsons, District of Sechelt, School District 46 and SCRD. shíshálh Nation contributed information which was shared at the meeting. An interactive SWOT analysis and prioritization exercise was completed for each of the 28 sports fields on the Sunshine Coast. Attachment A provides an overview of the fields and resources allocated to sports fields on the Coast.

Areas of Consensus Identified through Dialogue

Shared priorities identified at the dialogue were:

1. A shared interest to pursue partnership opportunities between local governments and with user groups, recognizing the potential for efficiencies, fundraising and creative problem solving.
2. Need for/benefits from a regional, cooperative or collaborative approach to sports fields in areas such as operations, maintenance (including equipment sharing), scheduling, and capital improvements.
3. The benefits of establishing clear service levels through field classifications (Tier 1, Tier 2, Tier 3), which could guide investments and how fields are used.

Table 2.0. Sports Field Classifications and recommended maintenance frequency

Classification	Description and Example	Industry Maintenance Frequency Standard
Tier 1	Most commonly sand based/Irrigated/High-Level Competition./High Maintenance (i.e. Brothers, Hackett, Shirley Macey)	2-3 times per week
Tier 2	Native and/or sand base/Irrigated/Youth Competition/Medium Maintenance (i.e. High school Fields, Connor)	1-2 times per week
Tier 3	Native base/Non-irrigated / Youth Competition/Low Maintenance(i.e. Elementary School Fields, Maryanne West)	1 time per week

4. The importance of irrigation and the need to identify water sources that can be used during dry summer months.

Additionally, the costs and benefits of artificial turf were discussed, as was the preference to develop “in-house” (meaning on-Coast) maintenance solutions, as bringing specialized turf management services from off Coast has proven costly and unreliable.

Options and Analysis

Reflection on Current Status of Sports Fields/Initiatives Underway

- Sunshine Coast sports fields have not been classified by Tier 1, 2, 3. This poses a challenge for user expectations, scheduling of field use (which activities where?) and for determining where to focus investments that might address gaps in service standards.
- In many areas, insufficient maintenance is being performed. For example, frequency of aeration is not what it needs to be maintain field condition, or topdressing is not achieving best practice. Maintenance may not match the intended use (or implied classification) of the field.
- SCRD’s current (groundwater source identification) and proposed (purchase of an aerator which, subject to developing agreements, could be used on SCRD and other fields) sports field improvement initiatives address some high priority needs.

Options for Next Steps

Potential next steps/strategies emerged from dialogue. These range from no/low-cost (information sharing and coordination), to system changes (collaborative planning, adjusting/improving maintenance programs and scheduling), to capital investments (field improvements, field reconstruction, exploration of artificial turf fields).

Potential future strategies emerging from the dialogue include:

- Collaborative planning for field development and use that treats all 28 fields as a single system, including:
 - Establishing classification for fields based on aggregate community demand for field time
 - Reviewing which fields are best suited to soccer or baseball or other sports based on site characteristics and seasons of use
- Developing mechanisms for turf equipment sharing between local governments
- Developing group purchasing agreements for products or services
- Public education and outreach regarding protection of fields from over use, damage from dogs, damage caused by illegal off-road vehicles, etc.
- Increasing funding/resources allocated to maintenance to meet field classification standards
- Exploring approaches to irrigation / moisture conservation of fields through dry months
- Creating an inventory of all turf management equipment on the Coast and identifying gaps that could be filled through a targeted investment or in coordination with the private sector for specialized services
- Prioritizing field maintenance schedules, so that field bookings are planned around maintenance activities, ensuring maintenance is completed when needed
- Continued education and information sharing for parks / grounds staff regarding best practices for turf management
- Making strategic investments in fields to address gaps in classifications
- Involving user groups in the process of field planning, including an offer for fundraising support
- Setting a user fee for fields that is aligned with a field improvement plan, so users see results from their fees
- Consider how an artificial turf field could contribute to the system of fields on the Coast

Recommendations for Next Steps

Taking into account the current state of SCRD fields, field improvement initiatives underway or planned, and the input gathered at the January 27 dialogue, the following areas of focus are recommended for sports field improvement in 2020:

1. **Continue intergovernmental dialogue, with involvement of user groups, about coordinated planning, equipment sharing, and system priorities.** Although almost all capacity is directed to operating (meaning there is not surplus capacity to make change),

SCRD staff can lead this work, to a basic level, within existing resources if the collaborative approach is integrated with our existing business practices. The proposed deep aerator equipment (incorporated into 2020 budget at R1) will contribute to this area of focus.

- 2. Plan toward a Community Field Coordinator role.** Some of the overarching/multi-jurisdictional work of coordinating field user groups and helping with fundraising and seeking grants could be undertaken by a community-based position. Such a role would benefit all field owners/managers as well as user groups. This type of work would bridge between local governments and Regional District services. Further discussion on the scope of the role, funding structure, grant opportunities, etc. is needed before a specific proposal can be recommended.
- 3. Work with user groups to prioritize field improvements and develop a system improvement plan.** Consensus on needs and a business case for investment is required before staff can recommend projects beyond improving maintenance practices. For instance, while staff agree that there are drainage challenges at Shirley Macey Park (which was suggested for reconstruction at a cost of \$1M+), an alternative to field reconstruction at that location would be investment (from one or more local governments) to upgrade a field elsewhere to a Tier 1 standard; or to create baseball diamonds at Shirley Macey (since the baseball season is not affected by winter rain) and create more soccer/rugby lacrosse capacity at another field. As with item 1 above, SCRD staff can work on this area of focus applying limited existing capacity. Work completed through the sports field groundwater study project can inform this focus area.

Some work in three areas above can be achieved in 2020 using existing resources and benefitting from cooperation with the Better Fields Committee and field user groups. Changing processes and practices will take some time. The approach suggested manages the pace of change and ensures there is time for all partners and stakeholders to be involved and move forward together.

As the work proposed is administrative and aligned with the 2019-2023 Strategic Plan, no specific direction from the Board is required at this time to move forward. Therefore, Staff recommend that the Budget Proposal presented as part of Round 1 deliberations, not proceed at this time.

Organizational and Intergovernmental Implications

Staff from other local governments have expressed a desire to pursue a collaborative, resource sharing approach. There are a number of considerations related such an approach (union/non-union arrangements, scope of Regional District services, liability/insurance, etc.) that would need to be explored and resolved. Formal partnership agreements or MOUs related to a regional partnership approach will be essential to delineate the rights, roles, responsibilities and limits of any future arrangements. The spirit of cooperation between local governments and user groups will enable solution-focused dialogue.

Financial Implications

The approach proposed can be accomplished using existing Parks, Regional Recreation and/or Joint Use resources. No 2020 R2 budget proposal is put forward.

There are condition concerns with SCRD and other Sunshine Coast sports fields that can only be met through some form of field reconstruction, and there are a range of unmet maintenance

needs across the Coast. As a system plan and consensus on priorities is reached, staff will provide further information about budget needs, grant opportunities, etc.

Timeline and Communications Strategy

This report will be shared with all participants in the January 27, 2020 sports fields dialogue.

Staff are prepared to incorporate the focus areas above into 2020 workplans immediately.

STRATEGIC PLAN AND RELATED POLICIES

The subject of this report relates to priorities of **Regional Collaboration and Partnership** and **Infrastructure Management**. Environmentally-responsive turf management fits with **Climate Change and Resilience**. **Engagement and Communications** will be important to next steps.

Setting classifications/service levels and planning for asset sustainability is aligned with the Parks and Recreation Master Plan.

CONCLUSION

Following from dialogue with the Better Fields Committee and direction from the Board, staff proceeded with a multi-stakeholder dialogue on Sunshine Coast sports fields on January 27, 2020.

Coordinated planning for all fields as a system, involving field user groups, and sharing expertise and potentially equipment could benefit all parties. Further work on priority setting is needed to confirm which investments, in which location, will have the most community benefit. This further work can also consider fundraising and grant opportunities.

As the work proposed is administrative and aligned with the 2019-2023 Strategic Plan, no specific direction from the Board is required at this time to move forward. The approach proposed can be accomplished using existing Parks, Regional Recreation and/or Joint Use resources. No 2020 R2 budget proposal is put forward and staff recommend that R1 Budget Proposal 7 be denied.

ATTACHMENTS

Attachment A: Overview of annual budgets and resources allocated to sports fields

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

ATTACHMENT A

Overview of annual budgets and resources allocated to sports fields (all figures approximate)

Organization	Number of Sports Fields	Annual Sports Field Operational Budget	Dedicated Human Resources (FTE)	List of Related Assets
Town of Gibsons	2	\$11,000 (shared grounds keeping budget)	0.35 FTE	<ul style="list-style-type: none"> • John Deere Tractor/Mower • 4" Airway Slicer • Small Fertilizer/Seed Spreader • John Deere Riding Mower • Drag Mat • Small Infield Edger
District of Sechelt	3	\$18-\$20,000	0.2 FTE	<ul style="list-style-type: none"> • John Deere tractor • Verti-slicer • Fertilizer spreader • 2020 planned purchase of an overseeder
shishalh Nation	1	\$25,000	0.5 FTE	<ul style="list-style-type: none"> • Field liners • 3 ride on lawn tractors • Slicers • 2 push mowers • 5 weed eaters

Organization	Number of Sports Fields	Annual Sports Field Operational Budget	Dedicated Human Resources (FTE)	List of Related Assets
SCRD	5	\$35-\$40,000	1.5 FTE	<ul style="list-style-type: none"> • 2014 John Deere tractor-3046 (life expectancy 5 yrs) • 2013 Toro groundsmaster cutter-3280-D (Life expectancy 5 yrs) • 2001 trailorman trailer (Life expectancy 8yrs) • 2015 GMC 3500 hd 4x4 1 ton truck (Life expectancy 8 yrs) • 2010 aerway slicer-xb53933 (Life expectancy 20yrs) • Drag mat • 2018 frontier spreader-ss2067b (Life expectancy 2yrs) • Planned purchase of an aerator in 2020 (pending Board approval)
SD #46	17	\$30,000	0.2 FTE	<ul style="list-style-type: none"> • 1 ride on mower • 1 tow behind hollow tine aerator • 1 tow behind top dresser • 1 tractor

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Kevin Clarkson, Parks Superintendent

SUBJECT: PARKS [650] SERVICE OVERVIEW

RECOMMENDATION(S)

THAT the report titled Parks (650) Service Overview be received for information.

BACKGROUND

Through the 2020 Round 1 budget process, the Board directed (in part):

004/20 **Recommendation No. 22** *Community Parks [650] – 2020 R1 Budget
Proposals*

THAT the following budget proposal be referred to the 2020 Round 2 Budget pending staff report to January 2020 Planning and Community Development Committee meeting with a historical overview and past staff reports in regards to the Parks Capital Budget:

- Budget Proposal 4 – Establishment of a Parks Capital Budget – Increase to Base Budget, \$100,000 funded through Taxation.

The purpose of this report is to provide background and a historical overview of the Sunshine Coast Regional District (SCRD) Parks Division, services provided, and capital budgeting.

The report addresses both the Parks Division (workgroup) and the Parks service (Regional District function 650). Distinctions are made for clarity.

Overview of the SCRD Parks System

Sunshine Coast Regional District (SCRD) Parks division operates and manages:

- 108 community parks and beach accesses (total area over 700 hectares), of which:
 - 72 are licensed from Ministry of Transportation and Infrastructure
 - 32 are leased or licensed properties (e.g. leased from SD46, provincial reserve, statutory right-of-way's, etc.)
 - 3 are Provincial Recreation Areas, managed through a partnership agreement
- 10 playgrounds
- 5 sports fields (over 37,000 square meters of turf)
- 5 community halls and historic buildings,
- 3 cemeteries
- 2 bike parks

- 2 public boat launches
- 1 water park
- 1 disc golf course
- 1 campground
- 1 winter recreation area (Dakota Ridge) (20+km of maintained ski trails and approximately 7km of maintained snowshoe trails)
- 71km of recreational trails
- An additional 37km Suncoaster Trail
- 30km of bicycle/walking paths constructed on or beside MoTI roadways

Services are delivered through functions [650] Parks, [400] Cemetery, [680] Dakota Ridge, and [665] and [667] Bicycle and Walking Paths.

A range of documents guide the development and operation of SCRD parks and related facilities, including but not limited to:

- SCRD Strategic Plan
- SCRD Parks and Recreation Master Plan (2014)
- Parks Bylaw No. 356 and associated regulations
- Official Community Plans
- SCRD Trail Network Plan
- Sunshine Coast Trails Strategy (2014)
- Park management plans, where they exist
- Dakota Ridge Operations Manual (2012)
- Terms of provincial permits/licences/leases/partnership agreements
- BC Provincial Trail Strategy (2012)
- Whistler Trail Standards (2003)
- IMBA Trail Standards (2013)
- Consumer Protection BC-Stone Orchard/SCRD Cemetery Standard Operating Procedures

DISCUSSION

Financial Resources – Community Parks [650]

As an example Community Parks budget, the 2019 budget was:

Budget type	Amount
Operating (base)	\$2,017,296
One-time operating	\$ 83,076
Capital (individual project approvals)*	\$ 788,664
Total	\$2,889,036

*Includes Granthams Hall rehabilitation, Frank West Hall roof replacement, truck replacement. All projects listed in BPSR.

As of 2019, the Parks department manages and administers 13 ongoing contracts for services ranging from property maintenance to floor cleaning, to the provision of portable toilet facilities and road maintenance. The value of these existing contracts in 2019 equated to over \$165,000

annually and is expected to increase as services are required and the scope of duties related to the ongoing maintenance of new assets changes.

Capital funding for parks has been approved on the basis of specific requests, brought forward annually through the budget process. This approach has addressed a number of priorities but does not provide a consistent investment in maintaining assets. Until an asset management plan with confirmed service levels for Parks is completed, it is not possible to recommend a specific level of ongoing capital maintenance. Many asset managers suggest typical annual maintenance/end-of-life investment of 2-4% of asset value for equipment and facilities. Historically, SCRD has not committed this level of investment to Parks.

Human Resources – Parks Division

The vast majority of operations and maintenance for parks and other assets managed by the Parks Division is conducted by SCRD staff. Contractors support some limited caretaking duties and supply specialized services such as larger tree work. Volunteers play an important role in a number of areas, particularly at Dakota Ridge.

Parks Division currently has 11.28 full-time equivalent (FTE) employees. Division headcount is seasonal, with about 8 staff working year round and an additional 1-3 working during late spring/summer. One seasonal operations position is a split role with Facility Services; the others are student positions for which grant support is often obtained. The balance of the staff complement is made of management support and cross-functional allocation from Recreation.

The FTE allocation for parks and related functions is included in Attachment A.

Inter-divisionally, Parks collaborates with Building Maintenance (community halls preventative maintenance program) and Recreation (advertising and promotion, sports field allocation, special events, community partnerships, hall and field bookings, event planning, ticket sales and condition reports for Dakota Ridge).

Through management, maintenance and operations, Parks strives to provide responsible, cost effective and accountable services which assist in the development and retention of a safe, vibrant and healthy community and contribute to the enjoyment, education and inspiration of residents and visitors.

Operations and Maintenance Overview

Day-to-day operation of SCRD parks relies on a foundation of routine inspection and maintenance. Operations for each site are provided on the basis of a classification system, with exceptions and allowances made for site-specific conditions.

In general terms, the parks classification system includes:

- 1) Community Parks
 - a. Regional-catchment
 - b. Neighbourhood-catchment
 - c. Undeveloped greenspace
 - d. Specialty/other (e.g. campground)
- 2) Beach Accesses

- 3) Recreational Trails
- 4) Boat Launches
- 5) Sports Fields
- 6) Community Halls
- 7) Cemeteries
- 8) Bicycle/Walking Paths

Some Parks include multiple classifications (e.g. Cliff Gilker Park includes a sports field)

These classifications have are not formally adopted; staff use them as a guideline for planning and maintenance.

The maintenance at SCRD parks and facilities can be grouped into three categories:

- i.) Routine/Ongoing Maintenance - refers to the 'day-to-day' regime of caring for a site, for example: litter pickup and garbage removal, cleaning bathrooms and grass cutting/trimming. It may also include minor repairs and replacements such as repairing picnic tables, replacing signage and repairs to necessary maintenance equipment such as hand tools and lawn mowers.
- ii.) Remedial Maintenance - refers to correcting significant defects, as well as repairing, replacing, restoring or upgrading major components of associated infrastructure that have become damaged, significantly deteriorated or destroyed. In some cases, this type of maintenance may be undertaken as a capital project. Remedial maintenance is undertaken as resources and budgetary constraints allow.
- iii.) Seasonal Maintenance - refers to sites that are formally operated or maintained during the winter and may require snow clearing and other seasonally-specific duties. Again, site variations will dictate the seasonal implementation of procedures like snow clearing, the opening and closure of access gates, snow load mitigation, grooming, water system winterization and spring start up, etc. This seasonal work is documented and scheduled accordingly, in order to coincide with recurring seasonal operational cycle needs.

A generalized listing of regularly-recurring maintenance duties for each class of SCRD Park are outlined in Attachment B.

Policy and Planning Overview

In addition to operations and maintenance duties, Parks Division also coordinates multiple administrative and operational projects that assist with the development and management of SCRD Park assets. Examples include: work on asset management planning; grant writing; volunteer recruitment, training and development; signage improvements; developing Park Management Plans for key sites; targeted renewal projects (e.g. stairs, railings, trailhead kiosks); project-related community engagement (e.g. sports fields, Welcome Woods/Connor Park planning and disc golf proposal), cemetery business planning, etc.

Organizational and Intergovernmental Implications

Organizationally, SCRD has been moving toward establishing sustainable capital funding to support asset maintenance and renewal. In some service areas, such as Community Recreation [615], detailed rolling plans that support a level of service have been established. Parks is not at

this level yet, and further work on both asset listing/condition/valuation is needed, as well as confirming service levels.

For some services, such as Ports [345], an annual funding commitment grounded on some basic modelling of asset management needs has been created. This assists with multi-year planning, which may lead to more economical delivery of work and the ability to triage priority needs in a resource-scarce environment. This approach may also enable a “stepping up” approach where capital funding requirements are phased in gradually as a detailed plan is developed, and taxation changes are less drastic.

The approach recommended for Community Parks – to establish a modest ongoing capital funding commitment focused on maintaining existing assets – aligns with organizational direction and priorities in the Strategic Plan.

Inter-governmentally, SCRD manages some assets leased/licensed/made available through a partnership agreement from the Province. The Coopers Green Park boat ramp, as an example, is a provincial area licensed to SCRD. Fulfilling commitments in these agreements generally requires upkeep that demands investment from time-to-time.

Financial Implications

Staff recommend an ongoing commitment of \$100,000 focused on existing assets only. 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 – identified through engineering review (\$35,000),
- Katherine Lake campground water system repairs and upgrades (\$20,000),
- Parks flatbed trailer replacement (\$10,000),
- Picnic table and bench replacement (\$10,000),
- Suncoaster Trail Phase 1 signage replacement (\$5,000),
- Various repairs in community halls (\$10,000+).

As an alternative to establishing an ongoing capital budget, individual projects (those above or others) could continue to be proposed and debated annually.

If a capital budget is established for the Community Parks function, staff would seek annual approval of projects to be funded, as is done in other service areas.

Timeline for next steps or estimated completion date

The R1 Budget Proposal to establish a Parks capital budget was referred to Round 2, pending further information.

If amendments to the proposal, or further information, are desired by the Committee/Board at Round 2, staff will work to deliver what is required.

If this proposal is approved as part of the 2020 Budget, staff are prepared to initiate the projects noted above in 2020. Some may have work window constraints or involve

planning/design/construction sequencing that will extend in 2021 (e.g. Katherine Lake water system improvements).

Communications Strategy

Future capital projects that may impact user experience in parks would be supported by a communication plan.

STRATEGIC PLAN AND RELATED POLICIES

Proficient, sustainable parks service delivery reflects the SCRD 2019-2023 Strategic Plan priorities of **Engagement and Communications, Infrastructure Management, Regional Collaboration and Partnership, Climate Change and Resilience and Advocacy.**

CONCLUSION

Parks Division manages more than 100 parks, a range of specialty infrastructure, and community halls.

Historically, the Parks division has not had ongoing capital funding to maintain assets. While a comprehensive asset management plan is developed, staff recommended at R1 budget that a stepped approach to building toward sustainable asset management is applied. A modest capital budget can be used address (only) existing infrastructure condition issues.

In response to Board direction from R1 budget, staff are providing this report with an overview of the Parks Division (workgroup) and the SCRD Parks system, as managed and operated through the Community Parks [650] service.

Attachments:

A: Human Resources Allocation

B: Typical Maintenance Regime / Service Standard

Reviewed by:			
Manager	X - K. Robinson	Finance	
GM		Legislative	
CAO	X – D. McKinley	Superintendent	X – K. Clarkson

ATTACHMENT A

2020 Parks Division staffing allocation (provisional, subject to budget adoption)

Sum of 2020 FTE expended in relation to SCRD Parks Services Delivery	Function					Grand Total
	400	650	665	667	680	
Position						
GM, Planning and Community Development Services	0.02	0.13			0.01	0.16
Manager, Facility Services and Parks	0.08	0.4			0.08	0.56
Parks Superintendent	0.05	0.9	0.025	0.025		1
Parks Operations Coordinator	0.095	0.903	0.001	0.001		1
Parks Supervisor	0.15	1.66	0.02	0.01	0.16	2
Senior Parks Worker	0.04	0.84			0.12	1
Parks Operations Technician	0.05	0.95				1
Parks Worker	0.215	1.36	0.04	0.01	0.035	1.66
Parks Labourer		0.25				0.25
Parks Services Assistant	0.304	0.632	0.02		0.184	1.14
Manager, Planning and Development	0.01	0.04	0.01	0.01	0.01	0.08
Senior Planner		0.02				0.02
Parks Planning Coordinator		0.6	0.05		0.35	1
Planning Office Assistant		0.01			0.01	0.02
Administrative Assistant, Planning & Community Development Svcs		0.09				0.09
Facility Services Coordinator		0.0125				0.0125
Recreation Program Coordinator		0.1				0.1
Recreation Office Assistant (Grandfathered)		0.1362				0.1362
Recreation Office Coordinator		0.05				0.05
Grand Total	1.014	9.0837	0.166	0.056	0.959	11.2787

ATTACHMENT B

Typical Maintenance Regime – SCRD Parks, by Classification

Note: site-specific conditions may mean that a given location requires slightly more/less or a different maintenance program.

Community Parks and Beach Accesses

Weekly	Monthly	Annual/Seasonal
General maintenance- cleanup duties and safety checks	Preventative maintenance- Inspections, documentation and work order processing	Access roads, parking lot- Preventative maintenance, upgrades and repairs (capping, grading, dust control, etc.)
Wildlife/danger Tree Assessment and Mitigation	Repair and replace all directional, information and regulatory signage	Washrooms/outhouses- Septic pumped out
Other vegetation management- Invasive plant control, trimming of vegetation obstructing access, sightlines or structures and amenities	All park structures (tables, toilets, fire rings, benches, fences, railings, bridges, boardwalks, etc.)- Preventative maintenance, upgrades, repairs and replacement	Port-a-potties- Installed at all required locations, stocked, pumped out and ready to use
Garbage and debris removal	All park buildings (washrooms, shelters, etc.)- Preventative maintenance, upgrades, repairs and replacement	Waterfront/swimming areas (including buoys, lines, docks, etc.)- secured, preventative maintenance, upgrades, repairs and replacement
Water taps, standpipes and irrigation systems- operational, preventative maintenance, upgrades, repairs and replacement	Playground equipment- Inspections, preventative maintenance, upgrades, repairs and replacement Trails- Preventative maintenance, upgrades, repairs and replacement	

Recreational Trails

Weekly	Monthly	Annual/Seasonal
Clear windfalls, slides, loose rocks, debris from tread surface, assess/remove danger trees	Drainage repair, including but not limited to culverts, water bars, washouts, pooling	Re-vegetation of slopes and ground disturbance
Vegetation control- If it hinders sightlines, obstructs trail/signage, invasive plant control measures	Level or restore trail surface as required- riling, slumping, tire ruts, holes, cracking, low spots, exposed rocks or roots, fall hazards	Decommission of informal access trails
Maintain and repair and trailhead structures and amenities (i.e. bathrooms, garbage cans, recycle containers, maps/kiosks)	Check and repair all structures including bridges, boardwalks, stairs, handrails, fencing, gates, stiles, filters, barriers/bollards, benches/seating, cattle guards, gabions, retaining walls and technical trail features (TTF's)	Check, repair or replace kiosks, signage, emergency numbering/identification and any trail markers/blazing

Boat Launches

Weekly	Monthly	Annual/Seasonal
General maintenance and clean up duties	All signage understandable, organized and in place	Access roads, parking lot- Preventative maintenance, upgrades and repairs (capping, grading, dust control, etc.)
Wildlife/danger tree assessment and mitigation	Drainage of site- preventative maintenance, upgrades and repairs	Outhouses/Washrooms- septic pumped out
Other vegetation management- Invasive plant control, trimming of vegetation that is obstructing roads, trails, structures, sightlines	Outhouses/Washrooms- preventative maintenance, upgrades, repairs and replacements	Boat ramp- preventative maintenance, upgrades, repairs and replacements
	Rip rap- preventative maintenance, upgrades, repairs and replacements	Perimeter trench/swale and/or rock walls and retaining structures- preventative maintenance, upgrades, repairs and replacements

Sports Fields

Weekly	Monthly	Annual/Seasonal
Ball diamonds and playing fields- surface worked, proper drainage, acceptable vegetation height and density, free of rocks and/or debris	Water taps, standpipes and irrigation systems- operational, preventative maintenance, upgrades, repairs and replacement	Parking lot and access roads- Preventative maintenance, upgrades and repairs
Emergency exits- accessible, free of obstructions/debris, well-delineated and signed	Perimeter fencing- Preventative maintenance, upgrades, repairs and replacements	Washrooms/outhouses- Septic pumped out
All signage understandable, organized and in place	All buildings- Preventative maintenance, upgrades, repairs and replacement	Water/irrigation systems- Disinfected, operational and compliant with VCHA standards
All structures- Preventative maintenance, upgrades, repairs and replacement	Backstop- preventative maintenance, upgrades, repairs and replacement	Port-a potties- Installed on site, stocked, pumped, clean and ready to use
Infield surface- levelled and any required additional material added	Dugouts- preventative maintenance, upgrades, repairs and replacement	
Base layout- preventative maintenance, upgrades, repairs and replacement, measured and aligned as per standard	Other vegetation management- particularly invasive plant control, trimming of vegetation that is obstructing roads, trails, structures, sightlines	
Outfield surface- low spots or holes/tripping hazards filled with topsoil and seeded	All park structures (tables, toilets, fire rings, benches, fences, railings, bridges, boardwalks, etc.)- Preventative maintenance, upgrades, repairs and replacement	
Wildlife/danger tree assessment and mitigation		
Ball diamonds and playing fields- Preventative maintenance, upgrades, repairs and replacement		

Community Halls

Weekly	Monthly	Annual/Seasonal
General maintenance- cleanup duties and safety checks	Water taps, standpipes and irrigation systems- operational, preventative maintenance, upgrades, repairs and replacement	Parking lot and access roads- Preventative maintenance, upgrades and repairs
Garbage and debris removal	Preventative maintenance- Inspections, documentation and work order processing	Repair and replace all directional, information and regulatory signage
Wildlife/danger tree assessment and mitigation	All park structures (tables, toilets, fire rings, benches, fences, railings, bridges, boardwalks, etc.)- Preventative maintenance, upgrades, repairs and replacement	Washrooms/outhouses- Septic pumped out Port-a-potties- Installed at all required locations, stocked, pumped out and ready to use
Other vegetation management- Invasive plant control, trimming of vegetation obstructing access, sightlines or structures and amenities		

Cemeteries

Weekly	Monthly	Annual/Seasonal
General maintenance- cleanup duties and safety checks	Preventative maintenance- Inspections, documentation and work order processing	Parking lot and access roads- Preventative maintenance, upgrades and repairs
Wildlife/danger tree assessment and mitigation	Water taps, standpipes and irrigation systems- operational, preventative maintenance, upgrades, repairs and replacement	Repair and replace all directional, information and regulatory signage
Other vegetation management- Invasive plant control, trimming of vegetation obstructing access, sightlines or structures and amenities	All park structures (tables, toilets, fire rings, benches, fences, railings, bridges, boardwalks, etc.)- Preventative maintenance, upgrades, repairs and replacement	Washrooms/outhouses- Septic pumped out
Garbage and debris removal		Port-a-potties- Installed at all required locations, stocked, pumped out and ready to use

Bicycle/Walking Paths

Weekly	Monthly	Annual/Seasonal
General maintenance- cleanup duties and safety checks	All park structures (tables, toilets, fire rings, benches, fences, railings, bridges, boardwalks, etc.)- Preventative maintenance, upgrades, repairs and replacement	Parking lot and access roads- Preventative maintenance, upgrades and repairs
Garbage and debris removal	Clear windfalls, slides, loose rocks, debris from tread surface, assess/remove danger trees	Preventative maintenance- Inspections, documentation and work order processing
Maintain and repair and trailhead structures and amenities (i.e. bathrooms, garbage cans, recycle containers, maps/kiosks)	Wildlife/danger tree assessment and mitigation	Repair and replace all directional, information and regulatory signage
	Other vegetation management- Invasive plant control, trimming of vegetation obstructing access, sightlines or structures and amenities	Washrooms/outhouses- Septic pumped out
		Port-a-potties- Installed at all required locations, stocked, pumped out and ready to use
		Drainage repair, including but not limited to culverts, water bars, washouts, pooling
		Level or restore trail surface as required- riling, slumping, tire ruts, holes, cracking, low spots, exposed rocks or roots, fall hazards

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Kevin Clarkson, Parks Superintendent

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [650] COMMUNITY PARKS

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [650] Community Parks be received.

BACKGROUND

Summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposal 1 – Service Contract Value Adjustments – Inflation and Climate Change – Increase to Base Budget. Incorporated in Round 1. Funded through Taxation;
- Budget Proposal 2 – New Service Contracts – Increase to Base Budget. Incorporated in Round 1. Funded through Taxation;
- Budget Proposal 3 – Parks Building (Partial Replacement / Upgrade). Incorporated in Round 1. Funded from Capital Reserves;
- Budget Proposal 6 – Sports Field Equipment – Deep Aerator. Incorporated in Round 1. Funded from Capital Reserves;

Budget Proposals 4 and 5, as follows, were referred to 2020 Round 2 Budget per the following recommendation:

004/20 **Recommendation No. 22** *Community Parks [650] – 2020 R1 Budget Proposals*

AND THAT the following budget proposal be referred to the 2020 Round 2 Budget pending staff report to January 2020 Planning and Community Development Committee meeting with a historical overview and past staff reports in regards to the Parks Capital Budget:

- Budget Proposal 4 – Establishment of a Parks Capital Budget – Increase to Base Budget, \$100,000 funded through Taxation;

AND FURTHER THAT the following budget proposals be referred to the 2020 Round 2 Budget pending staff report to January 2020 Planning and Community Development Committee meeting regarding project options / plans for both and funding details for the Sports Field Budget Proposal:

- Budget Proposal 5 – Suncoaster Trail (Phase 2), \$400,000 funded through Grant opportunity;
- Budget Proposal 7- Sports Field Replacement/ Upgrades Shirley Macey

DISCUSSION

2020 R2 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

4	<i>Function Number – Project Name:</i>	[650] Community Parks - Establishment of a Parks Capital Budget – Increase to Base Budget
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$100,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>Projects undertaken through this initiative would relate to existing core assets only, and work would focus on maximizing useful life/value to community.</p>
	<i>Rationale / Service Impacts:</i>	<p>Development of an asset management plan for SCRD Parks is planned to maintain service continuity.</p> <p>Historically, the Parks division does not have ongoing capital funding to maintain assets. While a comprehensive plan is developed, staff recommend that a stepped approach to building toward sustainable asset management is applied. A modest capital budget can be used address (only) core existing infrastructure condition issues.</p> <p>No new assets would be developed; as that would be a service level change. 2020 priority projects include:</p> <ul style="list-style-type: none"> • Coopers Green Park boat ramp concrete repairs (\$35,000), • Katherine Lake campground water system repairs and upgrades (\$20,000),

		<ul style="list-style-type: none"> • parks flatbed trailer replacement (\$10,000), • picnic table and bench replacement (\$10,000), • Suncoaster trail Phase 1 signage replacement (\$5,000), • various repairs in community halls (\$10,000+). <p>Priority projects have been identified and evaluated against criteria such as risk/liability management, user experience and satisfaction, as well as the degree at which the project will benefit operational efficiency and effectiveness.</p> <p>A dedicated capital budget allows targeted resources to be allocated to specific tasks and improvements to infrastructure and operations. Strategically identifying and implementing priority fixes and upgrades equates to long term efficiencies and additional effectiveness in operations.</p>
	<i>Climate Action Impact</i>	<p>Parks-related issues resulting from longer, drier weather patterns and a changes in long-standing seasonal cycles are directly impacting parks service adaptability. These accumulating climate issues are already presenting a direct impact on resource allocation, prioritization and the availability of staff, as often they take budgetary precedent when they threaten public safety or property.</p> <p>A proactive approach to planning and implementing an annual parks capital plan will assist in preventative maintenance and the effective allocation of available funding resources. Parks will therefore become more adaptable and resilient to emerging climate effects within the SCRD.</p>
	<i>Life Cycle Cost Breakdown</i>	<p>Maximizing useful life of assets reduces the overall cost of operating the Parks</p>

		<p>service (assuming the same service level).</p> <p>Some projects within this initiative will have annual costs (e.g. trailer insurance) or will require future replacement (e.g. signage).</p>
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5	<i>Function Number – Project Name:</i>	Updated - [650] Community Parks - Suncoaster Trail (Phase 2)
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$15,000 Amended (\$400,000 proposed at R1)
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>Annual maintenance will be required to maximize the useful life of the trail and associated infrastructure (e.g. signage and bridges).</p> <p>In some cases, SCR D would be responsible for removal of infrastructure/returning lands to pre-trail condition if the trail was decommissioned.</p> <p>See report on this agenda for additional detail.</p>
	<i>Rationale / Service Impacts:</i>	<p>The vision of a ferry-to-ferry trail is included in a number of official community plans and received community support during Phase 2 route development.</p> <p>This initiative would support, through proposed collaboration with the Sunshine Coast Trail Society, partnership development that is essential to the success of the Suncoaster Phase 2 project.</p>

		A report on this agenda provides additional background and rationale.
	<i>Climate Action Impact</i>	Providing alternatives to vehicle transportation is essential to promoting regular active transportation. With accessible alternative travel options, less vehicle trips are logged on the coast (especially short community/local trips), which equates to less GHG emissions and a healthier, active population.
	<i>Life Cycle Cost Breakdown</i>	<p>Properly built trail infrastructure invites increased levels of usage and subsequent asset deterioration.</p> <p>Recurring costs related to regionally significant recreational trails approximate that 5-15% of total initial project investment should be planned and allocated on a 3-5 year cycle for ongoing maintenance and upgrade requirements.</p> <p>Costs can be offset through collaborative, leveraged volunteer and community partnership effort.</p> <p>See report on this agenda for additional detail.</p>

7	<i>Function Number – Project Name:</i>	[650] Sports Field Replacement / Upgrades – Shirley Macey * See Prior Report to not proceed with BP
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	F
	<i>2020 Funding Required:</i>	TBD
	<i>Funding Source(s):</i>	TBD
	<i>Asset Management Plan Implications:</i>	<p>An asset management plan for Parks is currently being developed.</p> <p>This project will improve existing or construct new assets, which will be included in the asset management plan.</p>
	<i>Rationale / Service Impacts:</i>	Staff have done subsequent work with the Better Fields Committee and will be

		convening a regional sports fields discussion in January 2020. Further information will follow.
	<i>Climate Action Impact</i>	TBD
	<i>Life Cycle Cost Breakdown</i>	TBD

Financial Implications

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

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

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: James Walton, Manager, Transit and Fleet

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [310] PUBLIC TRANSIT

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [310] Public Transit be received.

BACKGROUND

At the January 30, 2020 Board meeting the following recommendation was approved (in part):

026/20 **Recommendation No. 2** *2019 Fare Review Update*

AND THAT staff work with BC Transit as part of the implementation plan to distinguish the data with respect to sales for monthly passes to youth and sales for monthly passes to seniors;

AND THAT staff initiate a Youth Transit Demand Assessment survey in Q2 2020;

AND THAT criteria to assist with the distribution of 50 monthly passes, for a five month period, be done in collaboration with TRAC or SD46 per the following conditions:

- passes are distributed to youth only;
- prioritization for the distribution of the passes will go to students who express a commitment to record and measure both their transit use before and after the program, and can demonstrate that vehicle trips and GHG emissions are avoided;
- passes can be provided by principals or educators to students in need, at their private discretion and with encouragement, though not the necessity, of the reporting requirements;
- that in any sharing of the data, personal privacy be protected, except of course when students voluntarily share their experiences;
- that the SCRD begin differentiating the recording of discount pass sales at all outlets, between seniors and youth; and that during the pilot, staff report monthly on these sales numbers in comparison to sales prior to the pilot;

AND FURTHER THAT a budget proposal for implementation of the pilot project and the Youth Transit Demand Assessment survey be brought forward to Round 2 Budget.

DISCUSSION

2020 R2 Budget Proposals by Category

D OTHER or NOT CURRENTLY CLASSIFIED

1	Function Number – Project Name:	***NEW [310] – Youth Transit Demand Assessment Survey and Youth Transit Pilot Project
	Rating:	Enhancement to Service
	Areas Affected (A-F, Regional, Islands):	B, D, E, F, DoS, TOG, SIGD
	2020 Funding Required:	\$14,271 <u>Breakdown:</u> - Free tickets: \$7,500 - Survey cost: \$1,500 - Staff resources: \$5.271 (0.05 FTE)
	Funding Source(s):	Taxation
	Asset Management Plan Implications:	N/A
	Rationale / Service Impacts:	As per above listed resolution. Staff time is required for the coordination of the development and implementation of the pilot program and for the development, implementation and analyses of a combination of an online survey and an in-class survey in collaboration with School District 46 (SD46). Transportation Choices (TraC) or SD46 are expected to take the lead on the Youth Transit Pilot administration.
	Climate Action Impact	One of the objectives of the pilot and the survey is to increase transit ridership amongst youth and to reduce their reliance on personal vehicle use.
	Life Cycle Cost Breakdown	N/A

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 47,834	\$ 47,834	\$ 47,834	\$ 47,834	\$ 47,834
Contributions Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
BP #1 - Youth Transit	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 47,834	\$ 47,834	\$ 47,834	\$ 47,834	\$ 47,834

Reviewed by:			
Manager		Finance	
GM	X – R. Rosenboom	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [150] REGIONAL FEASIBILITY

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [150] Regional Feasibility be received;

AND THAT Budget Proposal 7 – [365-370] Water Governance Program from 2020 Round 1 Budget be denied and replaced with Budget Proposal 1 - [150] Watershed Governance Feasibility Study for consideration.

BACKGROUND

At Round 1 budget the following resolution was made based on budget proposal for Water Governance Program to be funded from North Pender Harbour Water Service, South Pender Harbour Water Service and Regional Water Service:

004/20 AND FURTHER THAT the following budget proposal be referred to the 2020 Round 2 Budget pending staff report to the January 2020 Infrastructure Services Committee meeting with a 2020 project plan, funding required and sources of funding available:

- Budget Proposal 7 – Water Governance Program.

At the January 30, 2020 Special Board Meeting the following resolution was adopted:

026/20 **Recommendation No. 5** *Water and Watershed Governance*

THAT the report titled Water and Watershed Governance be received;

AND THAT a feasibility study to undertake Watershed Governance be conducted to develop a proposal for a new Sunshine Coast Regional District (SCRD) service;

AND THAT the feasibility study be funded by all SCRD participants;

AND THAT a budget proposal for \$30,000 for a Watershed Governance feasibility study be brought forward to 2020 Round 2 Budget;

AND THAT the report be forwarded to the District of Sechelt, Town of Gibsons, Sechelt Indian Government District, shíshálh Nation, and Skwxú7mesh Úxwumixw for comment;

AND FURTHER THAT the CAO and GM, Infrastructure Services be appointed as SCRD representatives to the proposed Watershed Working Group.

Therefore, staff recommended that Budget Proposal 7 from Round 1 Budget be denied and replaced with Budget Proposal 1 below for consideration.

DISCUSSION

2020 R2 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	***NEW [150] – Watershed Governance Feasibility Study
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$30,000 (- \$8,135*-see below) \$21,865
	<i>Funding Source(s):</i>	Taxation There is a prior year surplus from a 2009 feasibility project within function 150 in the amount of \$8,135 which could be used to fund the proposed \$30,000 of taxation required for the Watershed Governance feasibility project. This would reduce the funding required from 2020 taxation to \$21,865
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	As per Resolution 026/20 adopted by the Board at the January 30, 2020 meeting this budget proposal is to fund the engagement of staff in Watershed Working Group as well as to retain a consultant to provide strategic support.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	Any cost for future feasibility or creation of new service would be determined at a later date.

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

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

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [350] REGIONAL SOLID WASTE

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [350] Regional Solid Waste be received.

BACKGROUND

Following is a summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposal 1 – Regional Solid Waste – Hydrogeological Assessment Update [350] – Incorporated in Round 2. Funding from Taxation;
- Budget Proposal 2 – Regional Solid Waste – Leachate Management Update [350] – Incorporated in Round 2. Funding from Taxation;
- Budget Proposal 3 – Regional Solid Waste – Future Waste Disposal Options Analysis Study [350] – Incorporated in Round 2. Funding from Taxation;
- Budget Proposal 4 – Regional Solid Waste – Sechelt Share Shed Sinkhole Repairs [350] – Incorporated in Round 2. Funding from Taxation;
- Budget Proposal 6 – Backyard Composter Rebate Program – Increase to Base Budget – Incorporated in Round 2. Funding from Eco-Fee Reserves;
- Budget Proposal 7 – Sechelt Landfill Biocover Feasibility – Incorporated in Round 2. Funding from Taxation;
- Budget Proposal 9 – WildSafeBC Program, - Incorporated in Round 2. Funding from Taxation;

Budget Proposals 5 and 8, as follows, were referred to 2020 Round 2 Budget per the following recommendation:

Recommendation No. 15

Regional Solid Waste [350] – 2020 R1 Budget Proposals

The Corporate and Administrative Services Committee recommended that the following budget proposal be referred to 2020 Round 2 Budget pending a staff report to January

2020 Infrastructure Services Committee meeting with a further explanation of the scope, a cost benefit analysis and a list of potential users in Area A and including options for small businesses if there will be a full ban on food waste:

- Budget Proposal 5 – Food Waste Drop-Offs – Increase to Base Budget, \$160,000 funded through Taxation.

AND FURTHER THAT the following budget proposal be referred to the 2020 Round 2 Budget pending further information to be presented at 2020 Round 2 Budget:

- Budget Proposal 8 – Drywall Screening Process Improvements.

DISCUSSION

2020 R2 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

5	<i>Function Number – Project Name:</i>	[350] – Food Waste Drop-offs
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A
	<i>2020 Funding Required:</i>	\$27,000
	<i>Funding Source(s):</i>	Tipping Fees
	<i>Asset Management Plan Implications:</i>	All required assets would be provided by Contractors.
	<i>Rationale / Service Impacts:</i>	<p>New program that would offer one location in Pender Harbour for residents and small businesses to drop off up to 50L of food waste funded from tipping fees (res. #26/20). Funds would be used for the costs of hauling and processing food waste into compost. The location would be the Pender Harbour Transfer Station. Food Waste Drop-offs are one of the initiatives in the SCRD's Regional Organics Diversion Strategy and supports a landfill disposal ban of organics and helps to extend the life of the landfill by maximizing diversion opportunities.</p> <p>Estimated Annual Costs: Container & Hauling Services: \$30,000 Processing: \$24,000</p>

		<p>2020 Funding: \$27,000 (Based on 6 months of service)</p> <p>2021 Funding: \$54,000</p> <p>Actual annual costs are dependent upon procurement and actual tonnages received.</p>
	<i>Climate Action Impact</i>	<p>The tonnage of food waste that is composted can be claimed as carbon off-sets for corporate emissions. Composting food waste produces less GHGs than if disposed in garbage.</p> <p>There would be transportation-related GHG emissions from delivering the food waste to the drop-off as well as from hauling from the drop-off sites to the compost facility.</p>
	<i>Life Cycle Cost Breakdown</i>	N/A

8	<i>Function Number – Project Name:</i>	[350] Drywall Screening Process Improvements
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	<p>\$47,680</p> <p>Consisting of:</p> <ul style="list-style-type: none"> - 0.58 FTE site attendant: \$42,680 - Outreach, training and equipment: \$5,000
	<i>Funding Source(s):</i>	Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>At its two solid waste disposal facilities, the SCRD collects drywall and hauls it to the one and only processor in B.C. The processor only accepts drywall without asbestos contamination. Recently the processor rejected several loads from the SCRD due to asbestos contamination.</p>

		At the January 30, 2020 Board meeting the adopted a resolution (026/20) to prepare a budget proposal for the implementation of Option 3 as presented in the report titled Gypsum Screening Process Improvements presented at the January 30, 2020 Infrastructure Services Committee meeting.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

Financial Implications

Regional Solid Waste Operating

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

Eco Fee

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

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

Landfill Operating

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

Landfill Closure

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

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

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Robyn Cooper, Manager, Solid Waste Programs

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [355] REFUSE COLLECTION

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [355] Refuse Collection be received.

BACKGROUND

Following is a summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposals 1 and 2 - as follows, were referred to 2020 Round 2 Budget per the following recommendation:

Recommendation No. 16 *Refuse Collection [355] – 2020 R1 Budget Proposals*

The Corporate and Administrative Services Committee recommended that the following budget proposals be referred to the 2020 Round 2 Budget pending a staff report to the January 2020 Infrastructure Services Committee meeting with further information on the associated contracts for the curbside collection and processing of residential food waste:

- Budget Proposal 1 – Education and Outreach Materials, \$15,000 funded from Operating Reserves;
- Budget Proposal 2 – App for Curbside Collection Services, \$8,000 funded from Operating Reserves.

DISCUSSION***2020 R2 Budget Proposals by Category*****B BOARD STRATEGIC AND CORPORATE GOALS**

1	<i>Function Number – Project Name:</i>	[3555] Education and Outreach Materials
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F
	<i>2020 Funding Required:</i>	\$15,000

	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>As per resolution 006/20, a contract was awarded for curbside collection of food waste service for SCRD Electoral Areas B, D, E and F. This project is intended to support this implementation process.</p> <p>Funds to be used for the printing and distribution of education, outreach and communication materials for the new curbside collection of food waste service and bi-weekly garbage collection. Future years will not require the extensive outreach and can be funded from existing budget.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

2	<i>Function Number – Project Name:</i>	[355] App for Curbside Collection Services
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	B, D, E, F
	<i>2020 Funding Required:</i>	\$8,000 one-time cost
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	<p>As per resolution 006/20, a contract was awarded for curbside collection of food waste for SCRD Electoral Areas B, D, E and F. This project is intended to support this new service.</p> <p>Funds to be used for the first year operating costs for a smart phone app that allows residents to: create personalized collection calendar, set up collection reminders and a recycling wizard (what goes where). Funds are also for the first year advertising of the</p>

		App. Costs for future years can be incorporated into the annual user fees. App is per Resolution 159/19 (in part) and the 2019-2023 Strategic Plan. The App will be integrated to ensure functionality within the proposed SCRD website redesign.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	\$6,000 increase to net operating base budget for ongoing maintenance and administration beginning in 2021 funded through user fees.

Financial Implications

Refuse Collection Operating

	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 163,175	\$ 35,412	\$ 35,412	\$ 35,412	\$ 35,412
BP #1	-\$ 15,000	\$ -	\$ -	\$ -	\$ -
BP #2	-\$ 8,000	\$ -	\$ -	\$ -	\$ -
Food-waste collection containers (Approved)	-\$ 193,670				
2019 contributions	\$ 88,907	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 35,412	\$ 35,412	\$ 35,412	\$ 35,412	\$ 35,412

Reviewed by:			
Manager		Finance	
GM	X - R. Rosenboom	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Robyn Cooper, Manager, Solid Waste Programs
Senior Leadership Team

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR SCRD CORPORATE RECYCLING PROGRAM

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for SCRD Corporate Recycling Program be received.

BACKGROUND

The Sunshine Coast Regional District (SCRD) has a corporate responsibility to be a leader in waste diversion and recycling at its facilities. Additionally, given the pressures on the Sechelt Landfill disposal capacity and future landfill disposal bans, implementing a corporate recycling program is essential.

Due to changes to the recycling landscape within the industrial, commercial and institutional (ICI) sectors on the Sunshine Coast in 2019, most SCRD facilities have been left with minimal access to recycling. The SCRD, like other businesses, is not able to utilize the SCRD's recycling depots as they are for residential materials only as per the BC Recycling Regulation. A temporary pack-in-pack-out mandate is in place for most SCRD facilities until a corporate-wide recycling program is in place.

Until then, the majority of SCRD documents that were previously collected for recycling are now being confidentially shredded (and recycled by the contracted shredding company). As well, a few SCRD facilities continue to have cardboard recycling services in place.

DISCUSSION

Corporate Recycling Program Outline

The following facilities are included in this first phase of a corporate recycling program:

- Administration Facilities: Field Road, Mason Road
- Fire Halls: Egmont, Halfmoon Bay, Roberts Creek, Gibsons and District
- Recreation Facilities: Pender Harbour Aquatic and Fitness Centre, Sechelt Aquatic Centre, Sunshine Coast Arena, Gibsons and Area Community Centre, Gibsons and District Aquatic Facility

SCRD parks and community halls are out of scope at this time, however, could be contemplated in 2021.

To proceed with a corporate recycling program, there are two budget requirements: one-time capital costs for infrastructure (i.e. bins) and annual servicing costs.

2020 R2 Budget Proposals by Category

B BOARD STRATEGIC AND CORPORATE GOALS

1	<i>Function Number – Project Name:</i>	<u>Cross Function</u> SCRD Corporate Recycling Program
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$33,900 Total for 2020 Includes infrastructure costs and three months of servicing. Field Road - \$4,900 Mason Road - \$3,000 Gibsons and Area Community Center - \$8,200 Gibsons and District Aquatic Facility - \$1,900 Pender Harbour Aquatic and Fitness Centre - \$1,000 Sechelt Aquatic Facility – \$4,800 Sunshine Coast Arena - \$4,400 Gibsons and District Fire Hall - \$2,300 Halfmoon Bay Fire Hall - \$1,700 Roberts Creek Fire Hall - \$1,700
	<i>Funding Source(s):</i>	Support Services and Taxation
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	The Sunshine Coast Regional District (SCRD) has a corporate responsibility to be a leader in waste diversion and recycling at its facilities.
	<i>Climate Action Impact</i>	Given the pressures on the Sechelt Landfill disposal capacity and future landfill disposal bans, implementing a corporate recycling program is essential.

	<i>Life Cycle Cost Breakdown</i>	<p>Future Financial Implications – Estimated annual servicing costs beginning 2021</p> <p>Field Road - \$1,700 Mason Road - \$1,700 Gibsons and Area Community Center - \$2,200 Gibsons and District Aquatic Facility - \$1,400 Pender Harbour Aquatic and Fitness Centre - \$600 Sechelt Aquatic Facility – \$1,700 Sunshine Coast Arena - \$1,800 Gibsons and District Fire Hall - \$1,400 Halfmoon Bay Fire Hall - \$1,400 Roberts Creek Fire Hall - \$1,400</p>
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Reviewed by:			
Manager		Finance	X-T. Perreault
GM		Legislative	
CAO	X – D. McKinley	Purchasing/Risk Management	X-V. Cropp

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget February 10 and 11, 2020

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Tina Perreault, GM Corporate Services/ Chief Financial Officer.

SUBJECT: **GROUNDWATER INVESTIGATION PHASE 4 – CHURCH ROAD BUDGET PROPOSAL**

RECOMMENDATION(S)

THAT the report titled Groundwater Investigation Phase 4 – Church Road Budget Proposal be received;

AND THAT staff prepare an Alternate Approval Process (AAP) to authorize long term borrowing of up to \$9,000,000 over a 30 year term to fund the Groundwater Investigation Phase 4 – Church Rd well field project.

BACKGROUND

With respect to the project to initiative to seek additional water supply to the Chapman Creek Water system from the development of a well field in the Church Road area the Board adopted the following recommendations at its January 9, 2020 meeting:

005/20 **Recommendation No. 5** *Groundwater Investigation Phase 3 – Church Road Results*

THAT the report titled Groundwater Investigation Phase 3 – Church Road Results be received;

AND THAT a budget proposal for \$8,270,000 for a Groundwater Investigation Phase 4 with respect to the development of a well field at Church Road be brought forward to the 2020 Round 2 Budget.

004/20 **Recommendation No. 30** *Regional Water Service [370] – 2020 R1 Budget Proposals*

AND THAT the following budget proposal be referred to 2020 Round 2 Budget pending further information to be included in the Budget Proposals (such as adding to rationale / service impacts, scope of work, funding required, funding sources):

- Budget Proposal 22 – Groundwater Investigation Phase 4 – Church Road;

The purpose of this report is to provide additional information in support of the Round 2 Budget Proposal for the Groundwater Investigation Phase 4 – Church Rd well field project.

DISCUSSION

Local governments wishing to pursue long term debt financing may only do so with approval of the electors and subsequent adoption of a Loan Authorization Bylaw. Approval in this case can be in the form of an Alternate Approval Process (AAP) or a referendum.

Alternative funding options that do not require elector approval include short term financing for a 5 year term or a combination of short term financing and reserves.

Based on the public response to the technical results on Phase 3 of this project and subsequent Board direction, staff are hopeful that electoral approval for long term borrowing could be obtained through an AAP. An AAP is generally also considered to be a more cost effective option to seek such approval. Staff are therefore recommending to undertake an AAP to seek electoral approval for a long term loan for this project.

Options and analysis: loan funding

Based on the budgeted project costs of \$8,270,000, and a contribution from reserves of \$270,000. Although there are contingencies built into the project costs, these are still estimates, therefore, staff recommend that the borrowing and subsequent Loan Authorization Bylaw allow for up to \$9,000,000 to be available for this project. This would allow for the most flexibility to see the project to completion as once public consent is received, any changes requires additional approval.

Approval for long term borrowing up to a specified amount does not commit the SCRD to undertake all of the borrowing should alternative funding sources such as grants or reserves become available.

The actual amount to be borrowed for this project will be based on the actual project costs, less any alternative funding sources approved prior to project completion (including grants), and is subject to final approval through the adoption of a Security Issuing Bylaw.

The maximum term of a local government debt is the lesser of 30 years or the reasonable life expectancy of the capital asset. Of all the major infrastructure components included in this well field development project, the well field itself will have the shortest estimated useful life of about 40 years.

The December 12, 2019 staff report stated that assuming a maximum term 30 year loan, \$8,000,000 principal and a 2.5% interest rate, the estimated annual debt servicing costs would total \$382,221. The rates with the MFA are set twice per year, once for the spring and again in the fall.

Updated Options Based on \$9,000,000 Loan Authorization

The table below summarizes the financial implications of borrowing \$9,000,000 over three different terms; 30 years, 25 years and 20 years. The following assumptions were used in this analysis:

- 2.5% interest rate for entire borrowing term (MFA rates are reset after the first 10 years and every 5 years thereafter, the current indicative rate is listed at 2.18%);

- Total cost of borrowing is calculated as estimated interest payments less estimated actuarial earnings based on 2.5% actuarial rate;
- Required parcel tax rate increase is based on 2020 budgeted revenue and approved rates.
- Annual cost per parcel is based on the rate for a parcel up to 1 acre in size and does not account for future growth

	Term	Annual Debt Servicing Cost	Total Cost of Borrowing	Required Parcel Tax Rate Increase	Annual Cost (parcel up to 1 acre)
Option 1	30 Years	\$429,999	\$3,899,963	13.5%	\$37.25
Option 2	25 Years	\$488,483	\$3,212,082	15.3%	\$42.32
Option 3	20 Years	\$577,324	\$2,546,483	18.1%	\$50.01

Longer term loans result in higher total costs of borrowing but a lower parcel tax increase and annual cost per parcel. Additional system growth will reduce the annual cost per parcel over time.

Staff recommend proceeding with an AAP based on Option 1 to authorize long term borrowing of up to \$9,000,000 over a 30 year term.

Option and analyses: grant funding

As indicated in the December 12, 2019 staff report, staff did identify an opportunity to apply for a grant for this project through the Canada Infrastructure Program Green Infrastructure Environmental Quality funding stream. Staff since confirmed that this project indeed meet the eligibility criteria.

The application deadline for this grant is February 26, 2020 and it will take until spring 2021 before the SCRD would be notified that they have been awarded a grant for this project. Under this program any expenditures made prior to a potential grant award are not eligible for grant funding. Consequently, the SCRD would have to delay the start of the construction of the well field from early fall 2020 to early fall 2021. Based on this timeline the SCRD could apply for a grant of up to \$5,307,100.

Option 1: Refrain from applying for grant (recommended)

Regardless if the SCRD applies for this grant or not, it would need to seek electoral approval for a long term loan for the entire project budget. Doing so would allow the SCRD to proceed with the construction of the well field as soon as the long term loan is secured, all required permits and the final design is completed. This is anticipated to be late summer 2020, allowing for the start of the construction early fall and the commissioning of the well field early summer 2021.

Staff are fully aware of the desire amongst many community members and organizations to address the current Water Supply Deficit in an expedited manner. Funding the development of the

Church Road well field entirely by a long term loan would be the most expedited method the SCRD could use to address this desire.

The SCRD could explore other options, outside of a grant application, to receive provincial or federal financial support for this project.

As this is a multi-year grant program it's expected that early 2021 the SCRD would be able to submit grant applications for other projects such as the development of wells on the sites that are proposed for testing in 2020, a Raw Water Reservoir or upgrades to several wastewater treatment plants. There are currently no other projects in such stage of development that they would meet the eligibility criteria for this grant program.

Staff recommend this option.

Option 2: Applying for grant

If a grant application would be submitted, only expenditures committed to from the date of grant award would be eligible under this grant. Given that a grant award is not expected until the spring of 2021, this would delay the start of the construction of the well field and ancillary infrastructure until the fall of 2021 and commissioning of the well field to early summer 2022. Due to inflation and construction cost increases this delay could result in an overall cost increase of about 5-10%.

Besides technical and financial information the grant application requires the following to be submitted:

- A board resolution directing staff to submit the grant application;
- A Loan Authorization Bylaw that received third reading by the Board if our own funding contribution is anticipated to be funded through a loan;
- A detailed overview of all our water conservation initiatives, including a water metering program.

Any grant received would reduce the actual amount to be funded through a loan.

The SCRD could still provide a limited number of supporting documents after the application deadline of February 26, 2020, including the above mentioned Loan Authorization Bylaw, in early March 2020.

Provincial staff indicated that the detailed overview of all water conservation initiatives should include those already initiated and those scheduled for the foreseeable future. For the SCRD this would include the development of a full metering program including the installation of Phase 3 of the water meters. Provincial staff indicated that having water meters installed or scheduled in the entire water system and an associated program in place or under development is considered a best practice for all community water supply systems. They also indicated that not having these in place could negatively impact the SCRD's application review score. Staff will therefore provide a report with funding and implementation options and timelines for the Board's consideration at a Q1 or early Q2 2020 Committee meeting. This would allow for any resolutions associated with the Water Metering Program made at this meeting to be forwarded to the Province in support of the grant application.

Since grant programs are usually oversubscribed, there is no certainty that the SCRD would be awarded a grant for the Church Road well field project. As addressing the current water supply deficit in an expedited manner is a high priority for the community and the Board, and applying for this grant would delay the commissioning of the well field by one year, staff do not recommend this option.

Financial implications

The estimated cost to conduct an AAP is estimated to be \$5,000-\$10,000 consisting mainly of staff time with ancillary expenses for advertising and materials. Financial implications associated with the proposed borrowing as articulated in the report are required as part of the AAP information package.

Communications Strategy

A separate Communication Plan will be developed and implemented in support of an AAP, which will include, in addition to the required statutory advertising and general information package, dedicated communication through social media, webpage and newspapers and several public information sessions.

The information package will include a copy of the Loan Authorization Bylaw, the Notice of AAP, information on the project and a comparison of cost implications for both long term borrowing and alternative combination of short term borrowing and reserves.

Timeline for next steps or estimated completion date

The Loan Authorization Bylaw would be presented for three readings at the March 12 Board meeting as this document is required in support of the grant application.

As indicated earlier, any funding through a loan would need to be confirmed early summer 2020. Staff are therefore proposing to hold the AAP late Q2 2020. Related AAP materials (calculation of eligible electors, elector response form, schedule, etc.) would be prepared while awaiting the Inspector of Municipalities' approval of the bylaw, and would be forwarded to the Board early Q2 2020.

Staff will bring forward a report with options and timelines to seek electoral approval for the metering program at a Q1 or early Q2 2020 Committee meeting.

STRATEGIC PLAN AND RELATED POLICIES

The Groundwater Investigation Project is identified as a supply project in the Comprehensive Regional Water Plan.

The project also supports many aspects of the 2019-2023 Strategic Plan. It supports strategy 2.1 to plan for and ensure year round water availability now and in the future and specifically the tactic to "investigate and/or develop water supply plans/sources for North and South Pender, Langdale, Soames, Grantham's, Eastbourne, Cove Cay, Egmont and Chapman Creek water systems". Since climate change is straining the water system, the Church Road well field will contribute to the development and implementation of adaptation strategies and measure for priority risk areas.

Ensuring fiscal sustainability is a key priority of the SCRD Strategic Plan. The Comprehensive Regional Water Plan financial model meets the objectives associated with this priority by aligning service levels and long term capital planning with a sustainable funding model guided by the Financial Sustainability Policy and Debt Management Policy.

CONCLUSION

Local governments wishing to pursue long term debt financing may only do so with approval of the electors. This can be achieved through an AAP or referendum. An AAP is generally considered to be a more cost effective option. Staff are recommending an AAP to seek electoral approval for a long term loan to fund the Groundwater Investigation Phase 4 – Church Road.

Including the required 1% contribution to the MFA debt reserve fund, the maximum borrowing to be authorized for this project is \$8,080,000 over a term of 30 years based on the estimated useful life of the assets.

Approval for long term borrowing up to a specified amount does not commit the SCRD to undertake all of the borrowing if alternative funding sources such as grants or reserves become available.

Reviewed by:			
Manager		Finance	X-T. Perreault
GM		Legislative	X - S. Reid
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Remko Rosenboom, General Manager, Infrastructure Services
Shane Walkey, Manager, Utilities Services
Stephen Misiurak, Manager Capital Projects

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR [370] REGIONAL WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [370] Regional Water Service be received;

AND THAT Round 1 Budget Proposal 25 – Regional Water Reservoir Development Phase 1 be postponed until the results of Budget Proposal 24 – Regional Water Reservoir Feasibility Study Phase 4 are received.

BACKGROUND

Following is a summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposal 1 – Cove Cay Pump Station Rebuild and Access Improvements [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 2 - Edwards Lake Dam Safety Audit Additional Funding [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 3 - Chapman Lake Dam Safety Audit [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 4 - Construction Archaeological Funding [370] – Incorporated in Round 2. Funding from User Fees.
- Budget Proposal 5 - Confined Space Document Review [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 6 - Operational Supplies [370] – Incorporated in Round 2. Funding from User Fees.
- Budget Proposal 8 - Reed Road and Elphinstone Road Watermain Replacement [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 9 - Chapman Water Treatment Plant Instrumentation [370] – Incorporated in Round 2. Funding from Capital Reserves.

- Budget Proposal 10 - Chapman Creek Water Treatment UV Upgrade [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 11 - Bylaw 422 Update [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 12 - Chapman Creek Water Treatment Plant Sludge Residuals Disposal and Planning [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 13 - Regional Pressure Reducing Valve Replacements [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 14 - Exposed Watermain Rehabilitation (Funding Increases) [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 15 - Langdale Pump Station (Phase 2) [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 16 – Utility Vehicle Purchase [370] – Incorporated in Round 2. Funding from MFA 5-Year Equipment Finance Loan.
- Budget Proposal 17 - New or Expansion of Water Conservation Rebate Programs – Increase to Base Budget [370] – Incorporated in Round 2. Funding from User Fees.
- Budget Proposal 18 - Metering Program: Meter Installation Phase 3 District of Sechelt and Sechelt Indian Government District [370] – Incorporated in Round 2. Funding from Long Term Loan.
- Budget Proposal 19 - Metering Program 2: Water Meter Data Analytics [370] – Incorporated in Round 2. Funding from User Fees.
- Budget Proposal 20 - Groundwater Investigation Phase 3 – Gray Creek [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 23 - Feasibility Study Upgrades Eastbourne Water System [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 26 - Water Supply and Conservation Public Engagement 2020 (including Water Summit) [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 27 - Chapman Creek Environmental Flow Requirements Update [370] – Incorporated in Round 2. Funding from Operating Reserves.
- Budget Proposal 30 - Summer Student (4 months) – Water Asset Inventory Update [370] – Incorporated in Round 2. Funding from User Fees.
- Budget Proposal 32 - Chapman Creek Water Treatment Plant Hot Water Upgrade [370] – Incorporated in Round 2. Funding from Capital Reserves.

- Budget Proposal 33 - Cemetery Reservoir Fencing and Road Access [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 34 - Equipment Purchase – Utility Trailer [370] – Incorporated in Round 2. Funding from Capital Reserves.
- Budget Proposal 35 – Equipment Purchase – Excavator and Trailer [370] – Incorporated in Round 2. Funding from MFA 5-Year Equipment Financing Loan;

The following Budget Proposals, were referred to 2020 Round 2 Budget per the following recommendations (excerpts):

AND FURTHER THAT that the following budget proposal be referred to the 2020 Round 2 Budget pending a staff report to the January 2020 Infrastructure Services Committee meeting providing the impact to the Regional Water Service [370] of both options suggested i.e. adding the full \$650,000 to 2020 or adding only \$325,000 to 2020 and \$325,000 to 2021:

- Budget Proposal 7 – Capital Watermain Replacement

AND THAT the following budget proposal be referred to 2020 Round 2 Budget pending further information to be included in the Budget Proposals (such as adding to rationale / service impacts, scope of work, funding required, funding sources):

- Budget Proposal 21 – Groundwater Investigation Phase 2, Part 2;
- Budget Proposal 22 – Groundwater Investigation Phase 4 – Church Road;
- Budget Proposal 24 – Regional Water Reservoir Feasibility Study Phase 4, 225,000 funded from Operating Reserves;
- ~~Budget Proposal 25 – Regional Water Reservoir Development Phase 4 (see below); and~~
- ~~Budget Proposal 29 – Water Governance Program 2020 (see below);~~

AND THAT the following budget proposal's 2020 funding implications be incorporated into Regional Water Service [370] and the budget proposal be referred to 2020 Round 2 Budget pending further information on alternative uses of the tanks when not used for emergency supply and also how this would affect the maintenance and cleaning of the tanks:

- Budget Proposal 28 – Emergency Water Storage Tanks, \$10,000 funded from Capital Reserves;

AND FURTHER THAT the following budget proposal's 2020 funding implications be incorporated into Regional Water Service [370] and the budget proposal be referred to 2020 Round 2 Budget pending further information on the Strategic Infrastructure Division:

- Budget Proposal 31 – Vehicle Purchase – Strategic Infrastructure Division, \$93,000 funded through MFA 5-Year Equipment Financing Loan.

After review of Budget Proposal 25, staff recommend discontinuing this project until the results of Budget Proposal 24 – Regional Water Reservoir Feasibility Study Phase 4 are received:

- Budget Proposal 25 - Regional Water Reservoir Development Phase 1 [370]

After further review of Budget Proposal 29, staff recommend discontinuing this project to replace it with new budget proposal from [150] Regional Feasibility – Watershed Governance Feasibility Study:

- Budget Proposal 29 – Water Governance Program 2020 [365] [366] [370]

DISCUSSION

R2 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

7	<i>Function Number – Project Name:</i>	[370] – Base Budget Increase (Capital Watermain Replacement)
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$650,000 Alternatively this funding increase could be achieved over 2 years: 2020: \$325,000 2021: \$325,000
	<i>Funding Source(s):</i>	Parcel Taxes
	<i>Asset Management Plan Implications:</i>	The water distribution system in the Regional Water Service Area (RWSA) is the single largest asset type maintained by the SCRD. Investing in the replacement, refurbishment and new capital construction of water mains and related appurtenances is critical to reliable service delivery. Current financial models and capital planning documents include significant investment in water main spending in order to keep the Region's distribution system assets in functional condition. A detailed asset management plan for this service area

		and/or asset type is scheduled to be completed in upcoming years.
	<i>Rationale / Service Impacts:</i>	<p>The RWSA has an annual base capital budget that funds capital water main upgrades and replacements. This base capital budget has not seen a significant increase in over 15 years. Due to rising costs of construction (contractor services, pipes and fittings, gravel etc.), increased MOTI road reconstruction requirements (full lane paving) and the identified need to complete necessary upgrades and replacement work in a reasonable timeframe.</p> <p>The annual base budget requires a significant increase. Current available funding is not sufficient to fund asset replacement in a timely manner and could result in high reactive maintenance repairs as well as risks to service delivery. The increase in budget will enable an expedited schedule in the proposed staff-generated water main replacement and upgrade program to be completed by 2027 rather than the existing end date of 2033. The benefits of an expedited construction schedule are:</p> <ul style="list-style-type: none"> • Reduction in repairs and reactive maintenance expenses. • Increase water conservation by reducing potential water main leaks or breaks. • Risk reduction due to more reliable service levels and improved fire protection. <p>At the CAS committee meeting on January 23, 2020 the report Regional Water Service Area 2020 Rate Amendment was received and discussed. The report outlined a staff recommendation of 43% increase in user rates and a 5.3% increase in parcel tax. These rate increases included providing</p>

		<p>a \$650,000 increase as identified to the Capital Water main Replacement-Increase to Base Budget.</p> <p>At the January 30, 2020 Special Board Meeting the amended and updated Bylaw No.422 Schedule E was adopted.</p> <p>If the decision was made to support a base budget increase of \$325.000, this would result in an additional contribution to capital reserves of \$325.000.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	<p>Annual capital cost increase: \$650,000</p> <p>This spending is not typically related to new infrastructure but rather the replacement and/or upgrading of existing water lines, therefore it will not be associated with increases in operating budget spending on an annual basis. Proactive replacement of gradually degrading pipes will have a benefit by reducing costly reactive maintenance expenditures and reducing service interruptions in the region.</p>

B- BOARD STRATEGIC AND CORPORATE GOALS

21	<i>Function Number – Project Name:</i>	[370] – Groundwater Investigation – Phase 2, Part 2
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$375,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	N/A
	<i>Rationale / Service Impacts:</i>	At the December 12, 2019 Planning and Community Development Committee Meeting the Board requested staff to explore in 2020 the feasibility of development of additional well

		<p>production sites within the Sunshine Coast. From the results of the Phase 2 Groundwater Investigation and other hydrological studies, the Phase 2, Part 2 Groundwater Feasibility study will evaluate the following four sites ability to deliver a high water quality and quantity of water. The four sites proposed for this project are:</p> <ol style="list-style-type: none"> 1. Langdale (close to current well), 2. East Porpoise Bay; 3. Harmon Road (DL 1312); and, 4. Elphinstone west of Chaster Creek. <p>The precise locations for a test well in these areas will be determined as part of this project.</p> <p>The following activities will be completed for each site:</p> <ul style="list-style-type: none"> - Siting of well - Drilling 6"-8" diameter test well - Drawdown test to determine sustainable yield - Water sampling to determine water quality - Assessment of impacts on environment - Assessment of impacts on nearby well users - Conceptual treatment requirements - Conceptual infrastructure requirements to connect to distribution system - Cost estimate for budgeting purposes to develop production well and ancillary infrastructure <p>A multi-criteria analysis will be completed to rank the four well sites and a final report will be produced to summarize the results of the Phase 2 activities and recommend site(s) to develop.</p>
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		<p><u>Alternative proposal:</u></p> <p>Instead of four sites to explore as part of this project, the number of sites could be limited to three which would reduce the proposed budget to \$315,000.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A
22	<i>Function Number – Project Name:</i>	[370] – Groundwater Investigation – Phase 4 – Church Road
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$ 8,270,000
	<i>Funding Source(s):</i>	<p>\$ 270,000 Capital Reserves</p> <p>\$ 8,000,000 Long Term Loan</p> <p>Addition details regarding the funding options for this project are included in the report Groundwater Investigation Phase 4 – Church Road Budget Proposal on this agenda.</p>
	<i>Asset Management Plan Implications:</i>	<p>This project will result in the development of new wells and treatment and transmission infrastructure and in the decommissioning of the current Grantham's well. The associated asset management implications will be included in the Asset Management Plans are scheduled to be developed in 2020 and 2021.</p>
	<i>Rationale / Service Impacts:</i>	<p>At the December 12, 2019 Planning and Community Development Committee meeting the report titled Groundwater Investigation Phase 3 – Church Road Results was presented. At its January 9, 2020 meeting the Board subsequently adopted the following recommendation:</p>

		005/20 <u>Recommendation No. 5</u> AND THAT a budget proposal for \$8,270,000 for a Groundwater Investigation Phase 4 with respect to the development, construction, and commissioning of a primary well production field at Church Road be brought forward to the 2020 Round 2 Budget.
	<i>Climate Action Impact</i>	The new well and booster pumps will use more electricity when operational compared to the current Grantham's well. Potential for power generation thru solar panels on the roof of the treatment building and reservoir will be explored as part of this project.
	<i>Life Cycle Cost Breakdown</i>	A breakdown of the life cycle costs will be included in the Asset Management Plans are scheduled to be developed in 2020 and 2021. There will be a minimal requirement for additional staff time and some additional budget required to operate and maintain the new well field and associated infrastructure. These requirements will be quantified once the operation and maintenance plans is developed and will be brought forward in as part of the 2021 budget process.

24	<i>Function Number – Project Name:</i>	[370] Regional Water Reservoir Feasibility Study Phase 4
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$250,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	N/A

	<i>Rationale / Service Impacts:</i>	<p>Developing new water supply sources is one of the tactics listed in the 2019-2023 Strategic Plan and is the subject of the report Result of Raw Water Reservoir Feasibility Study Phase 3 presented at the November 21, 2019 Infrastructure Services Committee meeting.</p> <p>As presented in that report, this phase would primarily focus on the confirmation of the feasibility of Site B and would include:</p> <ul style="list-style-type: none"> - Initial geotechnical and geophysical field investigation and associated permitting; - Assessment of economic value of excavated materials - Refined design and cost estimates; - Preliminary analyses of hydropower potential, and; - Preliminary GHG emission assessment.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

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

28	<i>Function Number – Project Name:</i>	[370] – Emergency Water Storage Tanks
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$10,000
	<i>Funding Source(s):</i>	Capital Reserves
	<i>Asset Management Plan Implications:</i>	The tanks will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>Purchase of up to five large (1000 gal) transportable tanks (including auxiliary equipment) to provide emergency water supply to support SCRD services or small communities (as an instant water source or for shuttling between water source and community).</p> <p>Examples of use of the tanks could be:</p> <ul style="list-style-type: none"> - emergency water supply to Eastbourne water system or neighborhoods within other water systems; - irrigation of sports fields, - fire response; and, - ice installation in arena. <p>The Utilities Department will make the tanks available when possible for these other uses while also ensuring the other uses will not impact their primary intended use as a water source for the community.</p>
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	It is expected that these tanks will need regular cleaning and periodic maintenance. Expenditures for the associated maintenance tasks is expected to be minimal and funded through operational budgets.

	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	N/A

31	<i>Function Number – Project Name:</i>	[370] – Vehicle Purchases – Strategic Infrastructure Division
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Regional
	<i>2020 Funding Required:</i>	\$93,000 Breakdown: \$ 90,000 for vehicle \$ 3,000 for charging station
	<i>Funding Source(s):</i>	MFA 5-Year Equipment Financing Loan
	<i>Asset Management Plan Implications:</i>	The vehicle will be incorporated into future financial and asset management planning documents in order to ensure funding is in place at the end of the asset's useful life.
	<i>Rationale / Service Impacts:</i>	<p>The Strategic Infrastructure Planning and Participation division is proposed to consist of six staff. Their duties include the monthly readings of all water meters on the coast (several days of work per months) as well as many public events and meetings with stakeholders and site visits all over the Sunshine Coast.</p> <p>Given this external orientated focus of the team it's recommended to purchase two vehicles to support this team's activities.</p> <p>The GM Infrastructure Services will also start using these vehicles for his travels instead of regular gas ones.</p>
	<i>Climate Action Impact</i>	An electric vehicle will avoid 2.5 to 5 tonnes of CO _{2e} per year that would be associated with a Ford Escape.

<p><i>Life Cycle Cost Breakdown</i></p>	<p>Annual debt servicing of \$9,600/year per vehicle for the repayment of the loan.</p> <p>Maintenance costs are estimated at \$3,000 per year, per vehicle. As these vehicles are integrated in the fleet, there will be a learning curve around maintenance patterns. Electricity costs will be lower than fuel costs and will be covered by the service function.</p> <p>An electric vehicle is required to support Utility Field Road staff to allow for the current Ford Escape to be transferred to the Mason Road facility.</p>
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Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 4,145,305	\$ 2,737,805	\$ 2,737,805	\$ 2,737,805	\$ 2,737,805
2020 R1 Budget Proposals	-\$ 1,752,500	\$ -	\$ -	\$ -	\$ -
2020 R2 Budget Proposals	-\$ 655,000	\$ -	\$ -	\$ -	\$ -
2020 Contributions	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 2,737,805	\$ 2,737,805	\$ 2,737,805	\$ 2,737,805	\$ 2,737,805

Five-Year Operating Reserve Plan (or longer, if applicable)					
(use table illustrating capital contributions and expenditures, if available)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 2,728,365	\$ 2,835,865	\$ 2,835,865	\$ 2,835,865	\$ 2,835,865
2020 R1 Budget Proposals	-\$ 642,500	\$ -	\$ -	\$ -	\$ -
2020 R2 Budget Proposals	-\$ 250,000	\$ -	\$ -	\$ -	\$ -
2020 Contributions	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 2,835,865	\$ 2,835,865	\$ 2,835,865	\$ 2,835,865	\$ 2,835,865

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Shane Walkey, Manager, Utility Services

SUBJECT: 2020 R2 BUDGET PROPOSAL FOR (365) NORTH PENDER HARBOUR WATER SERVICE

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for (365) Norther Pender Harbour Water Service be received.

BACKGROUND

Following Round 1 2020 Budget meeting recommendations, the following budget proposals were approved and incorporated into the 2020 Round 2 Budget:

- Budget Proposal 1 – Construction Archaeological Funding [365] – Incorporated in Round 2. Funding from User Fees;
- Budget Proposal 2 – Confined Space Document Review [365]—Incorporated in Round 2. Funding from Operating Reserves;
- Budget Proposal 3 – North Pender Harbour Water Service – Hydrant Program [365] – Incorporated in Round 2. Funding from Parcel Taxes;
- Budget Proposal 4 – New or Expansion of Water Conservation Programs [365] – Incorporated in Round 2. Funding from User Fees;
- Budget Proposal 5 – North Pender Harbour Water Service – Water Supply Plan [365] -- Incorporated in Round 2. Funding from Operating Reserves; and
- Budget Proposal 6 – Metering Program 2: Water Meter Data Analytics [365] -- Incorporated in Round 2. Funding from User Fees;

DISCUSSION

2020 R2 Budget Proposals by Category

D OTHER or NOT CURRENTLY CLASSIFIED

7	Function Number – Project Name:	***NEW [365] – North Pender Harbour Water Service – Emergency Generator
	Rating:	Enhancement to Service

	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2020 Funding Required:</i>	\$125,000
	<i>Funding Source(s):</i>	Capital Reserves Note: the purchase of this generator would reduce total reserves balance for this function to a level that could be considered as not financially sustainable given the total value and condition of the assets of this water system. Staff and the community is aware of many sections of water mains that are in need of replacement in the upcoming years due to their current condition or insufficient capacity to provide adequate fire flows. Staff therefore recommend to consider the priority of the purchase of this generator as part of the Asset Management Plan and Water Supply Plan that are scheduled to be developed for this service in 2020 and 2021.
	<i>Asset Management Plan Implications:</i>	The addition of a generator for use at the Garden Bay Pump station and potentially other facilities requiring emergency energy will increase the system assets value and will also increase the required operating and maintenance budget to maintain the asset.
	<i>Rationale / Service Impacts:</i>	The Garden Bay pump station historically included a stationary generator installed in the current facility which automatically kicked on during a hydro interruption. A number of years ago the generators mechanical issues were determined to be irreparable and not cost effective. The generator was disposed of via advertised tender. The Regional Water System (370) owns a portable generator capable of operating the pump station which is stationed in West Sechelt. The electrical feed for the Garden Bay pump station

		<p>was modified to receive both hydro and the portable generator.</p> <p>When required the portable generator would be mobilized from West Sechelt and transported to Garden Bay pump station and connected to the pump station.</p> <p>Purchasing a portable or permanently installed generator dedicated to North Pender water service area would ensure energy is supplied to the pump station almost simultaneous to hydro outages. Having a dedicated generator would ensure maximum pumping ability for the pump station in a power outage ultimately providing the maximum volume of water in an emergency that coincides with a power failure.</p> <p>Staff will review any opportunities to apply and receive an emergency preparedness grant to offset costs associated with the generator purchase, delivery, planning and installation.</p> <p>Staff will also review any cost saving opportunities including the purchase of good quality used equipment.</p>
	<i>Climate Action Impact</i>	The operation of any diesel engines including generators has an environmental impact.
	<i>Life Cycle Cost Breakdown</i>	The purchase of a generator involves a one-time expenditure of an asset that will need ongoing annual O&M, ultimately increase operating expenditures for the service area.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 461,024	\$ 401,024	\$ 401,024	\$ 401,024	\$ 401,024
Emergency Generator	-\$ 125,000	\$ -	\$ -	\$ -	\$ -
2020 Contribution (estimate)	\$ 65,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 401,024	\$ 401,024	\$ 401,024	\$ 401,024	\$ 401,024

Reviewed by:			
Manager		Finance	
GM	X - R. Rosenboom	Legislative	
CAO	X – D. McKinley	Other	

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Special Corporate and Administrative Services Committee – Round 2 Budget
February 10 and 11, 2020

AUTHOR: Kyle Doyle, Manager, Asset Management
Shane Walkey, Manager, Utility Services

SUBJECT: **2020 R2 BUDGET PROPOSAL FOR [381-395] WASTEWATER TREATMENT SERVICES**

RECOMMENDATION(S)

THAT the report titled 2020 R2 Budget Proposal for [381-395] Wastewater Treatment Services be received.

BACKGROUND

Following is a summary of the Round 1 2020 Budget meeting recommendations:

- Budget Proposal 1 – [387] Square Bay Infiltration Reduction (2020) – Incorporated in Round 2. Funded from Operating Reserves;

DISCUSSION

The following Budget Proposals are provided to support the board in making informed decisions regarding funding projects or service enhancements:

004/20 AND FURTHER THAT the following budget proposal be referred to 2020 Round 2 Budget pending staff report to January 2020 Infrastructure Services Committee meeting outlining proposed projects for 2020 and funding options:

- Budget Proposal 2 – [381-395] Wastewater Treatment Plants Asset Management Plans

Staff have amended Budget Proposal 2 for Feasibility Studies (**contingent on receipt of grant**),

And that Budget Proposal No. 6 be considered to support community engagement as follows:

025/20 AND THAT staff report to 2020 Round 2 Budget with a proposal for an advisory committee to provide recommendations on sustainable funding options to support the ongoing lifecycle maintenance of wastewater treatment plants;

2020 R2 Budget Proposals by Category

A- BUSINESS CONTINUITY (Mandatory)

2	<i>Function Number – Project Name:</i>	Wastewater Treatment Plants Asset Management Plans- Feasibility Studies [381] – Greaves Road Wastewater Service [383] – Sunnyside Road Wastewater Service [384] – Jolly Roger Wastewater Service [385] – Secret Cove Wastewater Service [388] – Langdale Wastewater Service [390] – Merrill Crescent Wastewater Service
	<i>Rating:</i>	Enhancement to Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	A, B, E, F
	<i>2020 Funding Required:</i>	[381] – \$1,250 (SCRD Contribution) [383] – \$1,250 (SCRD Contribution) [384] – \$2,500 (SCRD Contribution) [385] – \$2,500 (SCRD Contribution) [388] – \$2,500 (SCRD Contribution) [390] – \$1,250 (SCRD Contribution)
	<i>Funding Source(s):</i>	Operating Reserves (Contingent on Receipt of Grants)
	<i>Asset Management Plan Implications:</i>	The wastewater services listed above are anticipated to require significant capital upgrades within the next 10 years. These budget proposals will enable the SCRD to have Qualified Professionals conduct feasibility studies that will provide guidance on the scope and cost of the requisite works. This information will enable more accurate capital planning.
	<i>Rationale / Service Impacts:</i>	The feasibility studies will enable the SCRD to plan to continue to provide wastewater services for the above listed areas beyond the current estimated useful life of the existing infrastructure.

	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	The proposed feasibility studies are a one-time cost. They will enable more accurate lifecycle costing for each of the respective wastewater services.

3	<i>Function Number – Project Name:</i>	***NEW [382] Wastewater Treatment Plants Asset Management Plans — Woodcreek Park Inspection Chamber Repairs
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area E
	<i>2020 Funding Required:</i>	\$6,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	<p>The cost to schedule the locating and repairs of the inspection chambers will be considerably lower than reactively completing the work when required in an emergency situation.</p> <p>Locating and repairing the inspection chambers will enable better access and provide better service to customers when concerns arise due to possible sewer blockage investigation.</p> <p>Available working inspection chambers will increase the opportunity to better inspect the workings of the sewer system.</p> <p>Eliminating infiltration sources will reduce the volume of liquid being treated by the treatment plant which will in turn reduce pump operation and treatment costs.</p>
	<i>Rationale / Service Impacts:</i>	In 2018 the collection system was assessed via a CCTV inspection. Results of the CCTV inspection determined various defects. Of note in the CCTV reports was infiltration and damage to a number of inspection chambers.

		<p>Inspection chambers are located at property line to enable work tasks such as flushing and flow monitoring. The inspection chambers also delineate the location where SCRD and private infrastructure connect. The inspection chamber ends the SCRD responsibility and any infrastructure on the private property side of the inspection chamber is the property owner's responsibility.</p> <p>Locating and repairing this infrastructure has operation and service benefits.</p>
	<i>Climate Action Impact</i>	Reducing the flow volume into the plant will reduce the need to pump the liquid which in turn will reduce energy consumption.
	<i>Life Cycle Cost Breakdown</i>	These repairs will assist in better assessment of the collection system allowing proactive maintenance and reduce wear and tear on pumps.

4	<i>Function Number – Project Name:</i>	***NEW [386] Wastewater Treatment Plants Asset Management Plans– Lee Bay Collection System Repairs
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2020 Funding Required:</i>	\$20,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	<p>Maintaining assets such as manholes and collection lines impacts the entire sewage system including the treatment plant and disposal field.</p> <p>Collection system malfunctions such as broken pipes and degraded manholes cause infiltration of ground water and debris. The addition of excess groundwater and foreign objects into the system causes increase in operation costs due to infiltration and blockages.</p>

	<i>Rationale / Service Impacts:</i>	<p>In 2018 the collection system was assessed via a CCTV inspection. Results of the CCTV inspection determined there were defects that need attention. Observations in the CCTV reports was a pipe segment and a manhole were observed to have severe defects.</p> <p>Manholes are important structures located at collection line direction changes and enable work tasks such as flushing and flow monitoring. The collection lines transport the sewage from dwellings to the treatment plant.</p> <p>Repairing this infrastructure has operation and service benefits.</p>
	<i>Climate Action Impact</i>	Reducing the flow volume into the plant will reduce the need to pump the liquid which in turn will reduce energy consumption.
	<i>Life Cycle Cost Breakdown</i>	These repairs will assist in better assessment and maintenance of the collection system allowing proactive maintenance and reduce wear and tear on pumps.

5	<i>Function Number – Project Name:</i>	***NEW [386] Wastewater Treatment Plants Asset Management Plans– Lee Bay Disposal Primary Drain field Repairs and Vegetation Management
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A
	<i>2020 Funding Required:</i>	\$17,000
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	<p>Completing asset management tasks such as disposal field vegetation management contributes to the asset meeting its full life cycle.</p> <p>Inspections and repairs to the disposal field piping and controls ensures proper</p>

		functioning of the entire disposal field and reduces short circuiting which could reduce field life.
	<i>Rationale / Service Impacts:</i>	<p>Lee Bay has a number of disposal fields that can be accessed for sewage effluent disposal. The disposal fields comprise of underground piping that distributes the effluent around the field.</p> <p>Vegetation can impact disposal field life length and functionality due to root infiltration that can block the piping and cause short circuiting or pipe damage.</p> <p>Vegetation should be removed that has grown near or on top of piping and any identified damage to piping needs to be repaired.</p> <p>This work will contribute to better dispersal of the effluent and cause the fields to work better.</p>
	<i>Climate Action Impact</i>	Proper dispersal of the effluent in the fields will reduce the opportunity for break out (sewage coming to the surface) which if it occurred could have an environmental impact.
	<i>Life Cycle Cost Breakdown</i>	This work will assist with ensuring the longest life span for the disposal fields.

6	<i>Function Number – Project Name:</i>	***NEW [381-395] Wastewater Services Capital Planning Engagement Seminars
	<i>Rating:</i>	Status Quo Service
	<i>Areas Affected (A-F, Regional, Islands):</i>	Area A, B, D, E, F
	<i>2020 Funding Required:</i>	\$ 2,500
	<i>Funding Source(s):</i>	Operating Reserves
	<i>Asset Management Plan Implications:</i>	At the January 30, 2020 Board meeting, the following motion (025/20) was passed:

		<p><u>Recommendation No.5</u> Wastewater Asset Management and Rate Reviews</p> <p>THAT the report titled Waste Water Asset Management and Rate Reviews be received;</p> <p>AND THAT staff report to 2020 Round 2 Budget with a proposal for an advisory committee to provide recommendations on sustainable funding options to support the ongoing lifecycle maintenance of wastewater treatment plants;</p> <p>In alignment with the SCRD Strategic Plan and in response to the public feedback regarding wastewater public consultation sessions held previously, additional consultation with residents of wastewater local service areas will be conducted.</p> <p>Individual wastewater service areas will be presented with a seminar addressing the specific concerns relevant to each service area.</p> <p>Presenting to each of the 15 wastewater services independently will enable delivery of specific information about individual wastewater services.</p> <p>These 15 engagement sessions will educate residents on the state of their wastewater service and provide background information on the regional districts role in managing their service. Financial forecasting will be explained, with attention given to the service-specific conditions and residents' suggestions for establishing sustainable funding models.</p> <p>These engagement sessions will assist in the creation of future funding models.</p>
	<p><i>Rationale / Service Impacts:</i></p>	<p>Residents expressed desire to have a thorough understanding of their individual wastewater service. Previous engagement sessions were broadly focused. By providing a forum for each service area,</p>

		residents will have an opportunity to voice concerns relevant to their service.
	<i>Climate Action Impact</i>	N/A
	<i>Life Cycle Cost Breakdown</i>	This work will assist with developing a long-term capital funding plan for each wastewater service.

Financial Implications

Five-Year Capital Reserve Plan (or longer, if applicable)					
Greaves Road Wastewater - 381					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 8,010	\$ 6,760	\$ 6,760	\$ 6,760	\$ 6,760
SCRD Commitment	-\$ 1,250	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 6,760	\$ 6,760	\$ 6,760	\$ 6,760	\$ 6,760

Five-Year Capital Reserve Plan (or longer, if applicable)					
Sunnyside Wastewater - 383					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 7,544	\$ 6,294	\$ 6,294	\$ 6,294	\$ 6,294
SCRD Commitment	-\$ 1,250	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 6,294	\$ 6,294	\$ 6,294	\$ 6,294	\$ 6,294

Five-Year Capital Reserve Plan (or longer, if applicable)					
Jolly Roger Wastewater - 384					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 17,065	\$ 14,565	\$ 14,565	\$ 14,565	\$ 14,565
SCRD Commitment	-\$ 2,500	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 14,565	\$ 14,565	\$ 14,565	\$ 14,565	\$ 14,565

Five-Year Capital Reserve Plan (or longer, if applicable)					
Secret Cove Wastewater - 385					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 20,466	\$ 17,966	\$ 17,966	\$ 17,966	\$ 17,966
SCRD Commitment	-\$ 2,500	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 17,966	\$ 17,966	\$ 17,966	\$ 17,966	\$ 17,966

Five-Year Capital Reserve Plan (or longer, if applicable)					
Langdale Wastewater - 388					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 35,024	\$ 32,524	\$ 32,524	\$ 32,524	\$ 32,524
SCRD Commitment	-\$ 2,500	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 32,524	\$ 32,524	\$ 32,524	\$ 32,524	\$ 32,524

Five-Year Capital Reserve Plan (or longer, if applicable)					
Merrill Crescent Wastewater - 390					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 3,085	\$ 1,835	\$ 1,835	\$ 1,835	\$ 1,835
SCRD Commitment	-\$ 1,250	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 1,835	\$ 1,835	\$ 1,835	\$ 1,835	\$ 1,835

Five-Year Capital Reserve Plan (or longer, if applicable)					
Woodcreek Park Wastewater (382)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 170,170	\$ 164,170	\$ 164,170	\$ 164,170	\$ 164,170
2020 Budget Proposal	-\$ 6,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 164,170	\$ 164,170	\$ 164,170	\$ 164,170	\$ 164,170

Five-Year Capital Reserve Plan (or longer, if applicable)					
Lee Bay Wastewater (386)					
	2020	2021	2022	2023	2024
Item	Amount	Amount	Amount	Amount	Amount
Opening Balance in reserve	\$ 274,467	\$ 237,467	\$ 237,467	\$ 237,467	\$237,467
2020 Budget proposals	-\$ 37,000	\$ -	\$ -	\$ -	\$ -
Closing Balance in Reserve	\$ 237,467	\$ 237,467	\$ 237,467	\$ 237,467	\$237,467

Reviewed by:			
Manager		Finance	
GM	X – R. Rosenboom	Legislative	
CAO	X – D. McKinley	Other	